



Development Strategy for the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency

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Article Info

Keywords:

Digitalisation,
the Merah Putih Village
Cooperative,
Modernisation

DOI: [10.33830/jipa.v4i1.15732](https://doi.org/10.33830/jipa.v4i1.15732)

Abstract

This study aims to analyse the development strategies of the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency, in supporting the economic development of the village community. The Merah Putih Village Cooperative is a newly established cooperative and therefore requires development strategies capable of strengthening its institutional capacity and enhancing its competitiveness in a sustainable manner. The research employs a qualitative descriptive approach using a literature review method supported by observation, interviews, documentation, and a literature review. Data analysis was conducted using the interactive model proposed by Miles, Huberman and Saldaña through data reduction, data presentation and drawing of conclusions. The research findings indicate that cooperative development strategies are implemented through strengthening the institutional framework of the cooperatives, improving management quality, digitising administration and services, increasing member participation, empowering community enterprises, and implementing transparent and accountable governance. These six strategies are implemented in stages by integrating the values of mutual cooperation, deliberation and a sense of community with more modern, professional and adaptive management practices. It is hoped that these strategies will support the sustainability of cooperatives and strengthen the people-centred economy of rural communities.

1. Introduction

Village cooperatives play a vital role in strengthening the local economy, as they are managed by the community in the spirit of mutual cooperation and empowerment, in accordance with the principles of economic democracy. Through joint business activities, village cooperatives are expected to improve the welfare of their members and the wider community, whilst promoting economic equality and developing the various potentials inherent in each village. To support these objectives, the government has launched the 'Merah Putih' Village Cooperative programme as one of the national strategies for strengthening the village economy and accelerating equitable development. This programme is based on Article 33(1) of the 1945 Constitution of the Republic of Indonesia, which states that "The economy shall be organised as a collective endeavour based on the principle of kinship". The role of co-operatives is also reinforced by Law No. 25 of 1992 on Co-operatives, which states that co-operatives aim to improve the welfare of their members and the community, and to help strengthen the national economy. The principles, foundations and tenets of cooperatives must be strictly adhered to, whilst remaining mindful of the objectives

intended by the existence of cooperatives and taking into account the concepts of cooperatives as defined by cooperative experts and the nation's founding fathers. The principles include voluntary and open membership; democratic management; the fair distribution of surplus; limited returns on capital; autonomy; cooperative education; and cooperation between cooperatives.

Developments in economic conditions and technological progress are driving village cooperatives to reform their institutional structures and strengthen their management systems so that they can adapt to the changes taking place. As a form of support, the government has issued Presidential Instruction No. 9 of 2025 on the Acceleration of the Establishment of 'Merah Putih' Village Cooperatives, which aims to strengthen the village economy through cooperatives that are managed in a more professional and modern manner and actively involve the community. The guidelines for the establishment of the 'Merah Putih' Village Cooperatives explain that cooperatives can develop various business units, such as savings and loans, food kiosks, general trade, health clinics, pharmacies, agricultural and plantation services, warehousing and logistics, as well as community-based production and handicraft enterprises, according to the Indonesian Ministry of Cooperatives (2025). Ahmad Rofiqi and Hasan (2025) explain that this diversity of business units demonstrates that the 'Merah Putih' Village Cooperative not only functions as a financial institution but has also evolved into a community economic service centre that supports MSMEs, the marketing of agricultural produce, the distribution of basic necessities, and digital-based economic services.

The development of the Merah Putih Village Co-operatives has continued to grow in a relatively short space of time. According to data from the Merah Putih Village Co-operatives Task Force, by early 2026, 83,261 co-operatives had been granted legal status and were spread across the whole of Indonesia. The highest number of co-operatives is in Central Java Province, with a total of 8,551 units. The government also aims for around 30,000 Merah Putih Village Cooperatives to be actively operating throughout 2026, whilst 1,061 cooperatives have already been officially launched by the President of the Republic of Indonesia during the initial phase of this national programme, according to the Coordinating Ministry for Food Affairs of the Republic of Indonesia (2026) and the Merah Putih Village Cooperatives Task Force (2026). These figures demonstrate that the government regards the 'Merah Putih' Village Cooperatives as one of its key programmes for strengthening the national economy, starting at the village level.

The development of the Merah Putih Village Cooperative is one of the steps taken to revitalise village cooperatives so that they can adapt to economic changes and the ever-evolving needs of the community. Prasetyo and Wibowo (2020) explain that the modernisation of cooperatives involves a shift in management systems from traditional models towards a more professional, transparent and effective approach that utilises digital technology. The Ministry of Cooperatives and SMEs of the Republic of Indonesia (2022) also explains that the development of cooperatives is achieved through institutional strengthening, the implementation of digitalisation in administration and services, and the formulation of more modern business models so that cooperatives can keep pace with economic developments and technological progress.

This development process also draws on the experience of existing village cooperatives, including Village Unit Cooperatives (KUDs), which have seen a decline in their functions due to institutional governance not yet functioning optimally, low member participation, sub-optimal development of business units, and a limited ability to adapt to change. Bayur and Firman (2021) explain that a weak institutional system and low member involvement are the main causes of the decline in KUD performance. Wahyudi Ernawati and Aini (2022) also explain that some cooperatives no longer actively carry out their organisational functions and have not been holding Annual General Meetings (AGMs) on a regular basis. These experiences form an important basis for ensuring that

the Merah Putih Village Cooperative is managed in a more professional, transparent and sustainable manner, so that the various weaknesses experienced by previous cooperatives are not repeated.

The Merah Putih Village Cooperative is currently still in the early stages of development, so its success is largely determined by the quality of its management and its ability to adapt to changing times. To support this, the government is strengthening the cooperative's management by appointing professional staff to ensure that operational activities run more effectively. This measure is being taken to improve the governance of the Merah Putih Village Cooperative and to enhance the competitiveness of businesses at the village level. In this way, the cooperative will not only serve as a venue for the community's economic activities but will also develop as a means of empowerment that strengthens the village's economic self-reliance. Development efforts must take into account the needs and requirements of the local community regarding what activities will be undertaken and how the Merah Putih Village Cooperative will operate effectively in the future. The managers of the Merah Putih Village Cooperative must also be equipped with knowledge of cooperative management, as well as marketing, entrepreneurship and social sciences. In this way, the Merah Putih Village Cooperative can be in harmony and alignment with the village community.

The development of the Merah Putih Village Cooperative focuses not only on institutional strengthening but is also geared towards improving the quality of management and implementing digital transformation. This transformation is being carried out through the use of electronic administration, more organised financial record-keeping and improved services to members, thereby making the management of the cooperative more effective, more efficient and more transparent. The government also aims to place around 30,000 professional managers in the Merah Putih Village Cooperatives throughout Indonesia by 2026 as part of efforts to strengthen management capabilities and enhance the professionalism of cooperative management. Through this policy, the Merah Putih Village Cooperatives are expected to develop into modern rural economic institutions that are highly competitive and capable of long-term sustainability, whilst upholding the values of mutual assistance, consultation, solidarity and kinship that characterise Indonesian society.

The village of Kertayasa, situated in Mandiraja Sub-district, Banjarnegara Regency, possesses strong social capital as the community continues to uphold a culture of mutual assistance, close-knit family ties and a steadily growing economy. Covering an area of approximately 343.43 hectares and with a population of 6,899, the village has a substantial human resource base to support the community's economic growth. Various businesses run by residents have flourished through a spirit of togetherness, thereby becoming a driving force in building the village's economic institutions. The introduction of the Merah Putih Village Cooperative programme has further strengthened this potential as part of the village's economic development. By 2025, Banjarnegara Regency will have 278 'Merah Putih' Village Cooperatives spread across various sub-districts, with Mandiraja Sub-district being one of the areas that has established 16 cooperatives. One such cooperative is the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency. The existence of this cooperative opens up opportunities for the community to develop economic activities in a more focused manner, prioritising community empowerment. Economic changes and technological developments are also encouraging cooperatives to integrate the community's social values with more modern management systems, enabling them to grow in a professional and sustainable manner.

The Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency, was established as part of efforts to strengthen the village community's economy through

the management of a collective enterprise involving all members. As it is still in the early stages of development, the cooperative requires an appropriate strategy to build a strong institutional foundation whilst enhancing its competitiveness. These strategies include institutional strengthening, improving management quality, digitising administration and services, increasing member participation and community business empowerment, as well as implementing transparent and accountable governance. It is hoped that these various measures will improve service quality, strengthen members' trust, develop local economic potential, and help the co-operative adapt to changes in the environment and technological developments.

This study focuses on the development strategy of the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency. The research is directed towards institutional strengthening, improving management quality, the digitalisation of administration and services, increasing member participation, community business empowerment, and the implementation of open and accountable cooperative governance. The research question for this study is: "What are the development strategies for the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency?"

This study aims to analyse the development strategies of the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency, through institutional strengthening, improving management quality, digitising administration and services, increasing member participation, community business empowerment, and the implementation of open and accountable cooperative governance to support village economic development. From a theoretical perspective, this study is expected to contribute to the discussion on the development strategies of the Merah Putih Village Cooperative from the perspective of modernisation and community empowerment, as well as to serve as a reference for the advancement of knowledge and research in the field of cooperatives. From a practical perspective, the research findings are expected to provide input for cooperative management, village administrations, local authorities and the community in developing cooperatives that are professional, transparent, participatory and responsive to community needs, whilst also serving as a reference for future research on community-based cooperative development. This study has limitations as it was conducted solely at the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency; consequently, the results cannot yet be considered representative of all village cooperatives in Indonesia. The research was also carried out whilst the co-operative was still in the early stages of development; consequently, several programmes relating to modernisation and digitalisation were still at the planning and adjustment stages.

2. Research Method

This study employs a qualitative descriptive approach using a case study design at the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency. The case study design was chosen because the research sought to understand cooperative development strategies as a contemporary phenomenon within a specific social and institutional context. Baxter and Jack (2008) explain that qualitative case studies are appropriate when researchers require an in-depth understanding of a case by utilising more than one source of evidence.

The research data consisted of primary and secondary data. Primary data were derived from interviews with the cooperative's management and members, as well as observations of the cooperative's conditions and activities. Secondary data were obtained from the cooperative's documentation, the Kertayasa Village Profile, legislation, government documents, and relevant academic literature. The literature review in this study served as a source of secondary data and a comparative framework, rather than as the primary research method. Document analysis was used

to supplement and contextualise field information, in line with the function of document analysis in qualitative research (Bowen, 2009).

Data analysis was conducted interactively following the approach of Miles, Huberman, and Saldaña (2014), which includes data condensation, data presentation, and the drawing and verification of conclusions. Data from interviews, observations and documentation were grouped according to themes relating to institutional strengthening, management quality, digitalisation, member participation, community business empowerment, and transparency and accountability. Subsequently, patterns and interrelationships between themes were compared with regulations and the literature to produce an interpretation of the priorities for cooperative development strategies. The validity of the findings was strengthened through triangulation of sources and techniques by comparing information obtained from interviews, observations, documentation and secondary sources. Triangulation was used to assess the consistency of information from various sources and to enhance the credibility of the interpretations (Carter et al., 2014). As the research focused on a single case and the co-operative was still in the early stages of development, the research findings are intended to provide a contextual understanding rather than statistical generalisations.

3. Results and Discussions

An analysis of the research data and supporting documents has identified six themes that constitute the strategic priorities for the development of the Merah Putih Village Cooperative in Kertayasa Village. These six themes should be understood as interrelated areas of development, rather than as programmes that have all reached the stage of full implementation.

Strengthening the Institutional Framework of Co-operatives

Institutional strengthening is the top priority because cooperatives still in their early stages require clarity regarding their structure, division of tasks, decision-making mechanisms, and working relationships between the management, supervisory board, members and the village government. Research findings indicate that coordination between stakeholders and clarity of responsibilities need to be strengthened so that the organisation's activities do not depend on specific individuals. This approach is consistent with Saputri et al. (2025), who identify the strengthening of local institutions, participation, and accountability as key factors in the success of the Merah Putih Village Cooperative.

In operational terms, institutional strengthening can be achieved through the formulation of internal regulations and standard operating procedures, the organisation of membership administration, the holding of regular members' meetings, and the development of partnerships suited to the cooperative's business needs. Presidential Instruction of the Republic of Indonesia No. 9 of 2025 treats establishment, development, and revitalisation as a single policy framework; therefore, legal entity status should be viewed as the starting point for organisational development, not as the ultimate goal. Regulation of the Minister of Cooperatives of the Republic of Indonesia No. 2 of 2025 also emphasises the importance of the governance of business units and operational managers who possess the necessary competencies.

These findings are consistent with the concept of cooperative governance, which emphasises that the quality of a cooperative's management is determined by its accountability structure, oversight, member involvement, and adherence to organisational principles. Arda et al. (2021) assert that inadequate cooperative governance has the potential to affect the health and sustainability of the cooperative. Consequently, institutional strengthening is a prerequisite for the implementation of other strategies.

Improving Management Quality

Improving the quality of management is the second priority. In newly developing co-operatives, the ability of the board and management to draw up work plans, manage administration, record transactions, prepare financial reports, and evaluate business units forms the basis for rational decision-making. Research findings indicate the need to enhance the capacity of managers so that co-operatives do not rely solely on the spirit of participation, but also adopt orderly and professional management practices.

This need is in line with Regulation of the Minister of Cooperatives of the Republic of Indonesia No. 2 of 2025, which regulates the enhancement of the capacity, competence and professionalism of board members, supervisors and managers through management and financial training, business development mentoring, digital governance literacy, and competency certification. In the financial sphere, Rahayu et al. (2021) demonstrate that improved financial management capabilities help co-operatives provide information for business planning and accountability to members. Therefore, training programmes should be directly linked to the co-operative's operational needs, rather than being limited to ceremonial activities.

From the perspective of organisational modernisation, improving management quality entails a shift from informal management towards more standardised, documented and information-based work processes. However, professionalisation does not mean eliminating the cooperative's character. On the contrary, managerial capabilities must reinforce the principle of member democracy and ensure that business decisions remain focused on member benefits and the sustainability of the cooperative.

Digitisation of Administration and Services

The digitisation of administration and services is the third priority. The use of technology can assist with member record-keeping, transactions, financial reporting, archiving, communication and product marketing. For cooperatives in their early stages, digitisation need not begin with complex systems; what is more important is establishing well-organised data, consistent record-keeping procedures, and a system that can be used by the management and understood by the members.

This approach has a strong regulatory basis. Regulation of the Minister of Cooperatives of the Republic of Indonesia No. 2 of 2025 mandates the adoption of digital technology to support services, record-keeping, marketing, financial management and membership administration. Digitalisation is also linked to governance, as a more structured administrative and information trail can improve the traceability of transactions and facilitate oversight. Consequently, digital transformation should be positioned as a tool for improving business processes and accountability, rather than merely the use of applications.

Increasing Member Participation

Increasing member participation is the fourth priority, as members hold a dual role as both owners and users of the co-operative. Research findings indicate that the sustainability of a co-operative requires member involvement in deliberations, decision-making, oversight, and the utilisation of co-operative services. Low participation can result in the co-operative developing into an organisation driven solely by its management, thereby weakening the benefits and sense of ownership among members.

Participation can be strengthened through cooperative education, regular communication regarding the cooperative's condition and business plans, member involvement in the formulation of work programmes, and the provision of opportunities to provide feedback. Regulation of the Minister of Cooperatives of the Republic of Indonesia No. 2 of 2025 explicitly establishes the principle of participation as the foundation for the development of KDMP enterprises. Saputri et al. (2025) also emphasise that the success of the Merah Putih Village Cooperative is highly dependent on the active role of the community, transparency, and accountability.

From a social capital perspective, member involvement strengthens the trust, networks of cooperation, and norms of reciprocity required in collective-based organisations. However, social capital must be supported by formal mechanisms to ensure that participation is not merely symbolic. Therefore, members' meetings, access to information, and accountability mechanisms must be designed so that members can play a tangible role in the organisation's governance.

Community Enterprise Empowerment

The empowerment of community-based businesses utilising local potential is the fifth priority. Cooperatives can act as a link between members' needs, local products, market access and partnership networks. In the context of Kertayasa Village, the direction of business development should be determined based on the community's actual needs and economic viability, rather than merely replicating business units run by cooperatives in other regions. This approach is important because the sustainability of business units is heavily influenced by the alignment between the business model, capital capacity, the market, and local resources.

Regulation of the Minister of Cooperatives of the Republic of Indonesia No. 2 of 2025 establishes local potential, sustainability, innovation, and the strengthening of partnerships as principles in the development of KDMP enterprises. The regulation also emphasises that the objectives of business development are to meet members' needs, improve welfare, optimise local economic potential, create jobs, and strengthen community self-reliance. Thus, the empowerment of MSMEs and the marketing of local products can form part of a cooperative's strategy, provided they are based on a mapping of needs, operational capabilities, and a measurable business model.

These findings indicate that empowerment should not be interpreted merely as the provision of access to capital. Co-operatives also need to provide added value through strengthened marketing, market information, the consolidation of supply and demand, and the development of business networks. Such strategies enable co-operatives to act as collective economic institutions that strengthen the business capacity of the community without taking over members' economic initiatives.

Implementation of Transparent and Accountable Cooperative Governance

The implementation of transparent and accountable governance is the sixth priority and also serves as the element that ties together the five previous strategies. Transparency relates to the availability of information regarding finances, work programmes, organisational decisions and business developments, whilst accountability relates to the clarity of responsibilities and the mechanisms through which the board and management are accountable to members.

In the early stages of development, governance can be strengthened through consistent recording of transactions, periodic financial reports, documentation of decisions, internal oversight, the holding of members' meetings, and the provision of information accessible to members. Regulation of the Minister of Cooperatives of the Republic of Indonesia No. 2 of 2025 establishes

transparency and accountability as principles of business development, including periodic reporting and internal oversight. These findings are also consistent with Arda et al. (2021), who highlight the importance of cooperative governance for the health and sustainability of cooperatives.

Good governance is essential because business growth without oversight mechanisms can increase the risk of administrative errors, conflicts of interest, and a decline in members' trust. Therefore, transparency and accountability should not be treated merely as administrative reporting activities, but as mechanisms to maintain the organisation's legitimacy and ensure that the cooperative's decisions remain oriented towards the interests of its members.

4. Conclusions

This study identifies six strategic priorities for the development of the Merah Putih Village Cooperative in Kertayasa Village, Mandiraja Sub-district, Banjarnegara Regency, namely institutional strengthening, improving management quality, the digitalisation of administration and services, increasing member participation, empowering community-based businesses utilising local potential, and implementing transparent and accountable governance. These six strategies are interrelated. A clear institutional framework provides the organisational foundation; management capacity strengthens the quality of decision-making; digitalisation improves the orderliness of processes and information; member participation safeguards the cooperative's democratic character; business development based on local potential enhances economic benefits; whilst transparency and accountability maintain trust and oversight. As the cooperatives are still in their early stages, the research findings are best understood as development priorities to be implemented gradually, rather than as evidence that all strategies have been fully implemented.

In practical terms, the cooperative's management should prioritise the development of a structure of responsibilities and standard operating procedures (SOPs), the strengthening of administration and financial record-keeping, training for the board and managers, mechanisms for communication and member participation, the mapping of local business potential, and a simple yet consistent reporting and oversight system. Digitalisation should be carried out in stages, in line with the availability of resources and the needs of business processes. Village authorities and stakeholders can play a role through mentoring, capacity-building, and strengthening partnerships without undermining the cooperatives' autonomy. This study is limited to a single case and was conducted during the early stages of development; therefore, future research should involve a larger number of cooperatives, a more diverse range of informants, and longitudinal observations to assess the implementation and impact of the strategies on cooperative performance and members' welfare.

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