

The Role And Strategy Of Kopti Handayani In Developing A Weak Economy Through Tempe Tahu Craftsmanship In Salatiga, Central Java

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Abstract The role of Koperasi Tempe Tahu Indonesia Kopti Handayani in helping to develop economically weak communities, which need to be empowered and developed. Kopti Handayani Salatiga became the research location with the aim of describing and explaining the role of Kopti Handayani Salatiga in helping to build the community's weak economy, and what strategies Kopti Handayani Salatiga implemented to empower and develop tahu tempe craftsmen for a better economic life. This study used descriptive qualitative method. The data was collected using documentation studies and literature deemed relevant and the results of direct in-depth interviews with related parties were then analyzed descriptively. The research results obtained are: Firstly, the role played by Kopti Handayani Salatiga, regarding his role as a facilitator, mediator and as a motivator, can run well. Second, from the results of the SWOT analysis, it is recommended that the role and strategy of Kopti Handayani be very perspective and have high hopes for development and can boost the weak economic growth of the people in Salatiga

Keywords Role; Strategy; Weak Economy

INTRODUCTION

Koperasi have been known for a long time by Indonesian people. Business entities that carry out their business activities based on the principle of kinship have helped quite a lot to improve the economy, especially in economically weak communities.

The Minister for Development of Disadvantaged Regions of the Republic of Indonesia emphasized that in various events at the launch of the book " Nyala Obor di Kala Hujan Koperasi Indonesia Rumah Kita " he emphasized that "Cultivating koperasi and micro, small and medium enterprises (MSMEs) is one of the strategic efforts in improving the standard of living most of the Indonesian people, based on the National Long Term Development Plan 2005 – 2025 (RPJPN). Empowering koperasi s and MSMEs was chosen to be the development of small and medium enterprises (SMEs), empowering micro enterprises, and strengthening koperasi institutions. One of the efforts to empower koperasi is to accelerate the reduction in poverty levels according to government expectations. (Bachrudin, 2010)

In relation to koperasi, Primkopti Handayani Salatiga is a primary koperasi whose members are tempeh, tofu, soy milk and soybean cracker craftsmen with 294 full members, 17 new members, and 41 potential new members. Primkopti "Handayani" Salatiga was founded on December 10 1979, legal entity May 14 1981, BH: 9494/BHVI/1981, with legal permits including: SIUP with Number: 0220102101147, and NPWP Number: 01.446.001.8-505.00.

Currently, Primkopti "Handayani" Salatiga, the Chairman is Mr. Sutrisno Supriyanto SE, and the Secretary is: Mr. Sunarto, and the Treasurer is: Mr. Moch Aminudin.

Primary Cooperatives are a type of cooperative which is divided based on level and area of work area. The primary cooperative itself has 20 members. Meanwhile, secondary cooperatives are cooperatives that consist of a combination of cooperative bodies and have a wider working area compared to primary cooperatives (Kopti Handayani Profile, 2023).

Currently, many regions in Indonesia have established Primkopti for middle and lower-class businesses to participate in advancing the regional economy. The existence of Primkopti Handayani Salatiga really helps the people of Salatiga who are craftsmen or producers of tofu tempeh to get soybeans at relatively stable prices. . Primkopti Handayani Salatiga deserves to be imitated by Primkopti from other areas, considering that the members of the craftsmen or tofu tempeh producers are always increasing among the people of Salatiga and its surroundings because Primkopti Handayani is able to collaborate well with the Salatiga City Government and has been running since 1997 until Now, the Salatiga City Government is able to help tofu tempeh craftsmen or producers when members of the Primkopti Handayani Cooperative buy soybeans at Primkopti Handayani Salatiga and receive a subsidy of IDR 200,000/kg. Apart from being a Primary Tofu Tempe Cooperative which helps serve its members in procuring soybeans, PRIMKOPTI Handayani Salatiga is also a tofu producer which is classified as a pioneer for modern tofu producers, meaning it uses good and sophisticated technology in the tofu making process. For a long time, tofu producers were known as dirty, dirty tofu factories with dirty environments and unpleasant aromas and were usually located on the outskirts of villages or villages.

With modern technology, the manufacturing process is relatively fast, effective, efficient, hygienic and environmentally friendly, and is currently used as educational tourism for school children, as the waste is processed into plant fertilizer, the dregs are processed into feed for dairy cattle, dairy goats and pigs. There are relatively many variants of the products produced from Primkopti Handayani Salatiga which are used as products to be marketed. The focus of the research here is Primkopti Handayani's role and strategy in developing a weak economy through tofu tempeh craftsmen in Salatiga, Central Java. The formulation of the problem in the research here is What is the role of Primkopti Handayani Salatiga in helping to develop a weak economy through tofu tempeh craftsmen in Salatiga, Central Java? What is Primkopti Handayani Salatiga's strategy in helping to build a weak economy through tofu tempeh craftsmen in Salatiga, Central Java?

Role in general is an action carried out by a person which is part of his duties or responsibilities as a leader or position. Meanwhile, in terms of sociologist Soekamto's terminology in Suharto (2005), role is a dynamic aspect of position, if a person carries out the rights and obligations in accordance with his position.

From the understanding of roles, there are two things contained in it: first, the expectations of society towards role holders or the obligations of role holders. Second, the expectations that the role holder has for society.

From the above understanding regarding roles, it can be concluded that roles are important in the social life of society, society usually provides facilities for individuals to carry out roles, as well as organizations or economic institutions which are part of society that provide opportunities to carry out these roles. .

Role Function:

- a. That certain roles must be implemented if the structure of society is to be maintained.
- b. This role should be assigned to individuals who society considers capable of carrying it out, they must first be trained and have the motivation to carry it out.
- c. In society, individuals are sometimes found who are unable to carry out their roles as expected by society, their implementation requires too much sacrifice of personal interests.
- d. If everyone is capable and able to carry out their roles, it is not certain that society will provide equal opportunities, in fact it is often seen how society is forced to limit these opportunities.

Furthermore, Hanggraeni, (2011) said that the forms of role of economic organizations or institutions in society have principal roles such as facilitator, mediator and motivator.

a. Facilitator

Facilitation is often referred to as an effort to help other people to make changes that have been determined and mutually agreed upon, such as encouraging personal strengths and designing alternative solutions to achieve agreed goals. According to Suharto (2005), defining a facilitator is responsible for helping clients become able to handle situational and transitional stress.

KOPTI's own role in this case is to facilitate or enable changes to members in expediting the production process in the form of training and guidance. This training and guidance covers how to choose good soybeans and how to make delicious and long-lasting tempeh and tofu so that it can improve production quality. The Cooperative management itself provides this training and guidance every month at each TPK (employee training place) located at the KOPTI HANDAYANI office.

b. Mediator

According to Semamora.H (2014), the role of the mediator is to bridge between group members and the environmental system that hinders them. The activities carried out include behavioral contracts and negotiations.

Cooperatives as economic institutions which are a forum for tempe and tofu entrepreneurs, in this case carry out the role of being a liaison between tempeh and tofu entrepreneurs and related parties, such as government institutions, soybean farmers and entrepreneurs who sell their products on the market. With this collaboration between the two parties, it is hoped that their production will be able to develop and be profitable for tempe and tofu entrepreneurs.

c. Motivator

Motivator comes from the Latin *movere* which means to move or to move which means the force within an organism that encourages action (driving force). Motivators can also be interpreted as soul goals that encourage individuals to carry out certain activities and for certain purposes regarding the situation around them. Furthermore, Walgito in Umam (2010) said that:

The role of the Cooperative as a motivator in this case is as an encouragement to members to always try to increase their resources and work ethic so that they can truly be used as capital for empowerment. It can be interpreted as a process towards becoming empowered, or a process to obtain power/strength from parties who have the power to parties who are lacking or powerless. In this sense, empowerment is a process carried out through certain stages to change the condition of an individual, group or society from a condition of dependency to achieving independence.

a. Koperasi,

With the presence of Koperasi for tempe and tofu entrepreneurs, they can provide capital assistance to their members so that tempe and tofu entrepreneurs can develop economic potential and capabilities to increase income in economic and social welfare.

In accordance with the Republic of Indonesia Law concerning Koperasi Number 25 of 1992, that:

Cooperatives are business entities that consist of people or cooperative legal entities that base their activities on principles, cooperatives are also a people's economic movement based on family that aims to improve the welfare of members in particular and society in general as well as building a national economic order in order to create an advanced society., justice and prosperity based on Pancasila and the 1945 Constitution.

Furthermore, Sudarsono (2005), said that cooperatives contain the meaning of cooperation. Cooperative comes from the word *co-operation* which means cooperation. Viewed from an economic perspective, "cooperation" can be "profit oriented" and can be "non-profit oriented." Profit-oriented cooperation is cooperation in the field of capital. Meanwhile, non-profit oriented is a collaboration that forms a business entity that is not

solely focused on making a profit but is more focused on serving or meeting the needs of its members.

Cooperatives are one effort to overcome the problems that exist in the trade sector, especially in rural areas, by establishing credit cooperative units such as KUD, BUUD, KSU and others. The rural cooperative unit is an effort to expedite the process of providing capital assistance.

Cooperatives must be able to provide services in various fields of economic activity as well as the needs of their members and the surrounding community. As a cooperative that serves economic activities such as credit, distribution and procurement of food, processing and marketing of production results and other economic activities, of course cooperation is needed between Cooperative members. Members are the most important component in forming a cooperative.

With duties and responsibility for the progress and decline of cooperative businesses. In the cooperative system, the function of members is as owners of the cooperative and at the same time as users of cooperative services, so it is not surprising that without being supported by the activities and active role of cooperative members, a cooperative cannot progress, develop and compete with the private economy. Seeing that the majority of Indonesian people live in rural areas, of course their economic livelihood is still based on procuring food and developing the weak economy in the community which is useful for improving members' living standards. and in order to fulfill the economic needs of rural communities, a cooperative was formed.

The role of cooperatives can be as a service center for the community to improve their welfare. Departing from the description above, the role of Primkopti Handayani Salatiga in building a weak economy for tofu tempe craftsmen in Salatiga, the author views that improving the welfare of the weak economy through empowerment carried out by Primkopti needs to be well appreciated. So it can really improve the economy of tofu tempe craftsmen who are under the guidance of Primkopti Handayani Salatiga.

b. Handayani Tahu Tempe Cooperative,

In achieving common goals, the Primary TempeTahu Handayani Cooperative, Salatiga, has set a Vision and Mission that will be achieved jointly with its members. The vision is:

1. Primkopti Handayani's Vision:

Strengthening Primkopti Handayani Salatiga's position as a vehicle for empowering and strengthening its members' businesses.

Realizing that MSMEs will advance to class, Go Export and be Independent.

2. Primkopti Handayani Mission :

- Fighting for and maintaining Primkopti Handayani Salatiga as the only place for tofu tempeh craftsmen.
- Maintain and preserve tofu tempeh as a nutritious and hygienic traditional food
- Improving welfare and strengthening the social conditions of members
- Creating Primkopti Handayani Salatiga to become a strong and independent Primkopti
- Entrepreneurship of MSMEs to be more professional and have character
- Strengthen networks and cooperation with the government and other stakeholders to strengthen the role of cooperatives and MSMEs
- Helping MSMEs in accessing business capital strengthening, technological human resources, and domestic and global markets. Primkopti Handayani Salatiga sampai saat masih tetap eksis dan tetap bisa melayani anggota, khususnya pengrajin tempe dan tahu, Primkopti berusaha untuk tetap bangkit sampai sekarang. Saat ini Primkopti harus mampu bersaing dengan para pedagang kedele, utamanya mereka yang ada di Salatiga dan sekitarnya, oleh karenanya kesadaran akan berkoperasi patut kita gelorakan dan kita sosialisasikan secara luas kepada masyarakat.

Primkopti Handayani as a primary cooperative continues to make efforts or breakthroughs to find the best solution for Primkopti Handayani, including:

1. Organizational and Institutional Sector,

- a. Hold RAT on time
- c. Building trust and strengthening Primkopti Handayani's position as a forum for the struggle of tofu tempeh craftsmen
- d. Identify and classify the problems of members of tempeh, tofu, soy milk and soy cracker craftsmen.

2. Business Field,

- a. Soybean distribution channels and market control by collaborating with related parties, especially the government program regarding soybean self-sufficiency and also collaborating with soybean importers.
- b. Develop sales services with an online system, including: soybeans, basic necessities, daily necessities (Non-Sembako), and products from MSMEs/Primkopti Partners.

- c. Developing online services, including: Modern tofu factory, electricity bill services, telephone, PDAM, electricity credit, BPJS, public transportation services, and so on.
- e. Creation of a modern and hygienic tofu factory..
- f. Developing variants of packaging products made from raw soybeans in the future to be prepared for export.
- g. Developing cooperation with cooperative partners by holding competitions for processing food made from soybeans on certain days.

3. Capital,

- a. Opening access to financial institutions
- b. Generate your own capital through members
- c. Prepare Primkopti Handayani assets that are worthy of collateral
- d. Seeking capital from other parties (Banks and Non-Banks) such as: BRI, Mandiri, BNI, and LPDB.

4. Strategic Steps

- a. Support the government's program on soybean self-sufficiency
- b. Building relationships with executives and legislatures in each district/city and province in order to support programs related to MSME businesses
- c. Collaborating on soybean procurement efforts with Perum Bulog/Dolog, Gakoptindo, Puskopti.
- d. Building business collaboration with Perum Bulog by forming RPK (Our Food House) to procure basic food needs
- e. Develop sales with an online system

METHOD

In this research, a qualitative descriptive research method approach is used, and primary data collection uses observation techniques, in-depth interviews and documentation studies, while data analysis uses SWOT analysis..

RESULTS AND DISCUSSION

EXAMPLE STRATEGIC ANALYSIS AND CHOICE (SAC)		
INTERNAL ENVIRONMENT	Strength (S)	Weakness (W)
EXTERNAL ENVIRONMENT	<ol style="list-style-type: none"> 1. The existence of Primkopti 2. Organizational Tools 3. Ongoing Business Activities 4. The existence of Primkopti Assets 	<ol style="list-style-type: none"> 1. HR Limited 2. Members feel less own 3. Party dependency other 4. Access to Capital Financial institutions
Opportunities (O) <ol style="list-style-type: none"> 1. Government support for cooperatives 2. Government program regarding soybean self-sufficiency 3. Collaborate with Bulog 4. The existence of banking credit 	Strategi SO <ol style="list-style-type: none"> 1. Developing units other business units 2. Looking for soybean importers another 3. Strengthen cooperation with Bulog 4. Maximize credit banking 	Strategi WO <ol style="list-style-type: none"> 1. HR training to quality 2. There is socialization and strengthening members 3. Building partners others are Synergistic 4. Take advantage of credit Soft from Banking
Threats (T) <ol style="list-style-type: none"> 1. Free Market Policy 2. Raw materials are controlled Distributor/Importer 3. Behavior of Competitor Developers business building 4. Limited Trust Financial institutions 	Strategi ST <ol style="list-style-type: none"> 1. Improving Quality Product 2. Reduce dependency Import allowance 3. Try to not a competitor 4. Increase capital and member savings 	Strategi WT <ol style="list-style-type: none"> 1. Utilizing human resources There is 2. Strengthening and building-a member character 3. Compete positively and normative 4. Follow the regulations existing banking

Table 1. Calculation of External Factors (EFAS)

NO	External strategy factors	Weight	Ratings	Weight x Ratings	Comment
	OPPORTUNITY (O)				
1	Government support for the cooperative movement	0,10	4	0,40	Primkopti Handayani members can take advantage of the existence of their cooperative to improve their welfare
2	Government program on soybean self-sufficiency	0,15	4	0,60	Cooperatives can look for alternatives that do not depend on the government to procure soybeans
3	Market share is still very open	0,15	4	0,60	Cooperatives try to increase the market for products from members from other regions
4	Collaboration with Perum Bulog in providing raw materials	0,05	2	0,10	Collaboration with Perum Bulog must still be maintained and well developed
5	Ease of Banking Credit	0,10	4	0,40	Cooperatives do not depend on bank credit, they can use business capital from cooperative members
	Total O	0,55		2,10	

Tabel 2. Calculation of External Factors (EFAS)

No.	External strategy factors	Weight	Ratings	Weight x Ratings	Comment
	THREAT (T)				
1	Government policy regarding free markets	0,10	2	0,2	Cooperatives and their members are still looking for patterns to enter the free market
2	Bahan baku kedele masih dikendalikan distributor dan importir	0,10	3	0,3	The cooperative is trying to find other alternatives
3	Competitor behavior for business development	0,05	2	0,1	Make quality products
4	Limited trust in financial institutions	0,15	3	0,45	Trying to increase the trust of banking institutions and looking for other solutions
5	Constrained by traditional market patterns	0,05	2	0,1	Try to understand and implement information/online technology patterns
	Total T	0,45		1,15	
	TOTAL O + T	1,00		3,25	

From Table 1 and Table 2,

It can be seen from the opportunity points for the existence of Primkopti Handayani Salatiga where there is a government policy regarding soybean self-sufficiency and an open market share. The threat indicator in point four shows that limited trust in banking institutions is the highest threat.

Tabel 3. Internal Factor Calculation (IFAS)

NO.	Internal Factor Calculation	Weight	Ratings	Weight x Ratings	Comment
	STRENGTH (S)				
1	The existence of Primkopti Handayani Salatiga	0,15	3	0,45	The management of Primkopti Handayani Salatiga is very good
2	Organizational tools are working well	0,10	4	0,4	Organizational devices run in accordance with their respective duties and functions
3	Business activities run smoothly	0,10	3	0,3	Some of the business units managed by Primkopti Handayani are successful and some are not yet successful

4	Primkopti's assets are adequate	0,10	3	0,3	From time to time Primkopti's assets have increased
5	Primkopti Handayani is managed by experienced people	0,15	3	0,45	The members are increasingly confident and confident in Primkopti Handayani's management
Jumlah S		0,60		1,90	

Tabel 4. Internal Factor Calculation (IFAS)

No	Internal strategy factors	Weight	Ratings	Weight x Ratings	Comment
	WEAKNESS (W)				
1	Limited quality human resources	0,10	2	0,2	Management and managers must always update their competencies
2	Not all Primkopti Handayani members feel like they have complete ownership	0,05	2	0,1	There is a need for socialization and understanding of the Vision and Mission of Primkopti Handayani Salatiga every time there is a RAT
3	There is still dependence on other parties	0,10	2	0,2	Not all members have utilized business capital from Primkopti Handayani
4	Access to capital is in banking institutions	0,05	2	0,1	Members are still very dependent on banking institutions
5	Communication is not optimal	0,10	2	0,2	Communication began to be built from various directions for production efficiency and effectiveness
Total W		0,40		0,80	
TOTAL S + W		1,00		2,70	

From matrix tables 3 and 4 we can get:

In the strengths and weaknesses matrix, it can be seen that the strength indicators: The existence of Primkopti Handayani Salatiga which is managed by experienced people is the greatest strength. If this is utilized optimally, this strength can reduce the weakness indicators in points two and four, namely that not all members feel they have a cooperative, and capital is still dependent on banking institutions.

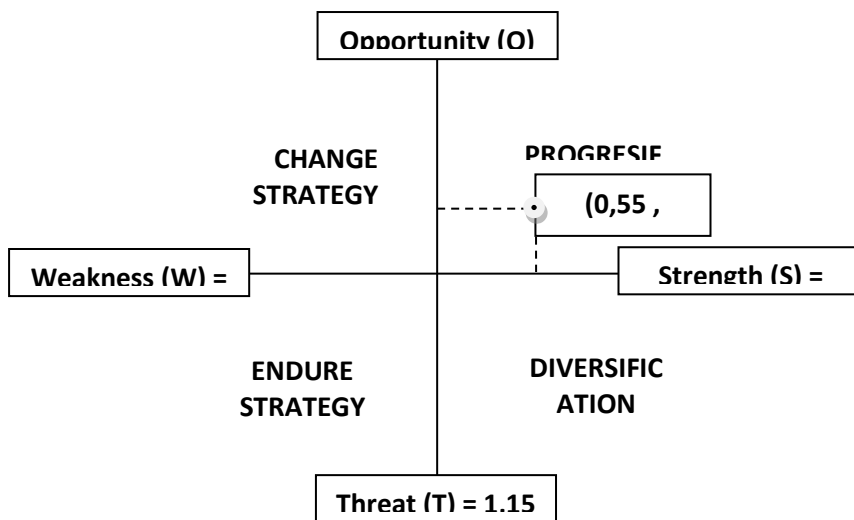
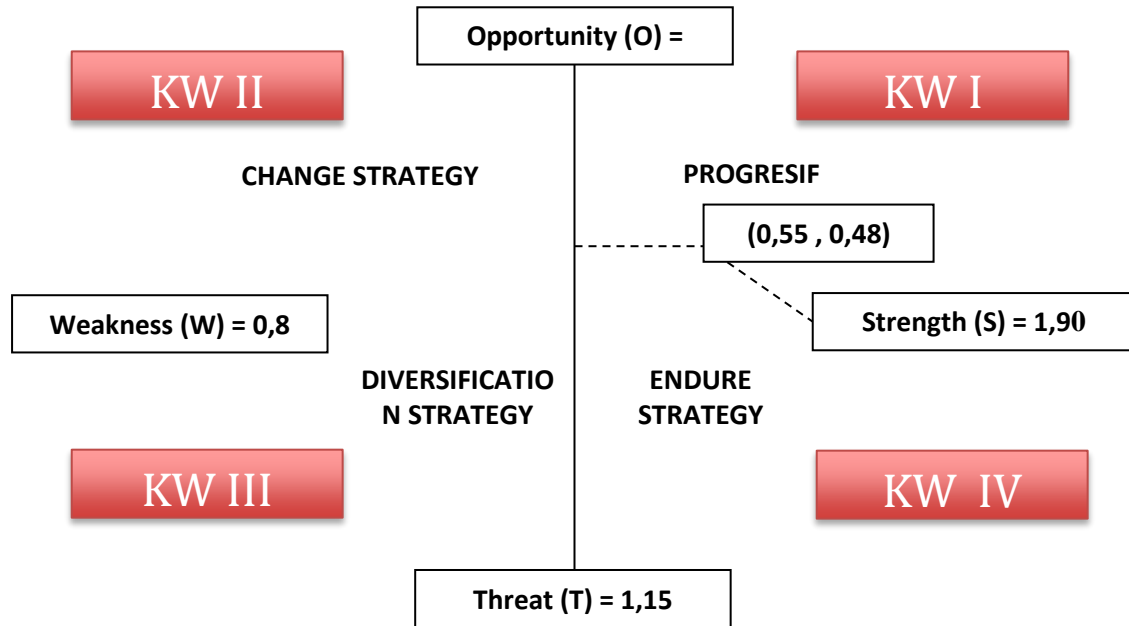
Determining the Position of Primkopti Handayani Salatiga

By using the Internal-External Factors table. If the position of Primkopti Handayani Salatiga is analyzed using a Cartesian diagram, its position can be determined using the following calculation:

Tabel 5. Internal - External Factors Table

IFAS		EFAS	
Total Strength Score (S)	1,90	Total Opportunity Score (O)	2,10
Total Weakness Score (W)	0,80	Total Threat Score (T)	1,15
S - W	1,10	O - T	0,95
Absis	0,55	Ordinat	0,48

The condition of Primkopti Handayani Salatiga is explained in Cartesius SWOT



Cartesian Swot Description

This position indicates that Primkopti Handayani Salatiga is progressive/strong and has opportunities. The strategy recommendation given is progressive, meaning that Primkopti Handayani Salatiga is in prime and stable condition so that it is possible to continue to expand and be creative in coming up with new programs or new innovations

that are current, adding business units, enlarging its business, growing and developing and achieving overall progress. maximum.

CONCLUSION

First,

From the results of the analysis it was found that Primkopti Handayani Salatiga's role as a facilitator can run well by providing all the members' needs in order to increase productivity and product quality, while as a mediator Primkopti Handayani Salatiga provides opportunities for its members to communicate with parties who are considered important For the sake of production continuity, Primkopti Handayani Salatiga as a Kopti motivator is required to provide motivation for members by fostering high work morale so that production circulation can run well.

Second,

From the discussion and calculation of the SWOT analysis at Primkopti Handayani Salatiga above, it can be concluded:

1. SWOT analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The strategic decision making process is always related to the development of the vision, mission, goals and policies of an organization's programs.
2. SWOT analysis at Primkopti Handayani Salatiga was carried out using EFAS and IFAS techniques, namely analysis of external factors and internal factors of the school. Then it is translated into a SWOT analysis matrix and calculated using AFE and IFE calculations, namely external factor analysis and internal factor analysis.
3. The results of the analysis stage obtained the following results:

$$\text{Odds (O)} = 2.10$$

$$\text{Threat (T)} = 1.15$$

$$\text{Strength (S)} = 1.90$$

$$\text{Weakness (W)} = 0.8$$

$$\text{Difference between strengths and weaknesses (S - W)} = 1.10$$

$$\text{Difference between opportunities and threats (O - T)} = 0.75$$

Primkopti Handayani Salatiga's position based on Cartesian SWOT is in quadrant I, meaning strong and has opportunities. The strategy recommendations given are progressive

F. Suggestions

First,

It is hoped that the Management of Primkopti Handayani Salatiga will always work hard to play its role as facilitator, mediator and motivator for its members in the hope that the members' production can run well and be of high quality.

Second,

In increasing the strength of the cooperative by taking advantage of existing opportunities, continuing to innovate, building, improving itself, establishing new and more creative policies in order to increase the cooperative's strong points so that they are far above the cooperative's weak points, increasing quality human resources and effective communication in order to improve the quality of the cooperative. this is even better..

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