

**THE IMPLEMENTATION OF THE FIT MODEL OF PARTICIPATION  
ON SCHOOL COOPERATION IN SMK NEGERI 1 MALANG**

THESIS

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**DECEMBER, 2019**

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SCHOOL COOPERATION IN SMK NEGERI 1 MALANG**

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## DEDICATION

Alhamdulillah robbil alamin, the giving of my infinite thanks from my deepest heart. This study is dedicated to:

Allah SWT is a loving and caring creator,  
Nabi Muhammad SAW the light of faith to his people,  
My Beloved Mother and Father (M. Chudori and Zumrotun Nisak),  
Dearest Sister and Brother (Salsabila Dewi Nur Aliyya, M. Sultan  
Hafiduddin),  
All My Parents in PPSS Nuruh Huda Mergosono Malang,  
All My Teachers wherever they are

## MOTTO

ذَٰلِكَ الَّذِي يُبَشِّرُ اللَّهَ عِبَادَةَ الَّذِينَ ءَامَنُوا وَعَمِلُوا الصَّالِحَاتِ  
 قُلْ لَا أَسْأَلُكُمْ عَلَيْهِ أَجْرًا إِلَّا الْمَوَدَّةَ فِي الْقُرْبَىٰ وَمَن يَقْتَرِفْ حَسَنَةً  
 نَّزِدْ لَهُ فِيهَا حُسْنًا إِنَّ اللَّهَ غَفُورٌ شَكُورٌ ﴿٢٣﴾

Itulah (karunia) yang (dengan itu) Allah menggembirakan hamba- hamba-Nya yang beriman dan mengerjakan amal yang saleh. Katakanlah: "Aku tidak meminta kepadamu sesuatu upahpun atas seruanku kecuali kasih sayang dalam **kekeluargaan**". Dan siapa yang mengerjakan kebaikan akan Kami tambahkan baginya kebaikan pada kebaikannya itu. Sesungguhnya Allah Maha Pengampun lagi Maha Mensyukuri. (Asy-Syura: 23)

*That is of which Allah gives the good news to His servants, (to) those who believe and do good deeds. Say: I do not ask of you any reward for it but love for my near relatives; and whoever earns good, We give him more of good therein; surely Allah is Forgiving, Grateful. (Asy-Syura: 23)*

Prove kindness to anyone, then you will get a gift for that kindness.

Drs. Muh. Yunus, M.Si  
The Lecturer of Tarbiyah and Teacher Training Faculty  
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---

---

OFFICE MEMO OF ADVISOR

Malang, December 9<sup>th</sup> 2019

Subject : Sarah Dewi Nur Faricha

Attachment : 4 (Four) Exemplares

To Whom It May Concern,

Dean of Tarbiyah and Teacher Training Faculty

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*Assalamu'alaikum Wr. Wb*

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Is considered **acceptable** to be defended after being intensively read and  
regularly consulted in the area of research content, language, and writing  
composition.

*Wassalamu'alaikum Wr. Wb*

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## CERTIFICATE OF THESIS AUTHORSHIP

I hereby declare that this thesis is originally written by Sarah Dewi Nur Faricha, students of Social Science Education Program (PIPS) as the requirement for degree of Sarjana Pendidikan (S.Pd), Tarbiyah and Teacher Training Faculty at Maulana Malik Ibrahim State Islamic University, Malang. This research writing does not incorporate any material previously written or published by other parties to achieve the other *Sarjana* status of other Higher Tertiary Education, except those which are indicate in the notes, quotation, and bibliography. Therefore, I am the only person who is responsible for the thesis if there is any objection or claim from others.

Malang, December 9<sup>th</sup> 2019

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Malang, 9<sup>th</sup> December 2019

Sarah Dewi Nur Faricha

## GUIDELINES OF ARAB LATIN transliteration

The writing of Arabic – Latin transliteration in this thesis using transliteration guidelines based on the decision by Minister of Religious Affairs and the Minister of Education and Culture of Republic Indonesia No. 158 of 1987 and No. 0543 b/U/1987 which can be broadly described, as follows:

### A. Alphabet

|        |        |       |
|--------|--------|-------|
| ا = A  | ز = Z  | ق = Q |
| ب = B  | س = S  | ك = K |
| ت = T  | ش = SY | ل = L |
| ث = TS | ص = SH | م = M |
| ج = J  | ض = DL | ن = N |
| ح = H  | ط = TH | و = W |
| خ = KH | ظ = ZH | ه = H |
| د = D  | ع = ‘  | ء = , |
| ذ = DZ | غ = GH | ي = Y |
| ر = R  | ف = F  |       |

### B. Vocal Long

|                |     |
|----------------|-----|
| Vocal (a) long | = â |
| Vocal (i) long | = î |
| Vocal (u) long | = û |

### C. Diphthongs Vocal

|       |      |
|-------|------|
| أَؤُ  | = aw |
| أَيَّ | = ay |
| أُوُ  | = û  |
| إِيَّ | = î  |

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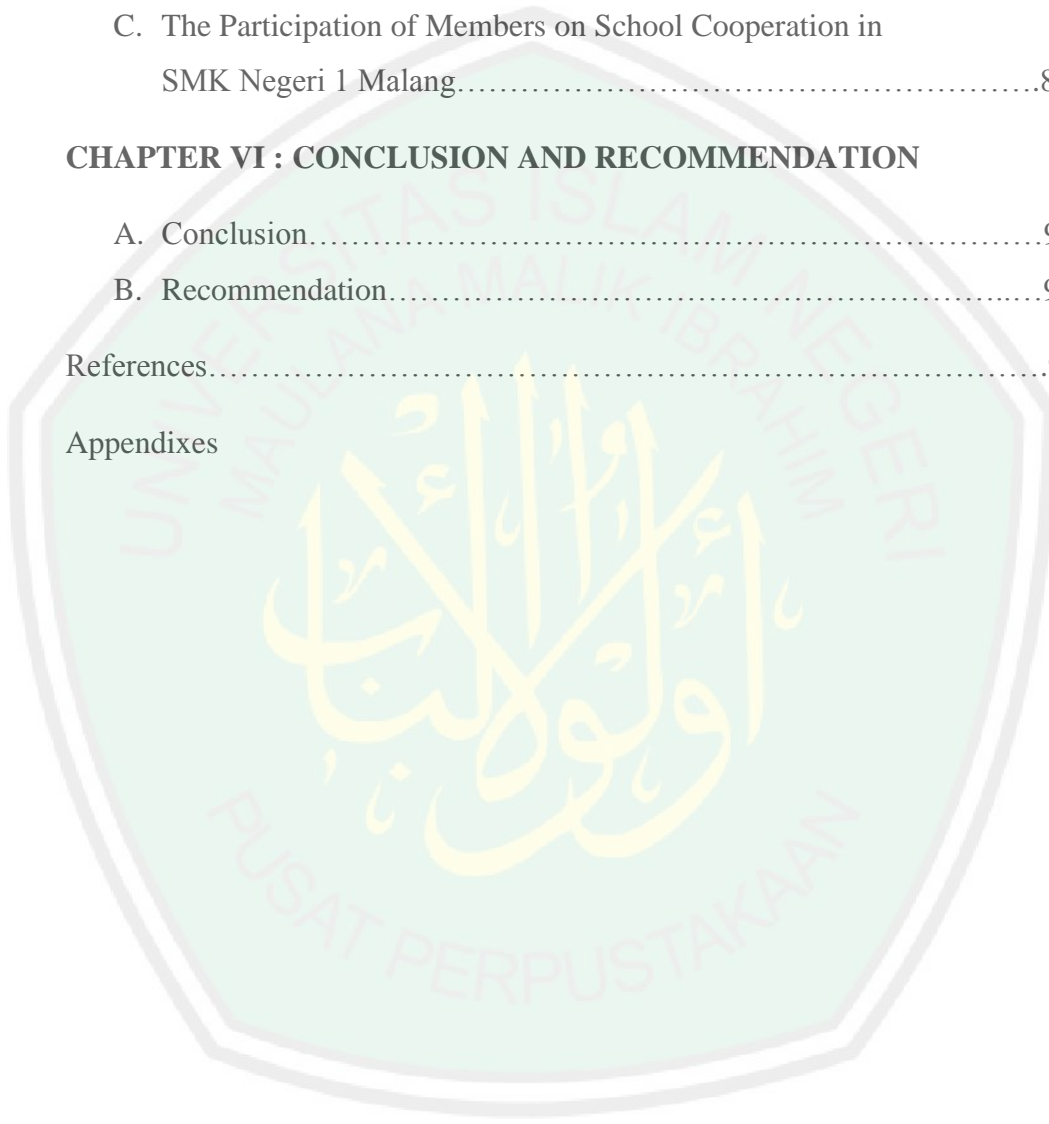
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## ABSTRAK

Faricha, Sarah Dewi Nur. 2019. Penerapan Fit Model Partisipasi pada Koperasi Sekolah di SMK Negeri 1 Malang. Skripsi. Pendidikan Ilmu Pengetahuan Sosial, Fakultas Ilmu Tarbiyah dan Keguruan, Universitas Islam Negeri Maulana Malik Ibrahim Malang. Pembimbing : Drs. Muh. Yunus, M.Si

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**Kata Kunci** : Fit Model Partisipasi, Koperasi Sekolah SMK Negeri 1 Malang

Koperasi Sekolah SMK Negeri 1 Malang merupakan satu-satunya koperasi sekolah yang sudah berbadan hukum dan sering dijadikan contoh bagi koperasi sekolah lain untuk mengembangkan koperasi mereka. Program yang disusun oleh koperasi disesuaikan dengan kebutuhan anggota yang didukung oleh peran pembina yang secara aktif dapat membantu dalam kemajuan koperasi. Namun koperasi yang berbadan hukum itu bukan jaminan akan sukses kecuali koperasi tersebut dapat memelihara konsistensi partisipasi anggota misalnya dengan menggunakan teori fit model.

Tujuan dari penelitian ini adalah untuk : (1) mendeskripsikan program-program kerja di Koperasi Sekolah SMK Negeri 1 Malang, (2) menjelaskan manajemen koperasi di Koperasi Sekolah SMK Negeri 1 Malang, (3) menggambarkan partisipasi anggota di Koperasi Sekolah SMK Negeri 1 Malang.

Dalam mencapai tujuan tersebut digunakan pendekatan penelitian kualitatif dengan jenis penelitian studi kasus. Peneliti bertindak sebagai instrumen utama penelitian. Teknik pengumpulan data yang digunakan adalah wawancara, observasi dan dokumentasi. Data analisis melalui tiga tahapan analisis data yakni : perencanaan, pengumpulan data dan pengolahan data. Uji keabsahan data dilakukan dengan dua teknik, yaitu : triangulasi sumber dan triangulasi teknik.

Hasil penelitian bahwa: (1) program kerja koperasi sekolah SMK Negeri 1 Malang dibagi menjadi dua bidang, yakni bidang organisasi dan bidang usaha (2) manajemen koperasi dilihat dari kinerja pengurus dan pengawas koperasi yang didukung oleh pembina melalui program pembinaan (3) partisipasi anggota diwujudkan melalui keterlibatan anggota dalam menyerahkan simpanan pokok dan simpanan wajib serta peningkatan transaksi pembelian barang-barang dan jasa koperasi yang menghasilkan alat-alat partisipasi yakni *vote*, *voice* dan *exit*.

## ABSTRACT

Faricha, Sarah Dewi Nur. 2019. The Implementation of the Fit Model of Participation on School Cooperation in SMK Negeri 1 Malang. Thesis. Social Science Education Department, Tarbiyah and Teacher Training Faculty, Islamic State University of Maulana Malik Ibrahim Malang. Advisor : Drs. Muh. Yunus, M.Si

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**Keywords** : Fit Model of Participation, School Cooperation SMK Negeri 1 Malang

The School Cooperation in SMK Negeri 1 Malang is the only school cooperation that already has a legal entity and is often used as an example for other school cooperation to develop their cooperation. The programs prepared by the cooperation are adjusted to the member's needs supported by the role of advisers which actively helps the development of the cooperation. However, cooperation with legal entities are not promising to be successful unless they can maintain the consistency of member participation, for example by using fit model theory.

The aims of this study are: (1) describes the programs on school cooperation in SMK Negeri 1 Malang, (2) explain the management of cooperation on school cooperation in SMK Negeri 1 Malang, (3) describe the participation of members on school cooperation in SMK Negeri 1 Malang.

To achieve those goals, the case study as the type of qualitative approach is applied in this study. The researcher acts as the main instrument of the study. The data were collected using interview, observation and documentation. The data were analyzed using three steps data analysis namely: planning, collecting the data, and processing the data. Validity test conducted in two techniques, they are triangulation of source and triangulation of techniques.

The results shows that: (1) the programs in school cooperation SMK Negeri 1 Malang divided into two unit, they are organizational unit and business unit, 2) cooperation management seen from the performance of the cooperation's managers and supervisors supported by the advisor through the advisory program (3) member's participation is realized through the involvement of members in submitting principal savings and mandatory savings as well as increasing transactions for cooperation goods and services that produce means of participation namely vote, voice and exit.

## مستخلص البحث

فريحة , سارة ديوي نور. ٢٠١٩. تطبيق نموذج الامتثال للمشاركة في الجمعية التعاونية في المدرسة الثانوية المهنية الحكومية ١ مالانج. ابحاث الجامعيز قسم تعليم العلوم الاجتماعية، كلية علوم التربية والتعليم بجامعة مولانا مالك إبراهيم الإسلامية الحكومية مالانج. المشرف : محمد يونس الماجستير.

**الكلمات الرئيسية:** نموذج الامتثال للمشاركة، الجمعية التعاونية في المدرسة الثانوية المهنية الحكومية ١ مالانج.

المدرسة الثانوية المهنية الحكومية ١ مالانج هي المدرسة التعاونية الوحيدة التي لها كيان قانوني وغالبًا ما تستخدم كمثال للتعاونيات المدرسية الأخرى لتطوير تعاونياتهم. تم تصميم البرامج التي تنظمها التعاونيات لاحتياجات الأعضاء الذين يدعمهم دور المدربين الذين يمكنهم المساعدة بنشاط في تقدم التعاونيات. ولكن ، فإن تعاونية الكيان القانوني ليست ضمانًا للنجاح ما لم تتمكن التعاونية من الحفاظ على اتساق مشاركة الأعضاء ، على سبيل المثال باستخدام نظرية النموذج الملائم.

والهدف من هذه الدراسة هو: (١) وصف برامج العمل في المدرسة الثانوية المهنية الحكومية ١ مالانج ، (٢) شرح الإدارة التعاونية لأداء الإدارة والمشرفين في المدرسة الثانوية المهنية الحكومية ١ مالانج ، (٣) وصف المشاركة في "الجمعية التعاونية المدرسة" في المدرسة الثانوية المهنية الحكومية ١ مالانج.

وفي تحقيق هذه الأهداف ، استخدمت الباحثة البحث المنهج الكيفي بنوع دراسة الحالة. يعمل الباحث كأداة البحث الرئيسية. وطريقة جمع البيانات المستخدمة هي المقابلة والملاحظة والوثائق. اشتمل تحليل البيانات من خلال ثلاث مراحل وهي: التخطيط ، جمع البيانات ومعالجة البيانات. يتم اختبار صحة البيانات بواسطة تقنيتين ، هما: تثليث المصدر والهندسة.

أظهرت نتائج الدراسة هي: (١) برنامج العمل "الجمعية التعاونية المدرسية" في المدرسة الثانوية المهنية الحكومية ١ مالانج إلى مجالين، هما المجالات التنظيمية والتجارية (٢) الإدارة التعاونية التي يتم رؤيتها من خلال اجراء المشرف والمشرفي على التعاون المدعوم من المدربين من خلال برنامج التدريب (٣) تتحقق مشاركة الأعضاء من خلال إشراك الأعضاء في تقديم المدخرات الرئيسية والمدخرات الإلزامية وكذلك زيادة المعاملات لشراء السلع والخدمات التعاونية التي تنتج وأدوات المشاركة وهي التصويت (vote) والصوت (voice) ، والخروج (exit).

## CHAPTER I

### PREFACE

#### A. Background of Research

The idea of establishing cooperation can come from cooperation members or the government. The idea should reflect the awareness that establishing cooperation is a necessity, not coercion. The people who will be chosen as members and management of the cooperation must be in line to establish the cooperation.

According to Law No. 25/1992 concerning cooperation, "Cooperation are business entities consisting of individuals or legal entities of cooperation, based on their activities based on cooperation principles as well as the people's economic movement, which is based on the principle of kinship".<sup>1</sup> Based on the law, school cooperation consists of all students who are guided by a advisor, based on cooperation principles, based on the principle of kinship even though it is not a business entity.

The researcher chosen school cooperation of SMK Negeri 1 Malang is the only school cooperation that has a legal entity and is often used as an example for other school cooperation to develop their cooperation. However, a legal entity cooperation is not a guarantee of success unless the

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<sup>1</sup> The law No. 25/1992

cooperation can maintain the consistency of member participation, for example by using the fit model theory.

Administrators of cooperation must also pay attention to the principles of cooperation management. Understand the principles of cooperation management, cooperation management will have honesty, skills and enterprising in working to create a cooperation that runs according to its objectives. Although cooperation management is not one of the keys to the success of a cooperation, but cooperation managers are an important role of the cooperation. This is because a cooperation is a collection of people who have the same goal, not a collection of capital that has power over something. So if there is a failure in the cooperation, it is likely that there will be problems with management.<sup>2</sup>

The School Cooperation in SMK Negeri 1 Malang a center for entrepreneurship guidance and development services based on business / entrepreneurship laboratory for all students in particular and teachers / employees in general to explore the potential and foster entrepreneurial spirit that is reliable and professional in the environment of SMK Negeri 1 Malang.

The School Cooperation in SMK Negeri 1 Malang a school cooperation that consist of all students of SMK Negeri 1 Malang under the guidance of a Japanese language teacher in the UPW (Tourism Business)

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<sup>2</sup> Pandji Anoraga dan H. Djoko Sudantoko. *Koperasi, Kewirausahaan, dan Usaha Kecil*, Rineka Cipta, Jakarta, 2002, hlm. 69

major, namely Mrs. Darti Purwo Ariyanti, S. Pd, M.M. Every day there is a schedule's picket from the managers and members who maintain the cooperation to help two employees in the School Cooperation.

The School Cooperation in SMK Negeri 1 Malang makes it easy to supply students' daily needs and food / drinks that are in accordance with hygiene and health standards. The School Cooperation in SMK Negeri 1 Malang has facilities, infrastructure and / or facilities for tables, chairs, glass display cases / cabinets, wooden cupboards, shelf Infrastructure: electrical installations, dining rooms.

Implementation of fit models must also be adjusted to the needs of members. The cooperation service increases and members' needs will be met thereby increasing the motivation of members in participating in developing cooperation.

School cooperation in SMK Negeri 1 Malang includes consumption cooperation, student cooperation established to use goods and services. This definition of consumption is shown in the use of a type of item for students in SMK Negeri 1 Malang, from stationery, school uniforms, student worksheets used in the teaching-learning process to snacks. This student cooperation is a collection of students who buy, use, and utilize goods and services.

The implementation of the participation fit model is a form of member participation in developing cooperation. Fit model in question is a form of conformity between programs, management and members of

cooperation in realizing the effectiveness of a cooperation's participation. Member participation can be divided into two, (1) in the position of owner, cooperation members must develop cooperation finance through their business and determine goals in making decisions for the future of the cooperation, (2) in the user's position, cooperation members have the right to take advantage of the opportunity existing to support all the interests of cooperation.

The participation fit model following the effectiveness of the participation of its members. Member participation can take place if the services provided by the cooperation are fulfilled. The needs of each cooperation member are very diverse and can change according to circumstances. To match members' needs, cooperation must be able to control cooperation management through the motivation given to cooperation members.<sup>3</sup>

In the implementation, the participation fit model is centered on the effectiveness of cooperation participation. Cooperation programs are members' duties in developing cooperation management capabilities. Cooperation management takes an interest in following the interests/demands of cooperation members. Cooperation members have needs that produce output in the form of cooperation programs. With the operation of these three components, the effectiveness of cooperation

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<sup>3</sup> Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. 23-24

participation will run according to existing provisions. The effectiveness of cooperation participation produces three components of participation tools namely voice, vote, and exit.

Advising is a cooperation is very important because advising cooperation can arouse the motivation of cooperation members in realizing the development of cooperation services.<sup>4</sup>

In doing so, the advisor must be able to handle the business process to realize the objectives of the cooperation. The advisor must be able to coordinate management, employees, and members so that business processes run well following existing management functions.<sup>5</sup>

#### B. Focus of the Research

1. How is the programs on school cooperation in SMK Negeri 1 Malang?
2. How is the management of cooperation on school cooperation in SMK Negeri 1 Malang?
3. How is the participation of members on school cooperation in SMK Negeri 1 Malang?

#### C. Objectives of the Research

1. To describes the programs on school cooperation in SMK Negeri 1 Malang.
2. To explain the management of cooperation on school cooperation in SMK Negeri 1 Malang.

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<sup>4</sup> Drs. G. Kartasapoetra, S.H, dkk. 1999. *Praktek Pengelolaan Koperasi*. Jakarta : PT Rineka Cipta. Hal 72

<sup>5</sup> Pandji Anoraga dan H. Djoko Sudantoko. *Koperasi, Kewirausahaan, dan Usaha Kecil*, Rineka Cipta, Jakarta, 2002

3. To describe the participation of members on school cooperation in SMK Negeri 1 Malang.

#### D. Significances of the Research

1. For students

With this research, students are expected to know that the existence of cooperation schools can help them to learn entrepreneurship in which there are important characters that can benefit their lives later.

2. For Teachers

Teachers as advisor of student cooperation can use as an evaluation of the implementation of the participation fit model. And the teacher is expected to be able to guide the management and members of the cooperation so that the role of the cooperation model fit can go as expected.

3. For Schools

With this research, it is expected that schools can enhance the cooperation role of students and their management to be able to contribute more to guiding entrepreneurial character in students early on.

4. For Researchers

With this research, researchers can find out the actions of the management in implementing participation fit models in the School cooperation SMK Negeri 1 Malang. Researchers can also know the role of cooperation advisor in guiding management and members of

cooperation so that the implementation of the cooperation model fit can run as expected. Researchers also hope that further research can improve this research.

#### E. Previous Research

The following is an explanation of the previous findings related to this research:

| No. | Similar   | Difference  | Originality of Research  |
|-----|---|---|--|
| 1.  | Ria Herdhiana, <i>Partisipasi Anggota sebagai Upaya Pencapaian Kemandirian Koperasi</i> (Jurnal), Educare, Vol. 4 No. 1, Agustus 2006   |   |  |
|     | <ul style="list-style-type: none"> <li>- Using the same book reference</li> <li>- Discusses the fit of the cooperation model</li> <li>- Knowing cooperation membership participation</li> </ul> | <ul style="list-style-type: none"> <li>- Discussing about cooperation in general</li> <li>- In the journal only looks at the participation of cooperation members through fit models</li> </ul> | <ul style="list-style-type: none"> <li>• This research examines the relationship between the implementation of fit models and development in cooperation students</li> <li>• Focused on cooperation students in SMK Negeri 1 Malang</li> </ul> |
| 2.  | Anik Hindayani, <i>Strategi Peningkatan Partisipasi Siswa dalam Berkoperasi di SMK Negeri 1 Pati</i> (Jurnal), Universitas Negeri Semarang, Semarang, 2012                                      |   |  |
|     | <ul style="list-style-type: none"> <li>- Knowing student participation in cooperation</li> <li>- Researching cooperation in schools</li> </ul>  | <ul style="list-style-type: none"> <li>- Only use one variable in the cooperation model fit</li> <li>- Only knowing student participation in cooperation</li> </ul>                             | <ul style="list-style-type: none"> <li>• Combining the implementation of participation fit models with cooperation development students</li> <li>• Connecting three components in participation fit model</li> </ul>                           |

|    |  |  |   |
|----|--|--|---|
| 3. | Evin Nuryanti dan Kirwani, <i>Manfaat Kualitas Pelayanan Koperasi dalam Mewujudkan Partisipasi Anggota dan Perkembangan Usaha Koperasi As-Sakinah Sidoarjo</i> (Jurnal), Universitas Negeri Surabaya, Surabaya, 2013 |  |   |
|    | <ul style="list-style-type: none"> <li>- Researching the participation of cooperation members</li> <li>- Examining the role of participation fit model</li> </ul>  | <ul style="list-style-type: none"> <li>- Researching not cooperation students</li> <li>- Only knowing the role of fit model in developing the cooperation</li> </ul> | <ul style="list-style-type: none"> <li>• Combining the role of the fit model with development in student cooperation</li> <li>• Paying attention to each component in the fit model of cooperation</li> </ul> |

Table 1.1 Previous Research

The results of the research above show that

1. The optimal participation of members in the position as owners or as service users will result in cooperation independence. Of course, it is not easy because it takes a long time to reach it. One of the efforts that must be made by management to achieve independent cooperation is by creating a cooperation operational program that always meets the wishes and needs of members so that members will make total participation for the cooperation.

With the journal above, this research combines the three principles discussed in Ropke's book: participation, management, and members to create independent cooperation. It's just that in this research the focus will be on one cooperation, namely School cooperation in SMK Negeri 1 Malang.

2. Strategies used by SMK Negeri 1 Pati in increasing student participation in cooperation have not been fully in line with the goals of cooperation

schools in general, because in the implementation of cooperation activities the school only involves accounting department students. The strategy used by SMK Negeri 1 Pati is less strategic because the objectives of school cooperation, in general, are achieved by SMK Negeri 1 Pati, which is a school operation as a means to get the tools for school needs and guide a sense of love for the school.

In Ropke's book, the performance of cooperation members must be supported by the needs of cooperation members. If the needs of cooperation members are not met, then it will happen as in this research, the cooperation is not progressing and its development is not optimal. In this research, we will discuss the situation of the School cooperation in SMK Negeri 1 Malang. With the data from the research at SMK Negeri 1 Pati can be a comparison and benchmark for student's cooperation in implementing the student's participation fit model.

3. The quality of services provided by the As-Sakinah cooperation is assessed according to the expectations and needs of members. The quality of services provided by the As-Sakinah cooperation provides the benefit of realizing increased participation, namely participation in the capital, in the unit of organizations and in the unit of utilization of cooperation business services. The quality of services provided by the As-Sakinah cooperation provides benefits in developing cooperation businesses, especially in the development of savings and loan business units and the development of shops and business units.

The research, the success of implementing the fit model carried out in the As-Sakinah cooperation can be an example of the reality of independent cooperation that pays attention to the needs of its members. But in this research, we will discuss the School cooperation in SMK Negeri 1 Malang which is slightly different from the As-Sakinah cooperation because student cooperation are not business entities. So the researcher will compare according to the cooperation managed in the school.

From the previous research above, it can be concluded that the participation of cooperation members greatly influences the development of cooperation. By being balanced with the facilities and needs of adequate members, the implementation of the cooperation model fit will run as desired. If the implementation of the participation fit model can run well, then the cooperation will develop and move forward.

#### F. Definition of Key Terms

##### 1. Participation Fit Model

Participation fit model is a cooperation suitability model that aims to increase the effectiveness of member participation by looking at the balance between programs, management and cooperation members that run in accordance with the objectives of cooperation development.

## 2. Advisory Program

Advisory program is the process of guiding cooperation to administrators and members of cooperation in carrying out their functions to achieve the objectives of school cooperation.

## 3. Cooperation Student

Cooperation students are a collection of cooperation members (all students) managed by administrators who have been selected and guided by advisor based on principles and to achieve cooperation goals based on the principle of kinship.

## G. Composition of Research Findings

The systematics of this thesis is divided into six chapters consisting of several sub-compiled this thesis. The systematics of these chapters are as follows:

The first chapter contains an introduction which contains the background of the author choosing a title “The Implementation of Fit Model of Participation on School Cooperation in SMK Negeri 1 Malang” which the background of qualitative research is then formulated so that the research focus will not widen. With the focus of further research, researchers can set goals in this research. Then explained about the originality of the research, the operational definition, until the systematic discussion to find out the direction of this research.

The second chapter contains theories about cooperation students, participation fit models, guiding school cooperation in SMK Negeri 1 Malang. In this chapter also explained the framework of thinking to explain the flow of thought used by researchers with a brief which is able to describe the process beginning to the end of the research.

The third chapter contains a research methodology that explains the approach and type of research, the presence of researchers, the location of research, data and sources of data, data analysis, and the technique of checking the validity of data.

The fourth chapter contains exposure to data and reports on the results of research taken from the facts that existed when unit observations were carried out in the School cooperation of SMK Negeri 1 Malang.

The fifth chapter is about discussion. The discussion in question is by answering questions that are in the focus of research. From this discussion, researchers will find out whether the reality in the unit is in accordance with what was formulated through the focus of the research and research objectives. So that conclusions can be drawn from the writing of this discussion.

The sixth chapter contains conclusions and suggestions. After discussing what is the main of research, it will find conclusions that become the benchmark in this research. Suggestions are also

very much needed when there are researchers who want to perfect this research further.



## CHAPTER II

### REVIEW OF RELATED LITERATURE

#### A. Concept of the Participation Fit Model

The cooperation is an organization that upholds the family principles of each member. In this case, it is the cooperation members who play an important role in the course of cooperation. In a developing economy, the importance of cooperation in trying to provide good service to motivate members to be more innovative and creative in developing cooperation.

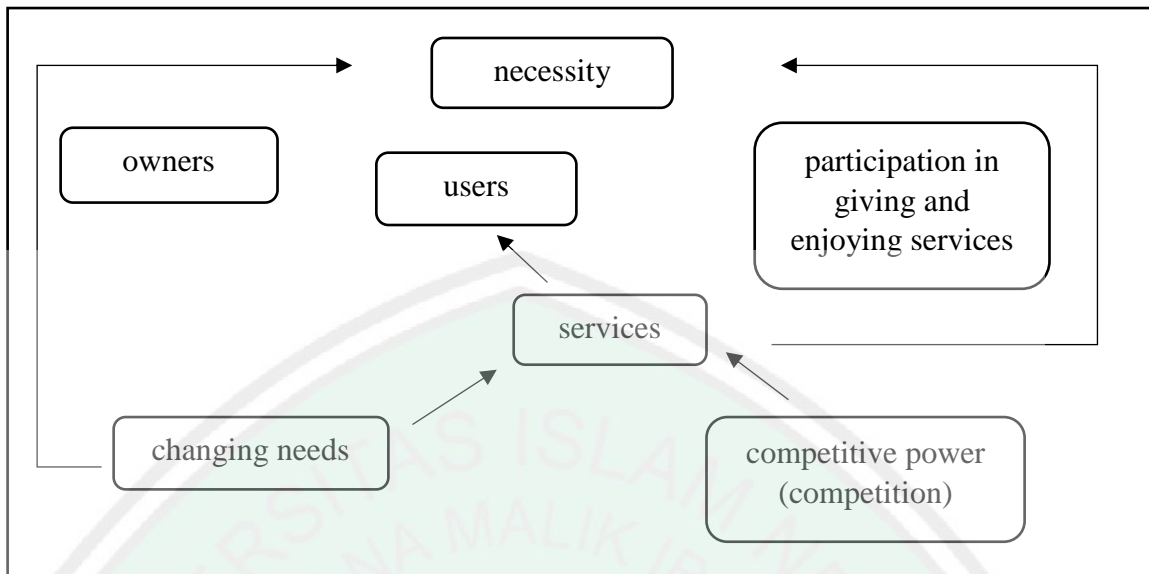
"If the utility or superiority provided by the cooperation for someone is higher than the utility that can be obtained/achieved by him when he is not a member of the cooperation, then that person will enter into cooperation and do business with his cooperation or other means, cooperation can attract members".<sup>6</sup>

Cooperation can conduct evaluations from individual members. Then, it can be reached from the participation of members, management and external / external assistance to cooperation.

The participation of members in cooperation is an important matter. This is because the effective and efficient operation of the cooperation depends on the participation of the cooperation members. In this case the participation of cooperation members can be described as follows.

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<sup>6</sup> Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 32



Picture 2.1 Meaning of Participation<sup>7</sup>

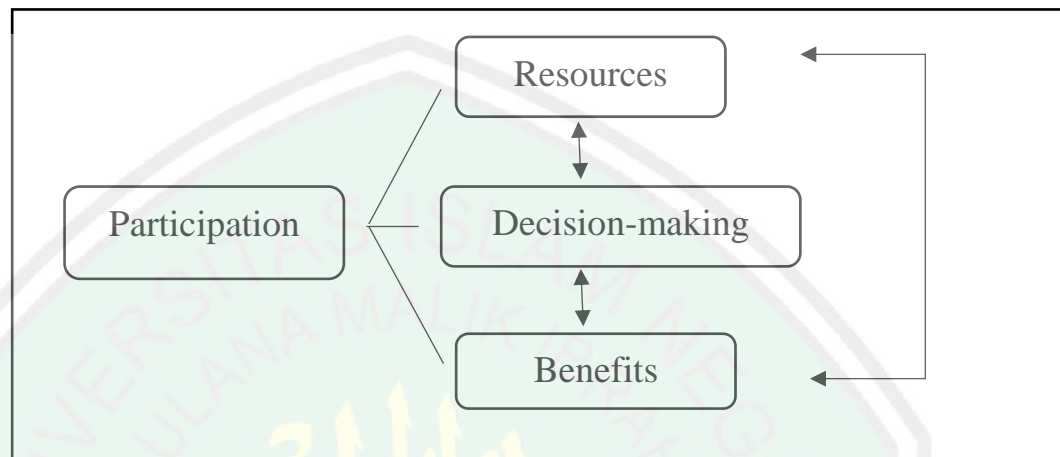
From the chart above, we can know that all internal and external needs that are manifested in the form of services are completely taken away from the participation of a user. Participation is only provided by cooperation following the needs and interests of the members of the cooperation itself. Then the service of each cooperation will be very different, adjusting to the interests and needs of each member of the cooperation.

In realizing the interests and needs of cooperation members that can change, the cooperation must be able to adjust capabilities / competencies and have the motivation to control their management.

Cooperation participation can be interpreted as the process of each member of the cooperation in realizing and applying ideas / ideas from the cooperation. With the participation of each member of the cooperation in

<sup>7</sup> Ibid. Hal 40

applying the ideas they find, then each member of the cooperation can mobilize resources, get decisions made by each member of the cooperation with regular evaluations held at the end of each program implementation.



Picture 2.2 Participation types<sup>8</sup>

"The participation of cooperation members in providing services will be realized if there is a match between members, programs and organizations in the cooperation. This model is called a fit model of a cooperation.

The first conformity, which is between member / beneficiary variables and program variables, is a match between the needs of members and the services and resources provided by the cooperation as output from the program.

Programs can be interpreted as basic business activities chosen by organizations (such as supplying inputs, and / or buying members' products, selling consumer goods, and more programs). The distinction between

<sup>8</sup> Ibid. Hal 53

single-function and multi-functional cooperation is important in this case, because it shows the level of diversification of the program and its output.

The second conformity, namely between members and (management) organizations. Members must be able and willing to articulate their needs in organizational decisions.

The third, the suitability between the program and (management) of the organization, namely the compatibility between the terms / interests of the program assignments and cooperation management capabilities. "

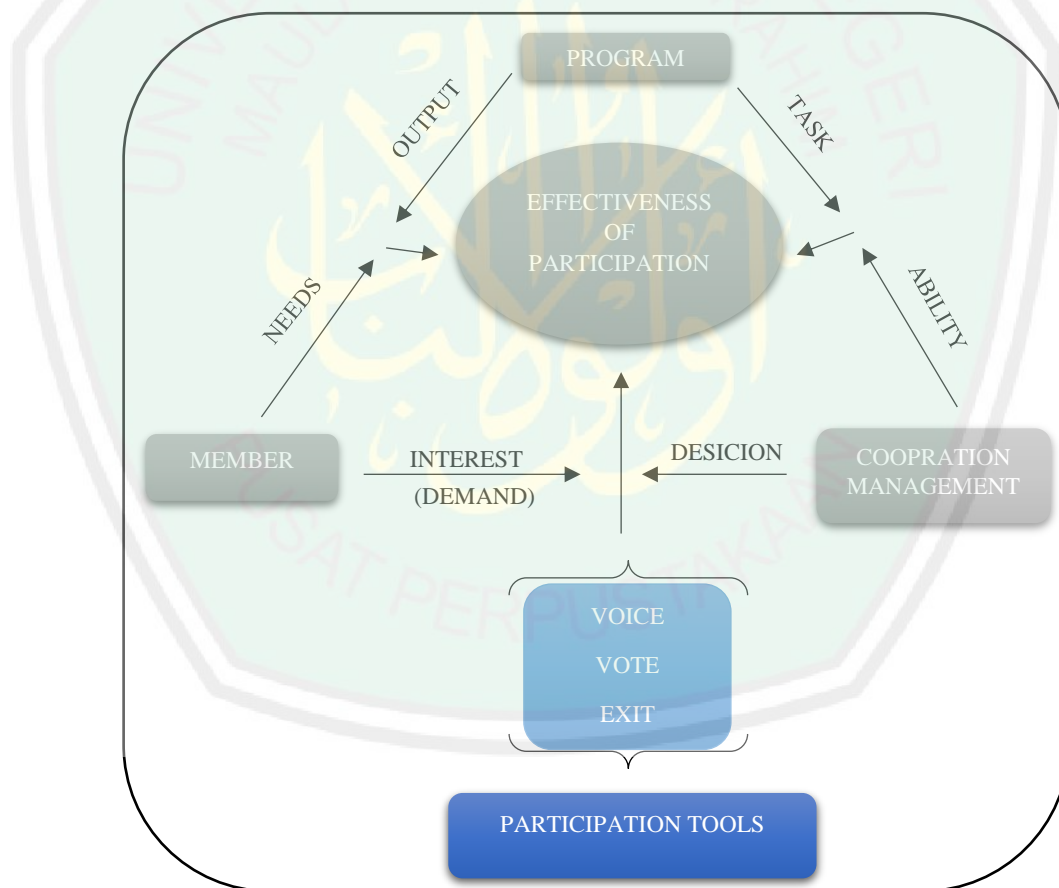


Image 2.3 Participation fit model<sup>9</sup>

<sup>9</sup> Ibid. hal 54

"With voice, cooperation members can influence management by asking questions, giving or seeking information, as well as by submitting disagreements and criticism. With votes, members can influence who will be chosen as a manager or member of the supervisory board and other administrators. With exit, members can influence management by leaving the cooperation (for example by buying fewer inputs from cooperation and buying more from competitors), or by threatening to exit cooperation membership, or reducing their activities.<sup>10</sup>

#### B. Development on school cooperation in SMK Negeri 1 Malang

Humans as social beings mean a mutual need for help from fellow humans. As a cooperation principle, namely family. With this family principle, strong cooperation is needed between individuals. If each individual cooperates with each other, there will be no competition in the cooperation.

The importance of cooperation and the basic principles of cooperation, namely kinship, does not deny that each individual has the main motivation in an effort to find individual interests. Because each individual has his own interests which have the same purpose in developing cooperation, the services in the cooperation should be improved according to the conditions needed by the cooperation members.

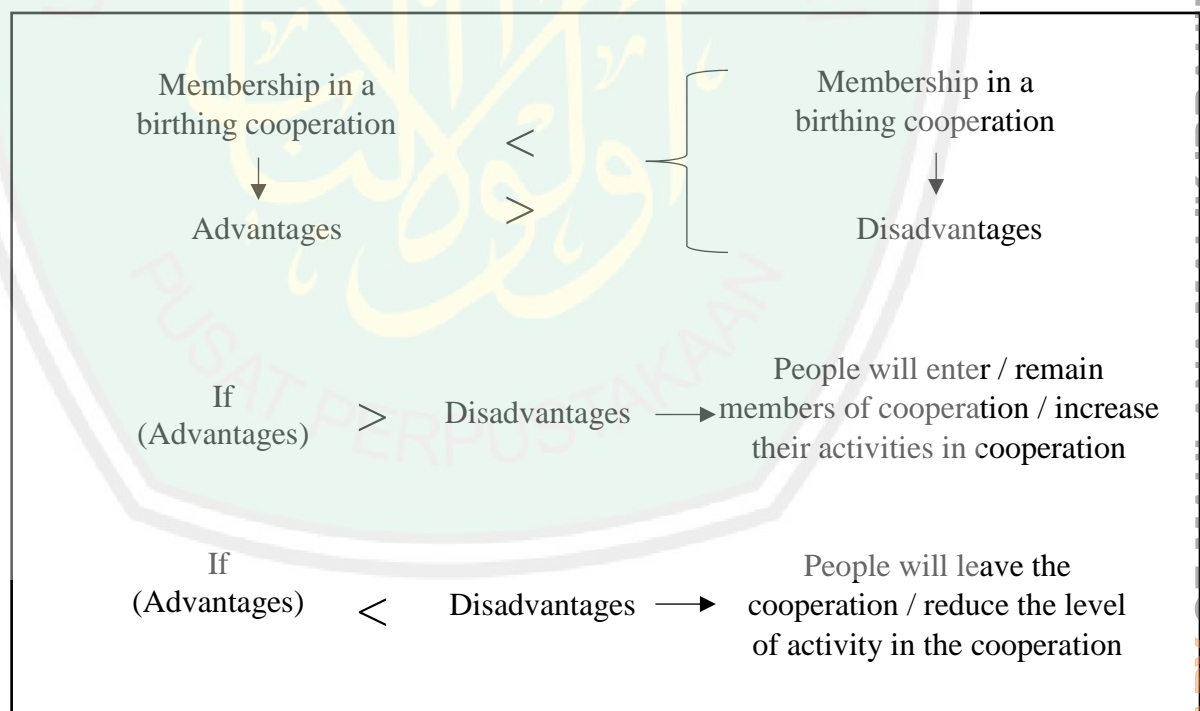
Cooperation service improvement can be controlled by the evaluation. Like the supervisor of the School cooperation in SMK Negeri 1

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<sup>10</sup> Ibid. Hal 54-55

Malang which conducts development and evaluating the cooperation management once a week. The development not only evaluates the performance of the cooperation, controls the management of cooperation and adjusts the needs of cooperation members, but the advisor also provides input and reinforcement for the cooperation manager.

Development in cooperation is very important so that the management and members of the cooperation get motivated, help each other, have an attitude of importance to the interests of others (altruism), not altruist, understand the conditions of uncertainty and can optimize a series of programs.



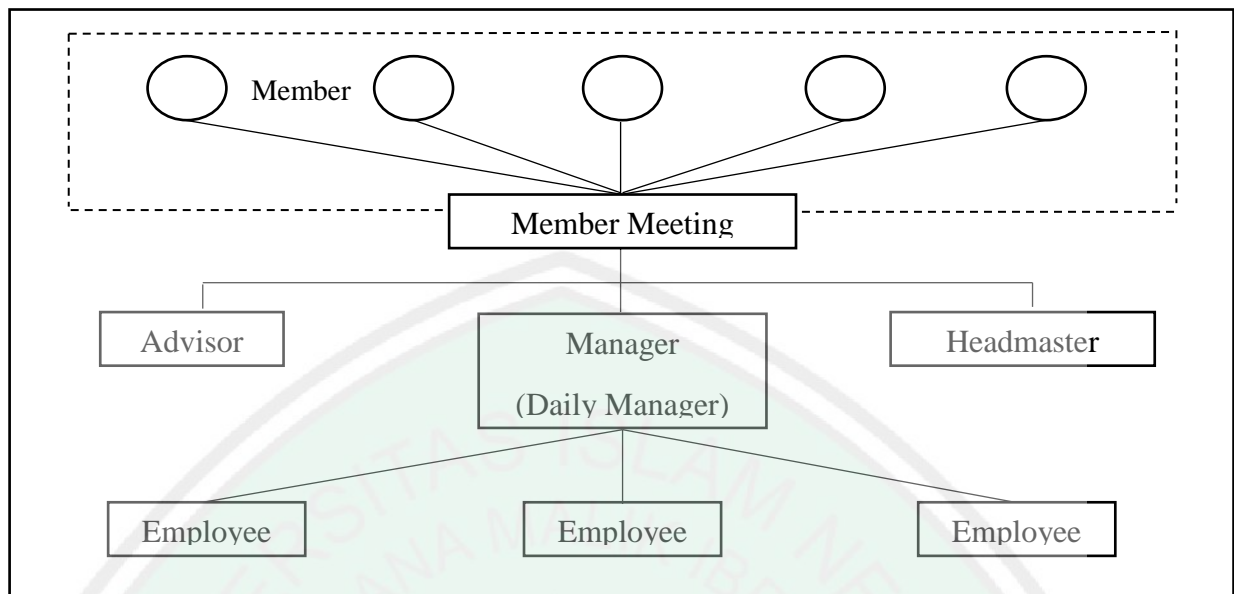
Picture 2.4 The basis of the decision to enter the cooperation<sup>11</sup>

<sup>11</sup> Ibid. hal 33

From the table above, we can see the basis of someone entering cooperation. The number of benefits (advantages) in cooperation, will add interest from someone to enter the cooperation.

Not only in general cooperation, student cooperation also be the basis of guidelines such as School cooperation in SMK Negeri 1 Malang. The greater the benefits obtained in cooperation students, the higher the level of activity. Considering that the selection of administrators was chosen only with representatives of one to two people each class if School cooperation in SMK Negeri 1 Malang has many advantages than disadvantages in its implementation, the interest to become cooperation management will increase. This also applies to all members of the cooperation (all students) who will further enhance their role in the cooperation such as making purchases, and others.

Two main tasks can be used in developing cooperation: (1) developing cooperation as organizations in the school environment efficiently to succeed in the welfare of members, (2) supporting each program planned by the cooperation manager and implementing improved services for cooperation member.



Picture 2.5 Cooperation Member Chart<sup>12</sup>

It can be seen from the chart above, the position of members, namely all students of SMK Negeri 1 Malang. The next guide here is a cooperation advisor for an economics teacher. Administrators (daily administrators), namely students selected for each class there are two students. Principal as supervisor or protector of the school cooperation. There are also employees, namely someone who is trusted in helping the operation of the cooperation but not as the owner or user, only as employees who will get benefits from the benefits obtained in the cooperation.

The management of the cooperation should be chosen based on the Members' Meeting, but here the management is chosen through the agreement of two representatives in each class. This board was chosen to get the trust to lead the cooperation within the period agreed upon by all

<sup>12</sup> Ibid. Hal 33

members of the cooperation. Meetings of members hold the highest authority in the cooperation manager order.

Cooperation advisors are also appointed through a Member Meeting in charge of leading cooperation and coordinating cooperation employees. The advisor is also required to guide, motivate and guide the cooperation management in running the cooperation in accordance with the basic objectives of the establishment of the cooperation. Principals as supervisors and protectors are in charge of supervising cooperation so that members' needs can be fulfilled.<sup>13</sup>

The global benefits of this development are entrepreneurial issues. The theory in the classroom, cooperation advisors who are teachers of economic subjects certainly provide theories of entrepreneurship in the learning process in the classroom. Understanding and participating in implementing the program that has been compiled is the implementation of entrepreneurial learning before going directly to the community. Where students will carry out activities in accordance with the principles of cooperation. The implementation of the cooperation program is one of the implementations of the entrepreneurial theory in schools. With a mature theory in the classroom, it is expected that students are able to practice the theory in the school cooperation in SMK Negeri 1 Malang, the rest students can practice in their daily lives later if the student will graduate.<sup>14</sup>

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<sup>13</sup> Drs. G. Kartasapoetra, S.H, dkk. 1999. *Praktek Pengelolaan Koperasi*. Jakarta : PT Rineka Cipta. Hal 66-67

<sup>14</sup> Abrahamson (1976) dalam buku Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 2-5

### C. Understanding Student Cooperation

According to Abrahamson, the difference between cooperation and other business entities lies with their shareholders. If other business entities apply the principle of the largest shareholder is the holder of power, this is very different from the cooperation family. Because basically, cooperation is the property of the members of the cooperation, the development of cooperation will depend on the service users (users).

In the International Labor Organization (ILO), cooperation are organizations formed from the contribution of capital from members whose implementation of the program is supervised democratically and whose members play an active role in realizing the same goals together.<sup>15</sup> According to Estrin, cooperation are economic organizations managed by members of cooperation, which uphold the voices of each of its members, with SHU, agreed upon, decisions taken together with following democratic principles and no privileges between capital holders because this is not a factor unifying member of the cooperation.<sup>16</sup>

From the above understanding, we can conclude that cooperation owners play a dual role as service users (consumers) of cooperation. In realization, everyone has the right to become a member of cooperation, provided they have the same goals as other cooperation members and try to

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<sup>15</sup> Tiktik Sartika Partomo. 2009. *Ekonomi Koperasi*. Bogor : PT Ghalia Indonesia. Hal 12

<sup>16</sup> Estrin (1985) dalam buku Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 161

develop cooperation in accordance with the common goals in a family manner.

Understanding of cooperation above, we can take several principles that underlie the founding of cooperation, namely:

1. Members of cooperation are a group of people who have the same economic interests and within the scope of the cooperation business.
2. Members of cooperation cannot be represented or transferred to other people.
3. The cooperation's articles of association have regulated the rights and obligations obtained by each member of the cooperation.<sup>17</sup>

Obligations of cooperation members contained in the articles of association are as follows:

1. Comply with the Articles of Association and Bylaws agreed upon at the Member Meeting
2. Maintain and be able to play an active role in every program held by cooperation based on family principles

In addition to obligations, the articles of association also regulate the rights of each member of the cooperation. These rights are:

1. Participate in attendance, give their opinions and vote in the Member's Meeting

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<sup>17</sup> Anoraga dan Widiyanti. 2003. *Dinamika Koperasi*. Jakarta: Rineka Cipta

2. Choosing and being chosen as the management or supervisor of the cooperation
3. Initiative to hold a Member Meeting that has been determined in the Articles of Association
4. Has the right to give advice or opinions to cooperation management outside the Member Meeting
5. Have the same rights between members of cooperation and can take advantage of existing services in cooperation
6. Get the right to participate in knowing the development of cooperation that have been regulated in the Articles of Association.<sup>18</sup>

"Seven cooperation principles developed by the first modern cooperation founded in 1844 by 28 Lancashire workers in Rochdale. This principles are still the basis of the international cooperation movement, namely:

1. Open membership
2. One member, one event (one member; one vote)
3. Limited returns on capital (limited return on capital)
4. Allocation of Remaining Business Results is proportional to transactions carried out by members (surplus in proportion to member transactions)
5. Cash sales (cash trading)

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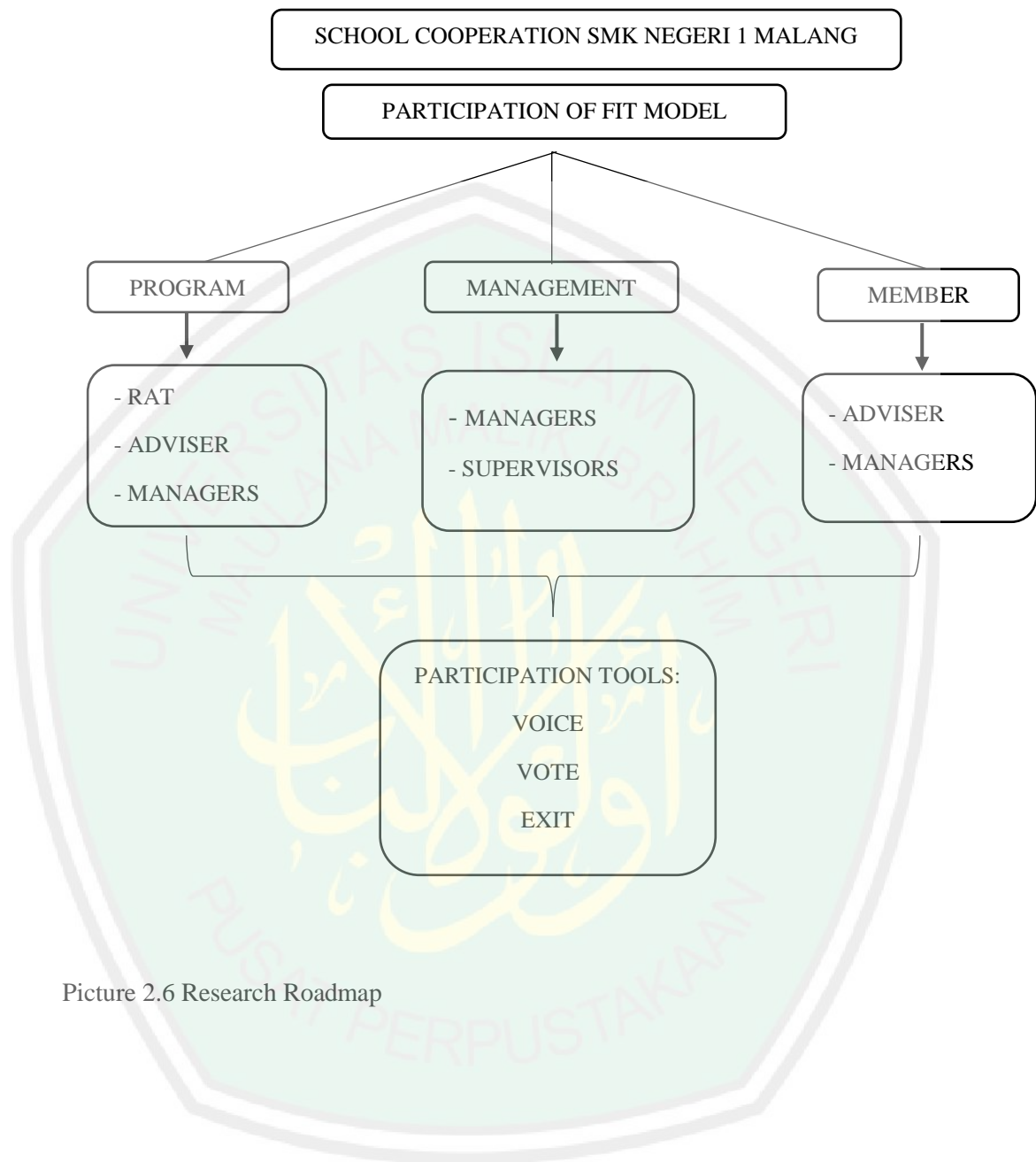
<sup>18</sup> Tiktik Sartika Partomo. 2009. *Ekonomi Koperasi*. Bogor : PT Ghalia Indonesia. Hal 29-30

6. Emphasizing the element of education (stress on education)

Neutral in terms of religion and politics (religious and political neutrality Association

D. Research Roadmap

The researcher concludes several points discussed in this research into a series of thinking frameworks that show that school cooperation in SMK Negeri 1 Malang apply the theory of participation model fit which has three main points namely a program whose data can be taken from the RAT report (annual member meeting), advisor and cooperation management. Management whose data can be taken from the management and supervisors of the cooperation. Participation of members whose data can be taken from the cooperation supervisors and management. After the three points are implemented accordingly, three participation tools will be obtained namely voice, vote, and exit.



Picture 2.6 Research Roadmap

## CHAPTER III

### METHOD OF THE RESEARCH

#### A. Approaches and Research Design

This research uses a qualitative approach, namely researchers trying to describe the Implementation of Participation Fit Models in the Development of school cooperation in SMK Negeri 1 Malang. In qualitative research, researchers are treated as subjects rather than objects, namely the role of researchers is very influential when observed to find as much information as possible. In qualitative research there is a great opportunity for participants to answer questions from researchers. The reason why the research objectives depend on the answers given by the researcher. Qualitative research methods are dynamic, because participants can change the direction of research, so the research must go according to the direction of the information provider.<sup>19</sup>

In line with the research, researchers chose the type of case research approach, as Yin revealed, a case research is an exploration of the system of limiting a case (or multiple cases) in detail, collecting data in depth through various sources of information.<sup>20</sup> The type of case research approach was chosen in this research, because researchers wanted to know

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<sup>19</sup> Dr. J.R. Raco, M.E., M.Sc. 2010. *Metode Penelitian Kualitatif: Jenis, Karakteristik, dan Keunggulannya*. Jakarta : PT Gramedia. Hal 8

<sup>20</sup> Yin, Robert K. 2008. *Case Research Research: Design and Methods (Applied Social Research Methods)*. Illinois : Sage Publications, Inc

how students influence the entrepreneurial concern by using cooperation as a facility of course with the implementation of a cooperation model fit which is the purpose of research.

Case research approach, results will be obtained in accordance with the pure response of the research subject. So that data obtained purely from current events experienced by the subject of the researcher. Deepen the information obtained, three specific methods were carried out in the Yin case research book, namely the first is descriptive, which describes all the conditions of an event being studied. The second is exploratory, namely more in-depth research, the role of researchers in digging information by going directly to the unit. The third is explanatory, researchers have a role in providing more detailed information regarding the research being conducted.

#### B. Attendance of the Researcher

In qualitative research, researchers must be present in the unit, the role of researchers as the main tool in this research. The presence of researchers in qualitative research as the main instrument in this research can provide benefits, the data obtained from research is processed first by the researcher, so that it is presented in the form of data that is easier for the reader to understand. Researchers on duty Researchers are tasked from planning, implementation, data collection to the interpretation of data from pure conditions in the research to be the results of reports from a research.

Researchers must be able to understand and adjust to real conditions in the unit. As a researcher in qualitative research, researchers must try to adjust and make good interactions with informants. Understanding the situation when the research will be carried out, researchers should look for deeper information related to the location of the research. The first thing that researchers have to do is to prepare all the possibilities that will occur when the research will be carried out. Then, the researcher must prepare questions and a general description of information regarding the location of the research to be studied. After preparation is complete, then the researchers set a schedule to conduct research into the unit.

### C. Setting of the Research

The research location is in SMK Negeri 1 Malang, located on Jl. Sonokembang - Janti - Bandungrejosari - Sukun - Malang City Province: East Java 65148 telephone number (0341) 326630. School cooperation at SMK Negeri 1 Malang are located in strategic locations that are easily accessible by vehicles from various public transport lines such as GL, LG, GML and AJG.

The school has access to school cooperation that allow for the implementation of the development of student entrepreneurial interests. The reason for choosing the school is because the teacher becomes advisor and guides students to work directly in managing the cooperation. In addition, teachers also carry out routine development, so that school cooperation can advance and have many achievements. Then, researchers want to know the

implementation of Cooperation managers in applying the fit model of participation.

#### D. Data and Data Sources

Data is all written and non-written facts obtained from a research that can be used as material in the preparation of information.<sup>21</sup> In qualitative research, the data sought only takes the form of verbal statements, images or symbols.

The data source is anything that can provide information about data.<sup>22</sup> Sources of data obtained from informants in a research, this data source is a material in strengthening data.

| No. | Data Sought                   | Data Sources  | Information   |
|-----|-------------------------------|---|---|
| 1.  | Fit Model <sup>23</sup>       |   |   |
|     | a. Program                    | Advisor and Managers Cooperation, RAT                                 | Looking for written data on programs that have been achieved in cooperation |
|     | b. Management of Cooperation  | Managers and Supervisors Cooperation                                  |   |
|     | c. Members of the Cooperation | Advisor and Managers Cooperation                                      | Informs how much interest members have in developing cooperation            |
| 2.  | Cooperation Advisor           | Managers, Supervisors and Members of Cooperation                      |   |
| 3.  | Cooperation Students          | Members of cooperation, cooperation manager, cooperation advisor, RAT | Know how big the role of cooperation students is for school residents       |

Table 3.1 Data Sources

<sup>21</sup> Arikunto, Suharsimi. 2006. *Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.

<sup>22</sup> Sugiyono. 2006. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.

<sup>23</sup> John ropke

## E. Data Collection

Data collection techniques are used to obtain data and information as the main relevant and objective material. As a researcher in qualitative research, researchers conducted three stages in data collection, namely:

### 1) Interview

Interviews are conducted by an interviewer and resource person who conducts a conversation with a specific purpose, the conversation is carried out with the interviewer who asks questions and informant who provide answers to these questions.<sup>24</sup> To get accurate data, researchers conducted interviews with school cooperation managers, economic teachers, students and principals of SMK Negeri 1 Malang. To get data about strategies to increase student participation in cooperation and what factors influence student participation in cooperating in SMK Negeri 1 Malang.

| No. | Informant           | Theme Interview  |
|-----|---------------------|--|
| 1.  | Cooperation Advisor | <ul style="list-style-type: none"> <li>a. Activities that have been developed and are being designed in student cooperation</li> <li>b. Implementation of appropriate fit models</li> <li>c. Advisory program for cooperation manager</li> </ul>   |
| 2.  | Cooperation manager | <ul style="list-style-type: none"> <li>a. Activities that are successfully implemented in student cooperation</li> <li>b. Suitability of the cooperation model according to the cooperation manager</li> <li>c. The advantages of being a student cooperation manager</li> <li>d. There is a routine development from the cooperation advisor</li> </ul> |
| 3.  | Cooperation members | <ul style="list-style-type: none"> <li>a. Benefits of being part of cooperation members</li> <li>b. a program that is superior to student cooperation</li> </ul>   |

<sup>24</sup> Moleong, Lexy. 2005. *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya

|  |  |  |
|--|--|--|
|  |  | <p>c. Assessment of cooperation members regarding the suitability of the cooperation model</p> <p>d. The role of cooperation members in developing student cooperation</p> |
|--|--|--|

Table 3.2 Data Collection

Researchers conducted interviews with advisor, managers and members of the Cooperation, Cooperation advisor namely Mrs. Darti Purwo A, S.Pd, M..M, Cooperation Managers are Elzyanna Saputri who served as the first leader of the Cooperation, Michelle Albertine Levi who served as the second leader of the Cooperation, and Anas Rakhmawati who served as the third treasurer of the Cooperation, and Cooperation member are Putri Rahayu Permatasari, Wella Alswah Rahmah, and Zahrotul Isnaini, all of whom were from Class X UPW 2.

## 2) Observation

Observation is a technique in collecting data from informants, which is deliberate and systematically arranged about existing phenomena with observation and recording.<sup>25</sup> After the interview, the researcher gets the data to be examined. But before reporting the results of the interview, researchers will make observations in the daily activities of cooperation students in SMK Negeri 1 Malang to find out the real conditions that the informants have given during interviews. The daily activities are about development, implementation of cooperation management and programs of School cooperation.

<sup>25</sup> Kartono, Kartini. 1990. *Pengantar Metodologi Riset Sosial*. Bandung : Mandar Maju.

The observation was carried out at the school cooperation of SMK Negeri 1 Malang around one and a half months, starting on October 14 until November 30, 2019.

### 3) Documentation

The documentation method is done by looking for important documents that support the information needed by a researcher, such as notes, transcripts, books, newspapers, magazines, inscriptions, minutes of meetings, briefs, agendas, and so on. <sup>26</sup>Researchers used the documentation available at SMK Negeri 1 Malang such as archives from the school, and also photos of activities that had been carried out at the school's cooperation. Documentation in this research is RAT, documentation of cooperation achievements and photos of cooperation activities.

Documentation taken during the research is the annual meeting of members (RAT) reports, attendance book implementation of the RAT, program reports, and others.

### F. Data Analysis

In qualitative research, data analysis is carried out entirely by researchers. Stages of researchers in analyzing this data are:

#### a. Planning. Planning is done before the research is conducted.

Planning is done by compiling the text of the interview, arranging

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<sup>26</sup> Arikunto, Suharsimi. 2006. *Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.

the interview schedule, and preparing everything that will be done when the research is carried out.

Planning begins by setting the agenda for conducting observations, preparing data to be observed, determining questions in interviews, and others

b. Data collection. Data collection was carried out during the research.

Data collection is obtained from data sources as informants whose data can strengthen this research.

The data sought in this research is the annual member meeting (RAT) report, the program of the school cooperation, and reports that are stored in the school cooperation archive.

c. Processing data. After obtaining sufficient data, then the researcher's task is to process the raw data obtained from data sources so that the data is ready to be reported.

After conducting research, researchers process data that has been obtained when carried out research from interviews, observations and documentation.

d. After the above steps are taken, the research report is ready to be presented.

#### G. Research Procedure

Strengthen the data carried out in this research, validity, and reliability were tested so that the data obtained was valid/invalid. This is done because as the main instrument, researchers are not entirely objective

in data management. So this validity test can provide objective results on the research that has been done.

The validity of the data in qualitative research using triangulation, Sugiyono explained that there are three types of triangulation.<sup>27</sup> The three triangulations are source triangulation, data collection, and time. First, triangulation of data sources in the form of information from places, events, and documents as well as archives containing records relating to the data in question. Second, triangulation of data collection techniques or methods derived from interviews, observations, and documents. Third, triangulation of data collection time is when triangulation or data collection methods are implemented.

In this research, researchers used triangulation of data and triangulation of source techniques which are explained as follows:

1. Triangulation of techniques is a tool to test the credibility of data by checking the same data but with different tools.

Triangulation techniques applied by researchers by matching documentation (reports) with interviews conducted with informants.

2. Triangulation of sources is triangulation used to test the credibility of data by checking data that has been obtained through several sources.

Source triangulation techniques applied by researchers by finding out the source of information data from the advisor who then confirmed with

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<sup>27</sup> Sugiyono. 2006. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.

the data source provided by the management and members of the Cooperation.



## CHAPTER IV

### EXPLANATION DATA AND FINDINGS

The research was conducted at the School cooperation SMK Negeri 1 Malang located on Jl. Sonokembang / Janti, Bandungrejosari Village, Sukun District, Malang City, East Java. With Telephone Number: 0341-326630 and Fax: 0341-325399. The website of this school is: [www.smkn1malang.sch.id](http://www.smkn1malang.sch.id), with E-mail: [smkn1malang@yahoo.com](mailto:smkn1malang@yahoo.com). NPSN; 20533813. The Year of Establishing SMK Negeri 1 Malang was 1963 and was accredited A.

The School cooperation in SMK Negeri 1 Malang is the only School cooperation that has a legal entity. Before the establishment of the School cooperation which was a realization of a joint decree of the Minister of Trade and School cooperation with the Minister of Education and Culture of the Republic of Indonesia No. 719 / Kpb / XII / 79 and No. 282 / P / 1979 concerning cooperation education, at SMK Negeri 1 Malang shops have been held as a place of practice for students. At that time, the status of Malang SMK Negeri 1 Cooperation was only recognized by the Malang District Cooperation office by Decree No. 610 / DK.13.17 / D2 / V / 1980 dated May 17, 1980. In its further development the status of the Cooperation School of SMK Negeri 1 Malang was approved by the Legal Entity status of KAKANWIL Cooperation of East Java Province on December 27, 1983, with Number 12 / BH / II / Sekh. / 1983.

The adequate facilities that will indirectly increase the quality of learning from students at SMK Negeri 1 Malang, the following facilities are available at SMK Negeri 1 Malang:

| Facilities in SMK Negeri 1 Malang              |                                |                                      |                     |
|--|--------------------------------|--------------------------------------|---------------------|
| a. A conducive & representative learning place | h. Lab. Computers & Multimedia | n. Green Café                        | u. Jogging Track    |
| b. Lab. Office administration                  | i. Lab. Language               | o. Library                           | v. Adiwiyata Room   |
| c. Lab. Accounting                             | j. Lab. Mathematics            | p. UKS Room                          | w. Hotspot Area     |
| d. Lab. Marketing                              | k. School cooperation          | q. Compost House                     | x. Basketball court |
| e. Tourism Lab                                 | l. Self Access Center          | r. Green House                       | y. Base Ball Unit   |
| f. Lab. Audio Video Techniques                 | m. Business Center             | s. Mosque                            | z. Sports unit      |
| g. Nursery Practice Land                       |                                | t. Lab. Computer network Engineering |                     |

Table 4.1 Facilities in SMK Negeri 1 Malang

Vision and Mission in school cooperation SMK Negeri 1 Malang are:

- 1) Vision: Creating qualified, responsible and professional cooperation people.
- 2) Mission
  - Educate and Train members about Cooperation
  - Actively involving all members to participate in the School cooperation
  - Providing items needed by member
  - Providing reasonable prices for goods
  - Provide satisfying service to all members
  - Carry out community service activities

Descriptive qualitative research was carried out on the Implementation of Participatory Fit Model in School cooperation at SMK Negeri 1 Malang, by interviewing cooperation advisors, several cooperation managers and several cooperation members, to strengthen the research, interviews were also conducted with employees/staff from school cooperation. This research was conducted from October 14 to November 7, 2019. Although this research was only carried out for one month, the researcher was able to get all the required information completely and clearly.

Achievements that have been achieved by School cooperation of SMK Negeri 1 Malang include: The Best Tent Competition for Women Jamborees at the National level Cooperation that won the fifth place, the Race Competition in the Bakorwil Cooperation which won first place in 2011, the Race Competition in the East Java Provincial Level won third place, the East Java High School / MA / MK level Cooperation Smart Contest in the East Java Cooperation which won third place in 2011, and so on.

In this research, researchers interviewed cooperators who were appointed by Japanese language teachers from the tourism department, namely Mrs. Darti Purwo A, S.Pd, M. M. The appointment of Mrs. Darti was considered capable of guiding affairs in cooperation, from bookkeeping and all administration in cooperation. From the cooperation managers, researchers interviewed Elzyanna Saputri who served as the first leader of the cooperation, Michelle Albertine Levi who served as the second leader of the cooperation, and Anas Rakhmawati who served as the third treasurer of the Cooperation. From the cooperation members,

researchers interviewed Putri Rahayu Permatasari, Wella Alswah Rahmah and Zahrotul Isnaini, all of whom were from Class X UPW 2.

The following is exposure to the data obtained based on the results of interviews, observations and documentation:

#### A. The Programs on School Cooperation in SMK Negeri 1 Malang

The programs implemented by the school cooperation of SMK Negeri 1 Malang is divided into 2 parts, namely in the organizational and business units:

##### 1. Organizational Unit

In this area of the organization, the members' meeting is the highest authority. The capital of cooperation consists of deposits, loans, and income from businesses including reserves and other sources. Obligations of members namely paying principal savings of Rp. 18.000,00, paying compulsory savings of Rp. 2.000,00 per month and actively participating in cooperation. Activities undertaken by management in the organizational unit are:

- a. Regular board meeting
- b. Regular meetings of the managers, advisors and advisors of SMK Negeri 1 Malang Cooperation
- c. Reception of new managers
- d. Receipt of principal savings
- e. Procurement stock opname every month
- f. Prepare a cooperation financial report every month
- g. Hold a member training

- h. Carry out managers training
- i. Hold an Annual Member Meeting

## 2. Business Unit

The SMK Negeri 1 Malang School cooperation has two units of business namely a shopping business unit and a cafeteria business unit. Business targets are students, teachers, employees and general staff and the general public. How to sell by cash and credit. Business administration is written in daily cash books, journal books, ledgers, sales books, accounts receivable books, balance sheets and monthly PHU (Calculation of Operating Results) reports.

Next, the researcher interviewed the head of the cooperation of SMK Negeri 1 Malang about the explanation of the programs implemented in the school cooperation. Obtained the following data:

### 1) Hold regular meetings

So holding routine meetings once a month or once every week depends on the same conditions. The meeting which is held once a month discusses the stock opname of cooperation items. But sometimes it hasn't been a month if the stock runs out, so do a meeting.<sup>28</sup>

Regular meetings are held once a month, on Friday precisely after the stock opname of cooperation items. This meeting cannot be determined at the beginning, middle or end of the month, because the meeting will take place after many items in the cooperation have run out. The purpose of this regular meeting is to improve the performance of the board and advisors.

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<sup>28</sup> Interview with the managers on November 2, 2019 at 12:40

**DAFTAR HADIR**  
**RAPAT RUTIN PENGURUS DAN PENGAWAS**

Hari / Tanggal : Jumat, 4 Oktober 2019  
Waktu : 15.30  
Kecamatan : Rongkang Selatan 2019  
Jumlah Yang Hadir : 25 Orang

| No. | Jabatan         | Nama                        | Tanda Tangan |
|-----|-----------------|-----------------------------|--------------|
| 1   | Pembina         | Dati P. Arjanti             | (1)          |
| 2   | Kakak Umum      | Elyanna Sapri               | (2)          |
| 3   | Kakak II        | Melika Akersine Levi        | (3)          |
| 4   | Sekretaris I    | Ehwa Usasah                 | (4)          |
| 5   | Sekretaris II   | Bahamad Anzah Mahatani      | (5)          |
| 6   | Bendahara I     | Neni Puspadhara             | (6)          |
| 7   | Bendahara II    | Tahma Daw Anggrani          | (7)          |
| 8   | Bendahara III   | Arazi Rahmawati             | (8)          |
| 9   | Dik. Umum I     | Ulmas Diana Febiyanti       | (9)          |
| 10  | Dik. Umum II    | Ardina Diana Bachmandani    | (10)         |
| 11  | Dik. Umum III   | Yus. Taufiqul Fikri A.      | (11)         |
| 12  | Leak. Perguruan | Shalimtha Claradilla Chanay | (12)         |
| 13  | Pengawas I      | Dhula Pratiwi               | (13)         |
| 14  | Pengawas II     | Firliya                     | (14)         |
| 15  |                 | Karina Fajarilah Pratiwi    | (15)         |
| 16  |                 | Nova Erlina Dani            | (16)         |
| 17  |                 | Diva Nadia                  | (17)         |
| 18  |                 | Nalanda Istiq C.            | (18)         |
| 19  |                 | Diana Atiqah Juliana        | (19)         |
| 20  |                 | Azzul Nabasa N              | (20)         |
| 21  |                 | Prada Hibana Pulita         | (21)         |
| 22  |                 | Shella Nohanna              | (22)         |
| 23  |                 | Syafiq Nurul Fadila         | (23)         |

Malang, 4 Oktober 2019  
Mengetahui,  
Pembina I  
  
Dati P. Arjanti  
NIP. 19730330 199503 2 01

Picture 4.1 Attendance at Regular Meetings

## 2) Clean the environment

So we can each become one month or two months cleaning all this and then cleaning the dirty ones. Activities are undertaken such as wiping the storefront, cleaning the office, wiping the glass, and others. But if you sweep away a cooperation's room, clean up the chairs, tables, and many activities that clean the cooperation. It is done the same as the picket officers that day.<sup>29</sup>

This program is carried out every day by picket officers, but once a month all managers and employees carry out community service to clean the cooperation environment. Activities are undertaken such as wiping the storefront, cleaning the office, wiping the glass, and others.

<sup>29</sup> Ibid at 12.41



Picture 4.2 Cleaning Activity

- 3) Sorting plastic waste, cans, and food scraps are collected in the recycling section

This is done with picket officers every day. So if we have our bottles, we immediately set them up and they can be sold again, but wait a lot. This activity was carried out because the cooperation sold some food/drinks made from pasta, cans, and paper. So, after being damaged, the bottles are collected and kept in a shed.<sup>30</sup>

This activity was carried out because the cooperation sold some food/drinks made from pasta, cans, and paper. This activity is to reduce waste and then followed up with the recycling of these wastes. For used bottles, after the bottles have been destroyed, they are collected and then broken down.

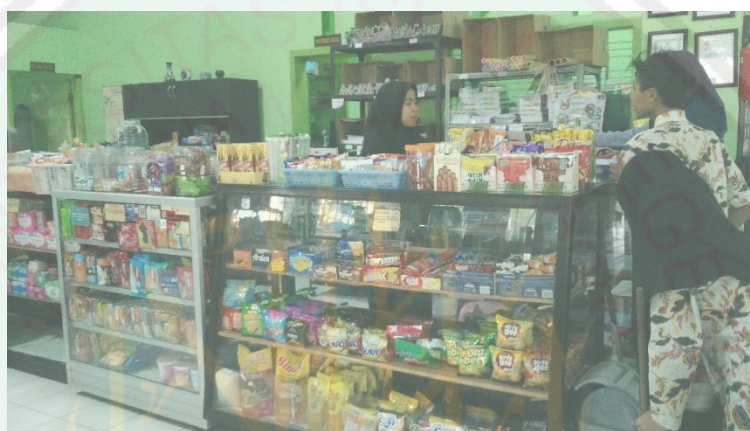
- 4) Serving in cash and credit

That means we are called credit and cash. If the cash is cash, the credit can be written on the invoice. There is also BP3 that is a shop receipt made by the school itself. BP3 is the right of the teacher, no matter how it is for the needs of the school, so the one who pays is from the Principal, not from the teacher himself because it is for school purposes only. Some teachers use credit invoices, then pay is deducted from the teacher's salary. Now if the invoice is for students, it can be paid in installments for one semester.<sup>31</sup>

<sup>30</sup> Ibid at 12.42

<sup>31</sup> Ibid at 12.43

School cooperation provides cash and credit services. All cooperation members are entitled to this service, for credit sales written on the invoice. Invoice for students can be paid in installments for one semester. But for invoices for teachers, deducted through the salary received by the teacher.



Picture 4.3 cash and credit activities

5) Serve student's needs regarding teaching material

That means yes we teach to buy and sell, so the manager teaches. But there is also communication between the advisor and members of the cooperation's picket, sometimes the advisor tells how to serve the buyer. So sometimes the pickets only serve pick-and-take, so what are the terms (employees) and giving change money.<sup>32</sup>

For the needs of teaching materials, the committee has to guide other students in carrying out cooperation pickets. In addition to administrators, the advisor also provides teaching materials at any time if needed.

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<sup>32</sup> Ibid at 12.44

6) Hold stock opname of cooperation

I held a stock opname every month at regular meetings. So this stock opname is done at all regular meetings. So, yes discuss what stock needs to be updated, and continue to also discuss finance.<sup>33</sup>

Stock opname is done once a month and is carried out by managers, employees and cooperators. This stock procurement is to meet the needs of cooperation members so as not to run out when the goods are needed.



Picture 4.4 Stock Opname by the managers

7) Prepare cooperation financial report

Yes, this makes a report like that, carried out with treasurers I, II and III. If the daily cash report is undertaken by treasurer III, it is done every day, the debtor's financial statements, the ledger, and the cash-out report are made by treasurer I and II once every month.<sup>34</sup>

This activity is carried out by the first, second and third treasurers. Daily cash statements undertaken by the third treasurer are carried out every day, but for the debtor's financial statements, ledgers and cash statements are made once a month.

<sup>33</sup> Ibid at 12.45

<sup>34</sup> Ibid at 12.46

8) Make quarterly reports to DEKOPINDA and UMKM

DEKOPINDA and UMKM are organizations that overshadow the School cooperation SMK Negeri 1 Malang. Making quarterly reports is the duty of the cooperation advisor coordinator. This report is intended to let DEKOPINDA and UKM know the financial cycle of this cooperation.<sup>35</sup>

DEKOPINDA and UKM are organizations that overshadow the School cooperation SMK Negeri 1 Malang. Making quarterly reports is the task of the cooperation advisor coordinator. This report is intended to let DEKOPINDA and UKM know the financial cycle of the cooperation.

9) Supervise the performance of the managers cooperation

Yes, the advisor's part. His job is to oversee all the performance of the board, from the leader, secretary, treasurer, and others. But besides that, advisors can also still be part of the same duty as other pickets.<sup>36</sup>

Supervision is carried out by the advisory and cooperation advisors. This activity is to oversee the performance of the cooperation managers, also control the performance of cooperation members who are on duty picket.

10) Open a stand (Important Event)

Well, if in this school there are events like that, we will open small booths. Right, the stand is small, sis, so we stock small things, like cakes, drinks, snacks.<sup>37</sup>

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<sup>35</sup> Ibid at 12.49

<sup>36</sup> Ibid at 12.50

<sup>37</sup> Ibid at 12.51

This activity is carried out when there are events inside and outside the school. School cooperation are always actively opening a stand that provides items in the cooperation.

#### 11) Following “Berpacu dalam Koperasi” competition

This activity is not sure, miss, so it can be once a year, it can be once every two years, so it depends on the organizer. The selection was the same as the advisor if it was passed it was included in the competition. So the system of this competition is like a smart one, but about school cooperation.<sup>38</sup>

Competition in cooperation is one of the regular competitions held by the government to find out students' abilities in cooperation. The system of this competition is like a quiz but in the realm of school cooperation.

#### 12) Hold socialization to new members

Like we want to recruit new managers, then we will conduct recruitment. Usually, we go to classes, if not like that, usually when we are MOS (communication period of students), there will be a collection of extracurricular demonstrations, so we will go there. Then the one who directs the new members is the advisor (employees) who are here.<sup>39</sup>

This activity is carried out once a year when new teachings are added. The new member socialization was held when the school held an extracurricular demonstration when the school introduced new students.

For students who are interested in developing cooperation, they will be selected before becoming the cooperation administrator.

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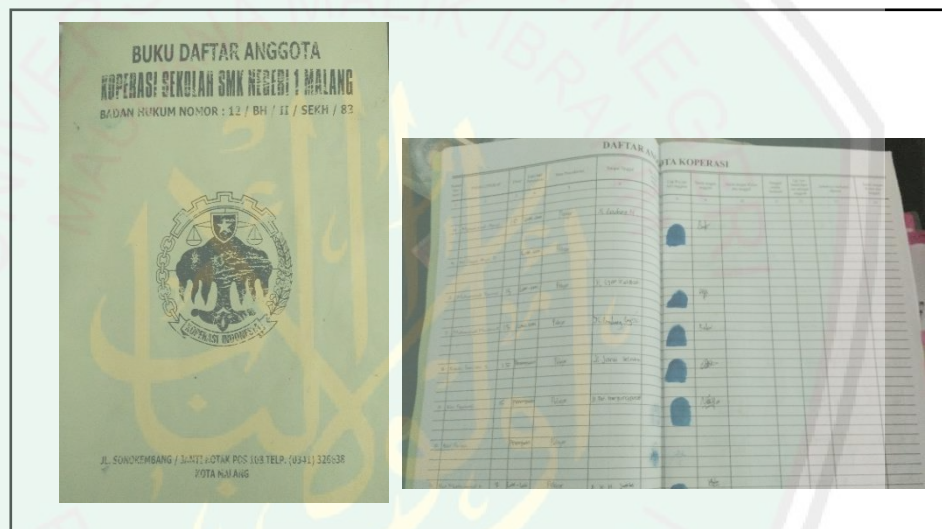
<sup>38</sup> Ibid at 12.52

<sup>39</sup> Ibid at 12.53

### 13) Register all members of the cooperation

All members here are recorded by their secretaries by thumb printing. So there is the data itself. Continue to be collected in a separate book, called the cooperation membership book.<sup>40</sup>

This activity is carried out by the secretary in charge of recording all members of the cooperation and updating data when the new school year. This activity was carried out at the beginning of the managers by thumb printing all cooperation members.



Picture 4.5 Cooperation Register Book

### 14) Serving the distribution of uniform materials and school attributes

So we continue to put the packing in crackle-crackle directly distributed. Then the search for distributors is part of the TU but we manage it to the students.<sup>41</sup>

In addition to providing stationery and cafeteria, school cooperation is a place for the distribution of uniform materials and school attributes

<sup>40</sup> Ibid at 12.54

<sup>41</sup> Ibid at 12.55

from TU (administration). TU provides distributors who then the process is managed by the cooperation.

#### 15) Following “Jambore Koperasi” Competition in Malang Raya

Yes, it's the same as racing in the cooperation. Well, the difference is the same as racing in the cooperation, if jamboree is like scouts. If yesterday we took part in the cooperation Jamboree competition in Rampal.<sup>42</sup>

Jamboree Cooperation is a competition organized by the government for school cooperation throughout Malang Raya. Cooperation Jamboree Competition is part of an effort to instill cooperation principles and values in young people from the beginning to bring up cooperation cadres so that young people can get to know more about Cooperation as well as holding a cooperation baton relay in the future. Jamboree will also be supported by Kopma Jamboree in Malang.

#### 16) Raise funds of principal and mandatory savings from members

Because our school cooperation is engaged in savings and loan cooperation, the school provides a principal savings rate of Rp. 18.000, 00 which is paid at the beginning of entering school together with uniform money, there are also mandatory savings paid with monthly tuition fees of Rp. 2.500,00.<sup>43</sup>

Because this school cooperation operates in the unit of savings and loan cooperation. So the School cooperation of SMK Negeri 1 Malang provides a principal savings rate of Rp 18,000, - at the beginning of

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<sup>42</sup> Ibid at 12.56

<sup>43</sup> Ibid at 12.57

school entry and compulsory savings paid at a monthly tuition expense of Rp 2,500.

#### 17) Returns mandatory member savings

It is given every time passes. So yes the mandatory savings that were given at the beginning of the school were finally returned to the students at the end of their graduation.<sup>44</sup>

The mandatory savings for members who are paid once a month will be returned when the cooperation members will graduate from school. So before the cooperation members are declared graduated by the school, the mandatory savings that they have paid each month will be recapitulated by the treasurer who will then be distributed.

#### 18) Preparation and implementation of cooperation training for cooperation members and cooperation managers candidates

The time was spent for the inauguration of the new managers, about three weeks or once a month so held a cooperation manager training. So the training given the material first, after we finished training here the system is like a picket officer.<sup>45</sup>

The substitution of new teachings requires new members and managers for cooperation each year. Therefore, it is necessary to do a reshuffle of new cooperation members and managers. The task of the old cooperation managers is to prepare training for members and prospective cooperation managers to be given materials and matters related to cooperation.

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<sup>44</sup> Ibid at 12.58

<sup>45</sup> Ibid at 12.59

### 19) Managers of cooperation training

That's the same after the training was prepared, it was carried out with the new board and replaced the board that was already in 12<sup>th</sup> grade. He prepared the same training for his senior level. Then this training was usually attended by DEKOPINDA.<sup>46</sup>

With careful preparation, the training of candidates for cooperation managers is then conducted after the RAT. This training includes the maturation of cooperation material and apprenticeship in the duty of picket in the cooperation, as well as the distribution of job disk which will be explained by the cooperation's next managers. This training was also attended by DEKOPINDA.



| NO | NAMA                         | KELAS     | KETERANGAN |
|----|------------------------------|-----------|------------|
| 1  | Adinda Shiva Rahmadhani      | XII OTP 1 | PESERTA    |
| 2  | Anas Rahmawati               | XII OTP 2 | PESERTA    |
| 3  | Djulia Pratiwi               | XII AKL 3 | PESERTA    |
| 4  | Rahma Dea Anggraeni          | XII AKL 4 | PESERTA    |
| 5  | Michelle Albertine Levi      | XII AKL 4 | PESERTA    |
| 6  | Fitriya                      | XI AKL 1  | PESERTA    |
| 7  | Rohmatul Azizah Maharani     | XI AKL 1  | PESERTA    |
| 8  | Nur Fadillah Fitria Agustina | XI AKL 2  | PESERTA    |
| 9  | Karina Fajerillah Prastiwi   | XI AKL 3  | PESERTA    |
| 10 | Nova Erinta Sari             | XI OTP 1  | PESERTA    |
| 11 | Diva Nadia                   | XI OTP 1  | PESERTA    |
| 12 | Yolandita Kristy C.          | XI OTP 3  | PESERTA    |
| 13 | Diana Aisyah Justina         | XI APHP   | PESERTA    |
| 14 | Ana Yussinta                 | X OTKP 2  | PESERTA    |
| 15 | Aurell Mahesa N.             | X OTKP 2  | PESERTA    |
| 16 | Prada Hutama Putra           | X AKL 1   | PESERTA    |
| 17 | Sheilia Nathania             | X AKL 3   | PESERTA    |

Picture 4.6 List of Participants in the Managers Training

### 20) Preparing for RAT (The annual member meeting) 2019

The RAT is when we step down. So in addition to preparing PHU reports and results, we also prepare new managers before being installed. If the RAT is usually attended by DEKOPINDA and UMKM.<sup>47</sup>

<sup>46</sup> Ibid at 13.00

<sup>47</sup> Ibid at 13.01

RAT prepared by administrators, advisors, and employees of school cooperation. RAT is the highest authority in the cooperation, so all the proposals are expected to be present in this RAT. The RAT is attended by members, managers, advisor, employees, and organizations that oversee cooperation (DEKOPINDA and UMKM).

#### 21) Organizing RAT (The annual member meeting) 2019

The implementation of the RAT is carried out at the beginning of the year, usually in January. After the RAT, then the 12<sup>th</sup> class administrators will be demolished who want to focus on the national exam. Then it runs out, so we just inaugurate the new managers.<sup>48</sup>

The RAT is usually carried out at the beginning of the year in January. After the RAT is finished, the 12<sup>th</sup> class executive board will be removed, which will focus on the national exam and the training of new cooperation will be opened.



Picture 4.7 RAT implementation

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<sup>48</sup> Ibid at 13.02

## 22) Distributing SHU (remaining business results) to members

If we buy the PHU, it will be written on a memorandum, right, then there is an explanation, it will continue in total, and how many points will it produce. So from how often he buys here. But for this PHU, it is different from the 60 thousand school policies, miss. So this PHU counts for members purchasing activities other than the previous school policy.<sup>49</sup>

The final activity of the RAT is the distribution of PHU to members.

The distribution of PHU is based on the percentage of active members in the school cooperation. The PHU distributed is different from the school policy which requires students to spend money in the cooperation for Rp. 60.000 each semester.

### B. The Management of Cooperation on School Cooperation in SMK Negeri 1 Malang

Cooperation management can be seen from the performance of cooperation managers and supervisors. Cooperation management is said to be appropriate if the performance of the manager and supervisor goes well. Of course, the manager and supervisor run with the direction of the cooperation advisor. So the core of cooperation management lies in the advisory program of cooperation advisor.

There are several advisory programs in the School cooperation of SMK Negeri 1 Malang, Mrs. Darti Purwo as an advisor of cooperation added that:

I have only been a few months ago, sworn in as a cooperation advisor before I served as the second advisor here, I was made a cadre of the next advisor in the cooperation managers last year. For several

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<sup>49</sup> Ibid at 13.03

months I was appointed as a advisor, I tried to guide the managers and members of the cooperation to the maximum. I still learned a lot to be a good advisor for the managers and members of the cooperation.<sup>50</sup>

Judging from the research conducted, Mrs. Darti was very concerned with all the managers and members of the cooperation. Mrs. Darti always stands by in the cooperation when there is no teaching schedule in class. Likewise, he sometimes jumps directly into serving consumers visiting school cooperation. During recess, Mrs. Darti always controls the cooperation staff so that they eat first so that when there are many consumers, the picket officer is not exhausted and can serve well.<sup>51</sup>

Mrs. Darti's explanation of the advisory program that has been implemented in school cooperation:

Here, a routine advisory program is held once a month, miss. But if some things are urgent, such as running out of stock, the presence of a certain event, or a competition, we usually often meet with the managers and members. Well, the advisory program that we do usually addresses a problem, evaluates performance and also shares the motivation that I can provide for the board and members. Although the meeting was only held once a month, every day I still control the activities in this school cooperation. I also open anyone who wants to consult online in the WhatsApp group or usually the children chat privately to me.<sup>52</sup>

Further information was added by the cooperation managers regarding the development activities carried out at the members' meeting.

The first leader, second leader, and third treasurer added that:

<sup>50</sup> Interview with the adviser on October 23, 2019 at 11:23

<sup>51</sup> Reseracher observation on October 14, 2019 at 11:30

<sup>52</sup> Interview with the adviser on October 23, 2019 at 11:23

For development, it is done once a month, Miss. The time is right when the members meet. And the bookkeeping of the stock is kept every Saturday, carried out by the managers and employees of the cooperation without the advisor. The advisor comes once a month at the meeting of members. When the routine meeting is usually in addition to discussing the stock, evaluating, the advisor also gives input and motivation to the managers so that we remain enthusiastic and patient for developing cooperation. He also sometimes explained to us (the caretaker) if we were experiencing bookkeeping problems, the calculation of goods, or other problems related to cooperation.

When observing, the researcher saw that all the administrators were very compact. Besides, the researchers saw that the administrators were very patient, friendly and sincere in carrying out various activities in the cooperation. In addition to serving buyers, the managers are also very resilient in stock taking, cooperation cleaning and other activities. This is the encouragement and motivation of the advisor and the desire of their hearts to join and advance the school cooperation.<sup>53</sup>

For the managers, they are very happy and proud to be part of the cooperation managers. When interviewed, they said the advantage of being an administrator was being able to know the procedures for serving buyers well, being able to complete bookkeeping and all accounting administration. They learned this from the experience of previous managers, cooperation employees, and even from cooperation in member meetings. Mrs. Darti as a cooperation advisor has guided well because as a new advisor, Mrs. Darti is very active in guiding and assisting cooperation managers in developing this school cooperation. The administrator added:

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<sup>53</sup> Observations on October 14, 2019 starting at 10.30-12.00

For the participation of cooperation builders, he always puts forward the interests of cooperation. Providing various kinds of input in member meetings and their daily lives. Although we often meet with him, there is always something we can learn from him on how to be a good and simple leader. For members of the cooperation, we think they can simply participate with the picket officers daily. We take students majoring in APK (Office Administration), AK (Accounting) and UPW (Tourism Business) for cooperation picket officers. So in one day there were 8 cooperation picket officers namely from our managers there were 4 people (only on duty during breaks) and 4 other people from the cooperation members (APK, AK and UPW students) who alternated according to their absence numbers.<sup>54</sup>

According to the managers, their cooperation managers is appropriate because, with the techniques and strategies that are guided by the cooperation advisors, they can achieve various achievements which are controlled directly by the advisors and advisors of the cooperation.<sup>55</sup>

Based on the cooperation member's books, the number of cooperation members per December 2018 was obtained, namely 1889 with details of class X totaling 640 students, class XI totaling 640 students, and class XII totaling 609 students. With 105 teachers and 32 employees. Members of the cooperation participate actively, both directly and indirectly on the development and progress of the cooperation students of SMK Negeri 1 Malang following the statement when they were members of the cooperation students of SMK Negeri 1 Malang.<sup>56</sup>

The cooperation advisor added that advisory program for cooperation was also obtained through outside the school by attending

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<sup>54</sup> Interview with managers on Nopember 2, 2019 at 12:40

<sup>55</sup> Interview with the cooperation managers on Nopember 2, 2019 at 12:45

<sup>56</sup> Documentation of RAT on 2018 period page 15

several workshop invitations and competitions. Managers and supervisors represent cooperation members to come to the event by bringing the name of the school cooperation in SMK Negeri 1 Malang.<sup>57</sup>

#### C. The Participation of Members on School Cooperation in SMK Negeri 1 Malang

Participation members of the cooperation, advisor explained the system applied following school policy. The school policy reads, "Every student is required to shop at school cooperation for Rp. 60,000 per semester. Each cooperation member is obliged to shop with the nominal to be declared graduated in one semester they have passed. An assessment system is also applied to find out students are free from these dependents ". This policy aims to provide opportunities for cooperation members to actively participate. In addition, the Principal wants all members of the cooperation to have an entrepreneurial spirit by frequently coming to the cooperation just to spend their money.<sup>58</sup>

On this occasion, researchers took three representatives of cooperation members. They explained about development cooperation as follows:

Because not as managers, we only know that cooperation advisor often visit cooperation. We know when we are on duty picket, sometimes the advisor immediately jumps in to tell us the procedures for serving visitors well. And what we know, giving motivation and direction by the advisor to the cooperation's managers is done once a month, once at the members' meeting. So we only met with the advisor in the cooperation's activities when we were in charge of the cooperation's picket and at the RAT. For

<sup>57</sup> Interview with the cooperation adviser on October 23, 2019 at 11:45

<sup>58</sup> Guidance information related to school policies that have been submitted by the Principal during an interview on October 23, 2019 at 11:25

cooperation managers, they embrace us to become better members. We feel that the managers and the advisor can bring us not only as members, but we can feel like a large part of the managers of the cooperation with a variety of good services provided by the managers and advisors of the cooperation so that we sincerely help to develop this cooperation.<sup>59</sup>

Members of the cooperation also said that although they did not become co-operatives' administrators, they were still happy to be part of the cooperation because they could take part in maintaining the cooperation and could know how to serve visitors well. In addition, as members of the cooperation they are proud of the performance of the board and the advisor because they often get achievements from their hard work. Although they only know the outline of the cooperation section, but they still actively participate in developing this school cooperation.

When the observations were made, the researchers found several members of the cooperation, one of whom was named Putri, 10<sup>th</sup> grade majoring in UPW along with her friends who were picket the cooperation. They serve the customer friendly and the researchers see that they have no objections to the cooperation picket duty.<sup>60</sup>

Before entering the core fit of the participation model, researchers find out about the supporting factors of the realization of the participation model fit. On this occasion, the advisor explained:

We divided the cooperation into two parts, namely to serve the needs of schools and cafeterias. Alhamdulillah, all the needs in this school cooperation is fulfilled. We buy all items according to the needs of members in general, so the personal desires of members that are

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<sup>59</sup> Interview with cooperation members on November 2, 2019 at 12.55

<sup>60</sup> Researcher observed during the observation on October 14, 2019 at 11:30

rarely needed by other members, so we do not provide. But we will consider if there is a lot of interest from the items needed. For the services provided at the cooperation, I think that's enough. The picket keeper is taken from the managers and several members of the cooperation who sincerely and patiently serve customers in the cooperation.<sup>61</sup>

Continuing at the core of the participatory fit model, the advisor explains the conditions in the school cooperation:

In my opinion as a advisor, we have applied the participation model fit well. Because in my opinion, the compatibility between the program, cooperation managers and members in this cooperation has been going well, miss. In the program, we closed the program plan after the RAT, and then our cooperation managers have been running following the cooperation manager's functions. There are planning, organizing, actuating and controlling, and for members, I feel with the pickets and policies of 60 thousand schools I believe that our cooperation is following your theory of participation model fit.<sup>62</sup>

For the managers, the needs of the cooperation are sufficient. This is evidenced by their program, namely the procurement of stock. With this program, managers, employees, and advisor exchange ideas to be able to renew the needs needed by the buyer.

Participation of members as the realization of the purpose of the existence of school cooperation in SMK Negeri 1 Malang, namely as a place for students' practice, the implementation of the practice has been arranged as follows:

- 1) Each class gets a turn to practice according to the absentee serial number of 1 student each day.

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<sup>61</sup> Interview with the cooperation adviser on October 23, 2019 at 11:27

<sup>62</sup> Ibid at 11:28

- 2) The practice is carried out by all majors in first grade in the semester I and II. All majors in the second grade who carry out an internship in the cooperation<sup>63</sup>

For cooperation members, although they do not many roles in cooperation, they feel a lot of benefits provided by school cooperation. In addition to some material that they got from one of the cooperation programs, cooperation members also had the opportunity to serve other buyers called picket officers taken from class representatives according to their absence numbers. The needs they need are also always available in school cooperation.

For members, cooperation managers that are implemented in the SMK Negeri 1 Malang Cooperation are that they see the activists of cooperators, managers, and employees cooperating in advancing cooperation and embracing members into family members of school cooperation.<sup>64</sup>

The needs of members of very diverse cooperation can be dealt with by routine stock opname so that the participation of cooperation members will continue to increase. From the research conducted, the participation of members is shown by the active buyer at recess. Meeting the needs of cooperation members is a must for cooperation to improve the quality and participation of their members. By fulfilling the needs following the

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<sup>63</sup> Ibid page 23

<sup>64</sup> Interview with the cooperation members on November 2, 2019 at 13.00

conditions of its members, the cooperation will provide a special attraction for members of the cooperation.

In addition to diverse needs, the existence of suitable cooperation managers can attract members' attention. If cooperation managers is not managed properly, the loyalty of members to the cooperation will decrease and even members will exit the cooperation. After conducting the research, the researcher observed that cooperation managers implemented by the cooperation managers of SMK Negeri 1 Malang has its charm for cooperation members. This is evidenced by the frequent members of cooperation conducting cash transactions in cooperation.<sup>65</sup>

From interviews that have been conducted, researchers conclude participation tools that support the fit model of participation namely voice, vote, and exit. For the implementation of voice, all people can do this because all have the right to express their opinions. Do not rule out the possibility, members of the cooperation can express their opinions expressed through cooperation managers or employees, to be discussed later in regular meetings with cooperation cooperators. To vote, school cooperation always do that when there are changes in cooperation managers, as well as in routine meetings or when there are certain events such as competitions outside and inside the school. To exit, all cooperation members who have graduated will enter this participation tool, meaning that

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<sup>65</sup> Observations made during the research

they will leave the school cooperation membership because they are no longer a part of SMK Negeri 1 Malang students.

#### D. RESEARCH FINDINGS

Based on data exposure, researchers found the following phenomena:

1. Program is prepared by the management and supervisors of the Cooperation at each change of management. Existing programs are adjusted to the current conditions of the Cooperation. All programs are discussed in meetings after the RAT and involve cooperation members so that the programs are arranged according to the members' needs and cooperation goals.
2. The role of cooperation cooperators is important for the progress of school cooperation. The role of Mrs. Darti helps administrators and members in carrying out their duties. The activeness of the cooperation builder is followed by the management and members of the picket officers who sincerely provide services to consumers.
3. The management of cooperation runs according to their duties and functions. This is indicated by the supervisor who oversees the performance of the board; the chairman who represents the cooperation in building relationships with other agencies and with other institutions; treasurer who makes cooperation financial statements, and so on.
4. The school policy which stipulates that members spend Rp 60.000, - each semester has a positive impact, namely, members are more active in cooperation.

5. The picket officers requested by the cooperation to take part in managing the cooperation are well received by all members of the cooperation.
6. Participation tools in the theory of fit model of participation (voice, cote, and exit) have been applied in this cooperation. The implementation of voice and vote is done during the implementation of the RAT, while the exit is carried out when the cooperation members are declared graduated by the school. For the implementation of voice not only can be done in RAT but daily, members have the right to voice their opinions through advisor, managers, and employees.



## CHAPTER V

### DISCUSSION

#### A. The Programs on School Cooperation in SMK Negeri 1 Malang

Programs is a plan prepared by a group of people in an organization and used within a certain period that has been agreed to be carried out together in a directed and systematic manner. Programs are usually discussed in coordination meetings before the appointment of a new board. This program aims to develop the organization and as a characteristic of an organization.

Cooperation SMK Negeri 1 Malang has many programs that they consistently carry out and there are adjustments to the conditions of Cooperation members with programs that will be implemented. This program is prepared by new advisor and management who change annually and take place at the coordination meeting after the implementation of the RAT.

Programs are needed to be the foundation of an organization's operations. Programs are also used as a means to realize organizational goals. The things that underlie the preparation of a program in an organization, namely:

1) Organizational efficiency

Preparation of programs carried out by an organization can help in saving time, where the time used is not too much, so that other time can be used to implement programs that have been made.

2) Organizational effectiveness

The effectiveness of the organization can also be seen from this side, where by making a program by an organization so long as it has been planned synchronization of organizational activities between the management section of one with the other management.<sup>66</sup>

An organization will always need guidelines in every step of its steps including in carrying out the wheels of the organization. To realize the ideals of an organization it is necessary to ripen the concept of the organization. The maturation of the concept can be done by considering all the factors that support and hinder the organization's performance before determining an appropriate activity for the organization, the desires and procedures for building an organization are certainly different from one person to another, and ways to achieve organizational goals should set out in a program that is jointly approved, following the agreement stated in the articles of association and by-laws, which will continue every year in the Annual Member Meeting (RAT) reporting.

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<sup>66</sup> Sukamdiyo. 1996. *Manajemen Koperasi*. Jakarta: Erlangga. Hal 59

In the research that has been done, the researcher observes that the program is carefully designed by considering the success and various inhibiting factors of the program. This is evidenced by the many achievements and readiness of the board in carrying out various programs. A good program is supported by good communication between Cooperation members. Good communication can be done with regular meetings and some things that can build good cooperation for the progress of school cooperation.

The program in an organization will become a primary need because an organization without having a directed and integrated program will not be able to run its organization. The program prepared covers the units of the organization, business sector, accommodation sector and others which are the elaboration of planning, therefore the program can be arranged in a more realistic, practical and pragmatic manner. Every program in an organization is inseparable from budgeting, where this budgeting can support programs that exist in an organization.<sup>67</sup>

In its realization, the management and supervisors of the SMK Negeri 1 Malang School cooperation carry out:

a) Organizational Unit

- Class X members consist of 640 students, class XI consists of 640 students, class XII consists of 609 students.

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<sup>67</sup> Ibid page 60

- Administrators totaling 12 students
- There are 2 employees.
- In the organization there are Annual Member Meetings, Management Meetings, Extraordinary Member Meetings, Organizational Structure, AD and ART (in good condition), Annual Work Plans, and RAPBK.
- In the accounting system used is the Cooperation Accounting System.

b) Business Unit

- The situation of the shops, in 2018 there was an increase in the types of items in the shop units of the Cooperation School of SMK Negeri 1 Malang
- The cafeteria situation, in 2018 there will be additional food stands managed by tenants.
- Efficiency in the organization, shown school cooperation SMK Negeri 1 Malang with the timeliness in carrying out programs that had been planned in the previous RAT. Effectiveness in the organization can be demonstrated by synchronizing the activities of the organization between the a part of management with the other part of the management.<sup>68</sup>

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<sup>68</sup> RAT Report on Cooperation of Malang SMK Negeri 1 in 2018. Pages 35-37

In the unit of organization, the Cooperation School SMK Negeri 1 Malang perform the following activities:<sup>69</sup>

| NO  | BIDANG KEMASYARAKATAN                | TUJUAN  | URAIAN   | SASARAN   | WAKTU | KET                       |
|-----|--------------------------------------|---|--|---|-------|---------------------------|
| 1   | Bidang Organisasi                    |   |  |   |       |                           |
| 1.1 | Rapat rutin pengurus dan pengawas    | Untuk peningkatan kinerja pengurus dan pengawas   | Melaksanakan rapat rutin   | Pengurus dan pengawas Koperasi siswa SMKN 1 Malang            | ✓     | Setiap Dulun              |
| 1.2 | Rapat insidental                     | Setiap kegiatan berkaitan siswa   | Melakukan koordinasi apabila ada permasalahan  | Pengurus dan pengawas Koperasi siswa SMKN 1 Malang            | ✓     | Sebelum/ Setelah Kegiatan |
| 1.3 | Rapat anggota biasa                  | Agar rencana kerja dan rencana anggaran dan pendapatan belanja tahunan dengan baik                        | Membahas rencana kerja dan rencana anggaran pendapatan dan belanja koperasi                          | Anggota Koperasi siswa SMKN 1 Malang                          | ✓     | Setiap Tahun Buku         |
| 1.4 | Rapat Anggota Tahunan                | Pertemuan Laporan Pertanggung jawaban pengurus dan pengawas oleh anggota dan pengawas calon pengurus baru | Melakukan pertanggungjawaban pengurus dan pengawas kepada anggota dan pengawas tahun lalu sebelumnya | Pengurus dan anggota Koperasi siswa SMKN 1 Malang             | ✓     | 19 Januari 2019           |
| 1.5 | Menyusun Laporan Pertanggung Jawaban | Mempertanggung jawabkan kinerja pengurus dan pengawas   | Mempertanggung jawabkan tentang bidang kegiatan dari bidang pengawas                                 | Seluruh pengurus dan pengawas Koperasi siswa SMKN 1 Malang    | ✓     | Desember 2018             |
| 1.6 | Rapat evaluasi                       | Untuk peningkatan mutu dan kinerja pengurus dan pengawas Koperasi siswa SMKN 1 Malang                     | Mengenaluti kinerja pengurus dan pengawas  | Pengurus dan pengawas Koperasi siswa SMKN 1 Malang            | ✓     | 18 Januari 2019           |
| 1.7 | Dekat perkerjasama pengurus          | Untuk melatih dan mendidik calon pengurus baru  | Mengikuti acara dekat sesuai dengan jadwal yang ditentukan   | Calon pengurus dan pengawas Koperasi siswa SMKN 1 Malang baru | ✓     | 13 Oktober 2018           |

| NO  | BIDANG USAHA   | TUJUAN  | URAIAN   | SASARAN                              | WAKTU | KET                           |
|-----|--|---|--|--------------------------------------|-------|-------------------------------|
| 1.8 | Dekat perkerjasama bagi anggota                                      | Untuk menambah pengetahuan dan wawasan anggota tentang perkerjasama | Mengikuti acara dekat sesuai dengan jadwal yang ditentukan                       | Anggota Koperasi siswa SMKN 1 Malang | ✓     | 13 Oktober 2018               |
| 2.1 | Penyediaan barang kebutuhan anggota                                  | Untuk memenuhi kebutuhan anggota                                    | Melakukan transaksi jual beli  | Anggota Koperasi siswa SMKN 1 Malang | ✓     | Setiap Hari                   |
| 2.2 | Pelayanan pembelian bahan seragam dan atribut anggota                | Untuk memenuhi kebutuhan barang seragam dan atribut anggota         | Melakukan transaksi jual beli  | Anggota Koperasi siswa SMKN 1 Malang | ✓     | Bulan Agustus                 |
| 2.3 | Meningkatkan kesadaran anggota dalam hal kerjasama                   | Untuk meningkatkan RNU yang diperoleh bagi tahun                    | Solifisasi mendorong anggota untuk berkolaborasi di Koperasi siswa SMKN 1 Malang | Anggota Koperasi siswa SMKN 1 Malang | ✓     | Bulan Agustus dan setiap saat |
| 2.4 | Membarui penyediaan sumber belajar bagi siswa                        | Memudahkan anggota memperoleh sumber belajar                        | Melakukan transaksi jual beli  | Anggota Koperasi siswa SMKN 1 Malang | ✓     | Apabila Diperlukan            |
| 3.1 | Pemungutan simpanan pokok sebesar Rp 18.000,00 kepada setiap anggota | Untuk modal awal menjadi anggota Koperasi siswa SMKN 1 Malang       | Mencatat dan membukukan  | Anggota Koperasi siswa SMKN 1 Malang | ✓     | Bulan Juli                    |
| 3.2 | Pemungutan simpanan wajib sebesar Rp 2.000,00 kepada setiap anggota  | Untuk modal awal menjadi anggota Koperasi siswa SMKN 1 Malang       | Mencatat dan membukukan  | Anggota Koperasi siswa SMKN 1 Malang | ✓     | Setiap Pembayaran GPP         |

Picture 5.1 Work Implementation Report in the Unit of Organization

It can be seen from the picture above, in the unit of organization, management and supervisors have realized programs in the previous RAT. The targets of the program in the unit of the organization are management, supervisors, and members of the Cooperation.

In the unit of business, the Cooperation SMK Negeri 1 Malang provides a report on the results of its efforts which can be described as follows:

<sup>69</sup> report on RAT Cooperation at SMK Negeri 1 Malang, page 21-22

a) The comparative balance sheet report shows that :<sup>70</sup>

**E. KEUANGAN**  
**1. Laporan Neraca Komparatif**  
**KOPERASI SISWA SMK NEGERI 1 MALANG**  
**LAPORAN NERACA KOMPARATIF**  
**Untuk tahun yang berakhir 31 Desember 2017 dan 2018**

| PERKIRAAN                   | 2018                  | 2017                  | NAIK (TURUN)         |
|-----------------------------|-----------------------|-----------------------|----------------------|
| <b>AKTIVA</b>               |                       |                       |                      |
| <b>AKTIVA LANCAR</b>        |                       |                       |                      |
| Kas                         | 38.635.588,00         | 31.288.711,00         | 7.346.877,00         |
| Kartu di Bank Pdb. Koperasi | 402.324.770,00        | 326.160.978,00        | 76.163.792,00        |
| Piutang Dagang              | 28.679.228,41         | 30.212.624,41         | (1.533.396,00)       |
| Cadangan Kersihan piutang   | (1.060.400,22)        | (1.060.400,22)        | -                    |
| Persediaan Barang Dagang    | 138.875.532,16        | 138.217.606,95        | 657.925,05           |
| Perolehan                   | 2.336.942,01          | 2.246.942,01          | 90.000,00            |
| Persediaan pada Cafeteria   | 300.000,00            | 300.000,00            | -                    |
| Jumlah Aktiva Lancar        | 638.690.796,20        | 567.405.962,15        | 68.684.734,05        |
| <b>AKTIVA TETAP</b>         |                       |                       |                      |
| Investaris                  | 55.578.469,45         | 55.578.469,45         | -                    |
| Akumul. Peny. Inventaris    | (46.657.332,26)       | (43.316.455,10)       | (3.340.877,16)       |
| Jumlah Aktiva Tetap         | 8.921.137,19          | 12.262.014,35         | (3.340.877,16)       |
| <b>JUMLAH AKTIVA</b>        | <b>645.011.843,39</b> | <b>579.667.976,50</b> | <b>65.343.866,89</b> |
| <b>PASSIVA</b>              |                       |                       |                      |
| <b>KEWAJIBAN</b>            |                       |                       |                      |
| Hutang Dagang               | 6.579.387,73          | 10.673.046,65         | (4.093.658,92)       |
| Pendapatan diterima muka    | -                     | -                     | -                    |
| Simpunan Sukarela           | 308.875,00            | 308.875,00            | -                    |
| Dana Anggota                | 18.151.994,14         | 13.808.125,87         | 4.343.868,27         |
| Dana Pendidikan             | 10.286.426,77         | 10.768.041,61         | (481.614,85)         |
| Dana Pengurus               | 67.663.376,75         | 56.186.991,14         | 11.476.385,61        |
| Dana Kesejahteraan          | 45.979.890,77         | 53.649.812,81         | (7.669.922,04)       |
| Dana Sosial                 | 48.107.941,12         | 40.575.365,37         | 7.532.575,75         |
| Jumlah Kewajiban            | 216.317.894,32        | 185.970.258,45        | 30.347.635,88        |
| <b>EKUITAS</b>              |                       |                       |                      |
| Modal Sendiri               |                       |                       |                      |
| Simpunan Pokok              | 54.139.960,00         | 43.222.720,00         | 10.917.240,00        |
| Simpunan Wajib              | 78.076.562,00         | 57.443.102,00         | 20.633.460,00        |
| Cadangan                    | 181.066.726,50        | 179.512.688,23        | 1.554.038,27         |
| Jumlah modal sendiri        | 313.283.248,50        | 280.178.510,23        | 33.104.738,27        |
| Modal Donasi                | 16.223.054,76         | 16.223.054,76         | -                    |
|                             | 329.506.303,26        | 296.401.564,99        | 33.104.738,27        |
| Sisa Hasil Usaha            | 99.187.645,81         | 97.296.153,06         | 1.891.492,75         |
| Jumlah Modal                | 428.693.949,07        | 393.697.718,06        | 34.996.231,01        |
| <b>JUMLAH PASSIVA</b>       | <b>645.011.843,39</b> | <b>579.667.976,50</b> | <b>65.343.866,89</b> |

Picture 5.2 The Comparative Balance Sheet

It can be concluded that the comparative balance sheet reports of Cooperation Schools of SMK Negeri 1 Malang as of December 31, 2017, and 2018 experienced an increase in both current assets, fixed assets, liabilities, and equity. This proves that the program that has been run is running healthily because the finances in the Cooperation of SMK Negeri 1 Malang have not decreased.

<sup>70</sup> Ibid page 26

b) In the calculation report the results of operations indicate that:<sup>71</sup>

**2. Laporan Perhitungan Hasil Usaha**  
**KOPERASI SISWA SMK NEGERI 1 MALANG**  
**LAPORAN PERHITUNGAN HASIL USAHA**  
**Untuk Tahun Yang Berakhir 31 Desember 2017 dan 2018**  
**(Rupiah)**

| URAIAN & PERKIRAAN           | 2017             | 2018             | NAIK (TURUN)     | %       |
|------------------------------|------------------|------------------|------------------|---------|
| <b>PENDAPATAN</b>            |                  |                  |                  |         |
| Penghasilan                  | 407.671.928,00   | 448.317.520,00   | 40.645.592,00    | 9,97    |
| Pengurang Penghasilan        |                  |                  |                  | 0,00    |
| Pendapatan Lainnya           | 30.213.400,00    | 28.418.660,00    | (1.594.740,00)   | -5,28   |
| Pendapatan Lain-lain         | 4.426.433,00     | 16.589.320,00    | 12.162.887,00    | 274,78  |
| Pendapatan Bunga Koperasi    | 2.263.461,00     | 1.559.442,00     | (376.019,00)     | -16,52  |
| Pendapatan Sewa              | 16.002.400,00    | 3.000.000,00     | (13.002.400,00)  | -81,25  |
| Total Pendapatan             | 480.577.824,00   | 498.414.972,00   | 17.837.148,00    | 3,72    |
| <b>HARGA POKOK PENJUALAN</b> |                  |                  |                  |         |
| Perediaan Awal               | 130.145.454,05   | 138.217.406,95   | 8.072.152,90     | 6,20    |
| Pembelian                    | 370.866.543,43   | 396.140.368,08   | 25.273.824,65    | 6,81    |
| Beban Angkat Pembelian       |                  |                  |                  | 0,00    |
| Retur & Pot. Pembelian       | (5.700.168,00)   | (3.681.244,00)   | 2.018.924,00     | -35,42  |
| Borang Tersedia Untuk Dijual | (95.311.820,48)  | (330.676.731,03) | (235.364.910,55) | -246,71 |
| Perediaan Akhir              | (138.217.606,95) | (138.875.532,00) | (657.925,05)     | -0,48   |
| Total HPP                    | 357.094.225,53   | 391.861.159,03   | 34.766.933,50    | 9,72    |
| <b>SHU Kotor</b>             | 103.483.401,47   | 106.553.772,97   | 3.130.371,50     | 3,02    |
| <b>BEBAN OPERASIONAL</b>     |                  |                  |                  |         |
| Beban Usaha                  | 439.850,00       | 1.478.200,00     | 1.038.350,00     | 236,07  |
| Beban Organisasi             | 1.207.000,00     | 1.199.650,00     | (7.350,00)       | -0,61   |
| Beban Lain-lain              | 16.000,00        |                  | (16.000,00)      | -100,00 |
| Beban Peny. Inventaris       | 3.407.598,41     | 3.340.877,16     | (66.721,25)      | -1,96   |
| Beban Pemakaian Perengkapan  | 746.100,00       | 711.300,00       | (34.800,00)      | -4,66   |
| Beban Penghapusan Piutang    | 370.700,00       | 696.100,00       | 325.400,00       | 87,78   |
| Total Beban Operasional      | 6.187.248,41     | 7.426.127,16     | 1.238.878,75     | 20,02   |
| <b>SHU Bersih Usaha</b>      | 97.296.153,06    | 99.187.645,81    | 1.891.492,75     | 1,94    |

Malang, 31 Desember 2018  
 Bendahara  
 Inoke yuniawan  
 NIS. 158263991.101

Menerima,  
 Pembina  
 Eryana Hadi Agustina, S.Pd  
 NIP. 19790817 200604 2 044

Picture 5.3 Business Results Calculation Report

From the picture above it can be concluded that in the unit of business, the Cooperation of SMK Negeri 1 Malang has increased which proves that business management is carried out following the program that has been designed. With the increase in operating results, it shows that the Cooperation of SMK Negeri 1 Malang schools have been able to realize the objectives of Cooperation in the business sector.

<sup>71</sup> Ibid page 27

- c) In the plan and realization report of the Cooperation School of SMK Negeri 1 Malang is:<sup>72</sup>

4. Laporan RAPB dan Realisasi

KOPERASI SISWA SMK NEGERI 1 MALANG  
LAPORAN RENCANA & REALISASI  
PER 31 DESEMBER 2018

| Kategori                    | Rencana              | Realisasi            | TUJUAN              |
|-----------------------------|----------------------|----------------------|---------------------|
| Pendapatan                  | Rp. 407.871.928,00   | Rp. 448.311.520,00   | Rp. 40.440.592,00   |
| Pendapatan Perikanan        | Rp. -                | Rp. -                | Rp. -               |
| Pendapatan Cafeteria        | Rp. 20.213.400,00    | Rp. 20.618.880,00    | Rp. 405.410.500     |
| Pendapatan Lain-lain        | Rp. 4.428.250,00     | Rp. 18.899.320,00    | Rp. 12.162.880,00   |
| Pendapatan Bunga Koperasi   | Rp. 2.251.461,00     | Rp. 1.889.440,00     | Rp. (374.021,00)    |
| Pendapatan Sewa             | Rp. 15.002.400,00    | Rp. 3.000.200,00     | Rp. (12.002.200,00) |
| Total Pendapatan            | Rp. 409.545.039,00   | Rp. 489.414.972,00   | Rp. 37.831.348,00   |
| Labir Kotor                 | Rp. (327.094.222,53) | Rp. (391.851.199,03) | Rp. (34.706.876,50) |
| Labir Bersih                | Rp. 102.450.816,47   | Rp. 106.613.772,97   | Rp. 3.136.271,50    |
| BIAYA OPERASIONAL           |                      |                      |                     |
| Biaya Listrik               | Rp. 429.250,00       | Rp. 1.478.200,00     | Rp. 1.050.350,00    |
| Biaya Organisasi            | Rp. 1.207.000,00     | Rp. 1.199.000,00     | Rp. (7.350,00)      |
| Biaya Penyusutan Inventaris | Rp. 3.407.898,41     | Rp. 3.340.977,16     | Rp. (66.721,25)     |
| Biaya Pemakaian Perlembaran | Rp. 748.100,00       | Rp. 711.300,00       | Rp. (34.800,00)     |
| Beban Penghapusan piutang   | Rp. 370.700,00       | Rp. 696.100,00       | Rp. 325.400,00      |
| Beban Lain-lain             | Rp. 18.000,00        | Rp. -                | Rp. (18.000,00)     |
| Total Biaya                 | Rp. 6.187.248,41     | Rp. 7.426.127,16     | Rp. 1.238.878,75    |
| Total PHU                   | Rp. 97.296.153,06    | Rp. 99.187.645,81    | Rp. 1.891.492,75    |

Malang, 31 Desember 2018  
Bendahari  
*[Signature]*  
Ineke yuniawan  
NIS. 15826/3991.101

Ketua  
*[Signature]*  
Dewi Puspaningrum  
NIS. 15782/3991.101

Mengetahui,  
Pembina  
*[Signature]*  
Eryuana Hadi Agustina, S.Pd  
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Picture 5.4 Plan Report and Realization

Can be seen from the picture above, there is a mismatch between the plan and the realization of cafeteria income, Cooperation interest income, and rental income, but due to sales and other income the realization is more than the planned plan, then the income remains stable (no loss). Expenses incurred increased from the plan that had been prepared on the operating expenses and the burden of writing off receivables, but with high income, the Cooperation of SMK Negeri 1 Malang still got PHU.

<sup>72</sup> Ibid page 29

## B. The Management of Cooperation on School Cooperation in SMK Negeri 1 Malang

Conflicting interests of managers, supervisory bodies, managers, Cooperation employees and members as well as the government and other Cooperation supervisory institutions will make it difficult for Cooperation management to create favorable conditions for the provision of benefits to members.<sup>73</sup>

Due to the changing needs of members and changing Cooperation environments, especially competitive challenges, Cooperation services to members must be continuously adjusted. This adaptation requires information obtained through the process of member participation.

In this case Cooperation management has limited ability to collect information. Every Cooperation management may not know the information needed every time. The information must be found and the mechanism for discovering new information in accordance with the services provided by the Cooperation company in terms of the interests of members through a participatory process.<sup>74</sup>

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<sup>73</sup> Hendar dan Kusnadi. 2005. *Ekonomi Koperasi*. Jakarta : Fakultas Ekonomi UI . hal 111

<sup>74</sup> Ibid page 97

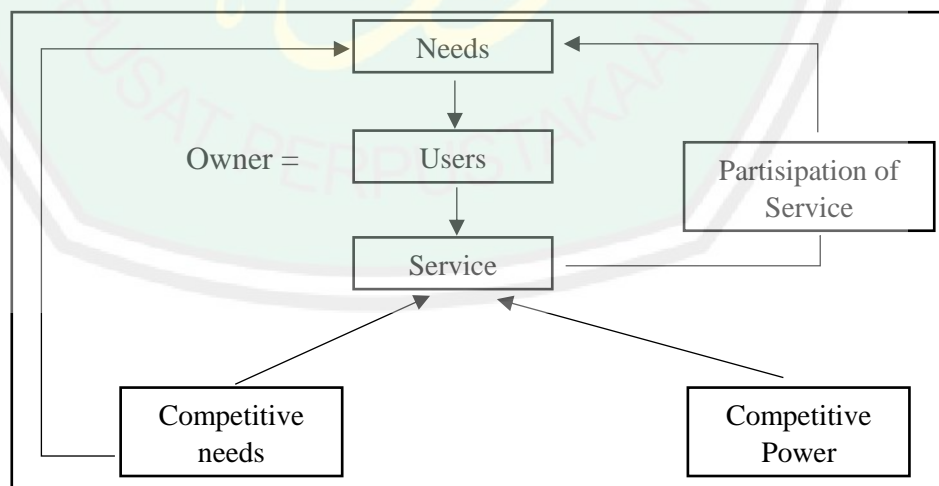
For supervisors, the realization of the work plan is as follows:<sup>75</sup>

**BAB II**  
**REALISASI RENCANA KERJA PENGAWAS**  
**TAHUN 2018**

| NO | URAIAN KEGIATAN                              | TUJUAN   | SASARAN  | REALISASI  |
|----|--|--|--|--|
| 1. | Menyusun program kerja Pengawas              | Agar tugas terorganisir  | Pengawas Koperasi siswa SMKN 1 Malang  | Januari 2018   |
| 2. | Koreksi Pembukuan Bulanan                    | Meminimalisir kesalahan pencatatan yang mungkin terjadi                | Pembukuan Koperasi siswa SMKN 1 Malang   | Akhir bulan Januari s/d Desember 2018                |
| 3. | Analisis Laporan Keuangan Bulanan            | Mengetahui kondisi keuangan Koperasi siswa SMKN 1 Malang               | Laporan Keuangan Koperasi siswa SMKN 1 Malang                                    | Akhir bulan Januari s/d Desember 2018                |
| 4. | Pengawasan                                   | Untuk pengendalian kinerja pengurus                                    | Bidang administrasi, keuangan, organisasi dan usaha Koperasi siswa SMKN 1 Malang | Bulan Januari s/d Desember 2018                      |
| 5. | Menyusun Laporan Triwulan                    | Untuk mengetahui dan mengevaluasi kondisi Koperasi siswa SMKN 1 Malang | Bidang administrasi, keuangan, organisasi dan usaha Koperasi siswa SMKN 1 Malang | Akhir bulan Maret, Juni, September dan Desember 2018 |
| 6. | Rapat Triwulan Pengawas                      | Untuk mengevaluasi dan mengkoordinir tugas Pengawas                    | Pengawas Koperasi siswa SMKN 1 Malang  | Akhir bulan Maret, Juni, September dan Desember 2018 |
| 7. | Menyusun Laporan Pertanggungjawaban Pengawas | Mempertanggungjawabkan kinerja pengurus dan pengawas                   | Pengawas Koperasi siswa SMKN 1 Malang  | Akhir bulan Desember 2018                            |

Picture 5.5 Realization of the Supervisor's work Plan

In the picture can show that the management and supervisors realize the program in accordance with the plan in the previous RAT.



Picture 5.6 Participation of Member

<sup>75</sup> Ibid page 39

The figure shows that two main factors require Cooperation to improve services to their members. First is the presence of competitive pressure from other organizations (especially non-Cooperation organizations), and second is the change in human needs due to changes in time and civilization. This changing need will determine the pattern of member needs in consuming products offered by Cooperation. If the Cooperation can provide services that match the needs of members greater than its competitors, then the level of member participation in their Cooperation will increase. To improve services, Cooperation need information that comes primarily from Cooperation members.

In developing entrepreneurship, you must recognize and live up to 5 basic principles of entrepreneurship, which are as follows:

1. Strong ability to work with a spirit of independence.
2. Willingness and ability to solve problems and take decisions systematically including the courage to take business risks.
3. The ability to think and act creatively and innovatively.
4. Ability to work carefully, diligently and productively.
5. Willingness and ability to work in togetherness based on sound business ethics.<sup>76</sup>

For school cooperation to run smoothly, it is necessary to hold continuous, integrated, and directed development under the development of

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<sup>76</sup> Mengutip kata (Supriyadi, 1997) dalam buku, Hendar dan Kusnadi. 2005. *Ekonomi Koperasi*. Jakarta : Fakultas Ekonomi UI. hal 252

economic activities in the community. Development is continuously carried out through guidance, counseling, and direction of school cooperation by teachers and school principals.

The guidance can be in the form of:

- a) Material assistance, such as equipment needed in Cooperation management, so that the way to manage it is increasingly advanced by copying the management of Cooperation handled with complete equipment,
- b) Involving the management in meetings and seminars (for senior high schools) about Cooperation, to develop new ideas, so that the management's insight on the management of school cooperation increases,
- c) Invite Cooperation experts to provide explanations and counseling to managers about practical ways to manage school cooperation,
- d) Request a brochure or bulletin from the school cooperation that has published it or exchange information between the Cooperation management of a school with the Cooperation management at another school to become a better school cooperation.

To realize good school cooperation, the Cooperation management carried out by students is under the guidance, counseling, and supervision of the Cooperation supervisors appointed by the school principal.<sup>77</sup>

The advisory program carried out in the School cooperation of SMK Negeri 1 Malang by the 2018 management and supervisory accountability report is a routine meeting, incidental meeting, ordinary member meeting, evaluation meeting, socialization for members, management and supervisors of Cooperation led and guided by supervisors Cooperation.

While the advisory program that has been carried out in the Cooperation of SMK Negeri 1 Malang schools in the unit of organization outside the school can be seen from the list of invitations that have been attended during the 2018 period namely:

| No | Origin of the Letter                      | Total | About the Letter   |
|----|---|-------|--|
| 1  | Kanindo Syari'ah<br>Jatim                 | 1     | - Dispatch of implementation for delegation in the context of Kanindo Syari'ah East Java anniversary   |
| 2  | SMA/SMK in Malang                         | 2     | - RAT invitation   |
| 3  | Cooperation Service and UKM Malang        | 1     | - Workshop on the discussion of problem solving that occurs in the scope of Student Cooperation.<br>- Workshop research and discussion of competition material |
| 4  | Cooperation Service in East Java Province | 1     | - Cooperation quiz competition in East Java Province   |

Table 5.1 invitation list that was attended by the Cooperation management

<sup>77</sup> <https://sobatmateri.com/pembinaan-koperasi-sekolah/> dikutip pada hari Senin 25 November 2019 pukul 12.10

From the above table, it is known that the advisory program is carried out not only in school but at the City to Province level. The results of the advisory program are by taking part in a competition that has been followed by management in the 2018 period. The activity of the management of participating in the competition and workshop is none other than an order/direction from the Cooperation supervisor. With the approval and guidance of the Cooperation supervisor, the board can apply their knowledge to be distributed to fellow management and even Cooperation members.

Good development is advisor who wants to communicate everything to his employees and management. Cooperation advisor provide opportunities for employees and management and even members can provide suggestions if there are shortcomings and soften problems with meetings to get consensus decisions.

Development in cooperation determines the success of management and participation of members in the Cooperation. If development is done well, Cooperation management will be created by its function. If the Cooperation management has been implemented by its function, the participation of members will increase and the achievements will be more and more.

Management includes cooperation in business management activities. In the case of Cooperation management, organizational

management is carried out by management, whereas business management is carried out by business managers appointed by the management. According 32 of Law Number 25 of 1992 concerning Cooperation states that 1) The management of a Cooperation can appoint a manager who is authorized and authorized to manage the business; 2) if the Cooperation's management intends to appoint a manager, the appointment plan is submitted to the member meeting for approval; 3) the manager is responsible to the management; 4) Management of the business by the manager does not reduce the responsibilities of the management as specified in the applicable laws and regulations.<sup>78</sup>

School cooperation SMK Negeri 1 Malang implements appropriate Cooperation management. This is evidenced by the placement of the management and its ranks following their abilities, the implementation of four Cooperation management functions (planning, organizing, actuating and controlling) and the placement of various needs according to the consumer's situation. With appropriate Cooperation management, high member participation can be achieved, achieve the Cooperation's objectives as expected.

Cooperation management cannot be assumed to have the information needed at all times. Instead, information must be sought. The mechanism that requires information, which is needed to adjust the services

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<sup>78</sup> Pasal 32 Undang-Undang Nomor 25 Tahun 1992 tentang Perkoperasian

that the Cooperation will provide for the interests/needs of its members, is also a process of participation.<sup>79</sup>

By uniting cooperation management as part of cooperation and as a representation of the important principles of cooperation themselves, we can develop management and democracy in cooperation as Peter Davis states, as follows: "The development of cooperation management principles, will make cooperation companies must be managed professionally and cooperation so that the involvement of members and democracy, will remain the key to success in cooperation practices"<sup>80</sup>

### C. The Participation of Members on School Cooperation in SMK Negeri 1 Malang

Regarding the importance of participation in Cooperation life, it is emphasized that Cooperation are business entities (companies) whose owners and customers are the same, namely their members, and this is a principle of Cooperation identity that is often depicted in the tri-angel identity symbol. So Customer = Owner = Member where the three parties are the same person. Cooperation are a tool used by members to carry out certain functions that have been mutually agreed upon. Here it can be said that the success or failure, whether it develops, whether or not it is beneficial, and the progression of a Cooperation will depend on the active

<sup>79</sup> Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 40

<sup>80</sup> Sartika, Tiktik dan Soejoedono, Rachman. 2002. *Ekonomi Skala Kecil/Menengah dan Koperasi*. Jakarta : Ghalia Indonesia. hal 50

participation role of its members. What is explained above is following 17 paragraph 1 of Law Number 25 of 1992 concerning Cooperation which states that members of Cooperation are owners and at the same time users of Cooperation services. As owners and users of Cooperation services, members actively participate in Cooperation activities.<sup>81</sup>

As stated above, participation plays a decisive role in the development of Cooperation. Without member participation, Cooperation will not be able to work efficiently and effectively. For this reason, participation is included in the Cooperation comparative test. Cooperation can succeed in a competition (compete with non-Cooperation companies), but there will be no meaning if the members do not take advantage of the advantages they have. Members must participate in achieving the goals of the Cooperation.<sup>82</sup>

The situation is in School cooperation SMK Negeri 1 Malang, high member participation provides benefits for Cooperation in achieving Cooperation goals. The participation can be seen from the observations made, members and management play an active role in the development of Cooperation supported by programs that are prepared, active development is carried out and appropriate Cooperation management.

Participation is needed to overcome the poor appearance of Cooperation, eliminate misconduct by management and make manager's

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<sup>81</sup> Pasal 17 ayat 1 Undang-Undang Nomor 25 Tahun 1992 tentang Perkoperasian

<sup>82</sup> Hendar dan Kusnadi. 2005. *Ekonomi Koperasi*. Jakarta : Fakultas Ekonomi UI. hal 97

policies taken into account. Participation is often seen either as a path towards Cooperation development or an end to a Cooperation. Some authors consider participation as basic needs and human rights (basic human rights).

There is one more fundamental reason why participation is a necessary condition for comparative appearance, namely that the Cooperation management knows what is in the interests of its members and how much and what quality of service is needed by the members. Management requires quite a lot of information for decision making and determination of Cooperation policies. Although information from outside the Cooperation organization is also important for decision making, the most relevant information comes from the Cooperation members themselves.<sup>83</sup>

In Cooperation, the intensity of participation can be far more because members are not only customers but also owners of a company. Members can influence and control management not only by giving suggestions and criticisms of the services provided but also if necessary can dismiss management from the functions they occupy.<sup>84</sup>

Participation will be effective if:

(1) Management can carry out the tasks of the specified program

<sup>83</sup> Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 39

<sup>84</sup> Hendar dan Kusnadi. 2005. *Ekonomi Koperasi*. Jakarta : Fakultas Ekonomi UI. hal 98

- (2) Management program decisions reflect the desires of members' requests
- (3) The desires of member requests will be reflected in the decisions of the management program<sup>85</sup>

The suitability of the three forms above realizes the fit model of participation model proposed by Prof. Dr. Jochen Ropke namely the suitability of the program, Cooperation management and the participation of Cooperation members. After knowing the compatibility between the program, Cooperation management and the participation of Cooperation members, participation tools will be formed in the form of voice, vote, and exit for Cooperation members.

Conformity between the program, management, and member needs will occur if the mechanism of controlling (participation) voice, vote, and exit can work. In practice, participation does not always produce better work for many people and jobs. The use of participatory management depends on:

- a) Available time; meaning that participation always requires more time,
- b) The willingness of members to participate; because not all members want to actively participate in Cooperation,

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<sup>85</sup> Ibid page 110

- c) Participation reward systems will not be attractive if unfair rewards or promotions are not fair, and
- d) The nature of the work; meaning that if the employee (member) cannot control the work, participation will not be effective.

A vote is a tool for expressing choices through the ballot box. A vote is a member's right to choose born from his status as a Cooperation business owner. Voting rights and power are equivalent (equivalent) to the rights of shareholders, public companies, but with one big difference.

The power to choose from a shareholder depends on the number of shares he has, whereas in a Cooperation the power to choose from members has nothing to do with the capital invested; one man, one vote (one person one vote).<sup>86</sup>

In general and Cooperation companies, the function of the selection mechanism is very similar, namely for the supervision of management by the company owner. With votes, Cooperation owners try to ensure that Cooperation are managed according to their interests, namely the interests of the owners (principals).

In the observations made, votes were made after the implementation of the RAT. The placement of management positions is done by voting. The

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<sup>86</sup> This is one of the Rochdale principles that is still applied in several cooperation. To avoid chaos from misunderstanding, it is important to point out that "one person one vote" does not define a cooperation. In fact we can observe that there are several cooperation that deviate from this principle. In the book Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 55

election of positions is carried out by the ability of the board. Voting is done by electing the chairman in advance to the general staff. A vote is done to get consensus results that can support the goals of the school cooperation.

Because the power of votes born of ownership has some drawbacks, members use voice to increase the effectiveness of their participation. By voting, members can focus management attention on certain problems and member complaints.

Voice may even replace votes in certain cases because, in a Cooperation different from the company, members are not only the owner but also the main customer or the only customer. Therefore, inter-members can provide information and experience regarding competitors, products, and Cooperation technology. This is usually not found in public company shareholders who like to maximize their stock dividends.<sup>87</sup>

At the Annual Member Meeting (RAT) the member does have the right to vote (vote), but he also must do other formalities that are usually less fun and time-consuming. Therefore, why attend RAT if only with a voice can members actually directly influence management and express their desires more precisely and thoroughly.<sup>88</sup>

Observations made, the voice used by members to express their voice in the problem of school cooperation. Each member can express his

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<sup>87</sup> Ibid page 56

<sup>88</sup> The author of the German cooperation book, Draheim, has shown this "tradeoff" (p. 41, 1952) as well as Vietheller (1988 p. 80).

voice directly, both with management, advisor and even employees, or can also voice with a letter of advice. For attendance in the RAT itself, members of the Cooperation are chosen for representative members, namely just one person to represent one class. This is because voice can not only be delivered in RAT. So the presence of members in the RAT is only for formality as a witness for every financial report and the accountability report of the board while serving as a school cooperation.

In Cooperation, there is one important mechanism or solution to exit too easily, namely the loyalty of members. Voice will increase in line with the loyalty of members in the Cooperation. Loyalty can activate voice and vote. However, there are limits to effectiveness in activating voice/vote through loyalty:

"... There is no point in talking about the issue of loyalty to a strong monopoly organization. The existence of loyalty can suspend the exit, and its existence is also based on the possibility of exit. Even the discharge of the most loyal members is an important part of the bargaining power against the organization. Voice opportunities to function effectively, are valued can strengthen effectiveness, if the voice is protected by a threat to exit.. "

Loyalty is a very important factor for the survival and development of Cooperation that are managed according to the interests of members. Without loyalty, Cooperation will not be able to survive under the pressure of competition and rapid division due to members shifting their business to other alternatives. However, to function effectively through voice loyalty,

exit threats must exist, and this is under intense competitive pressures in the market.<sup>89</sup>

The results of observations made, the existence of exit is used for students who have been declared graduated by the school. Exit in school cooperation here means those who are not part of the students of SMK Negeri 1 Malang. Because the system of this Cooperation is a savings and credit Cooperation, before the Cooperation members leave, compulsory and principal savings will be distributed as long as they are members of the Cooperation. Exit can also be applied to Cooperation members who transfer schools or die. The system is the same as students who graduate from school.

Existing forms that are applied in the management of school cooperation are natural selection, that is, if he does not have much active role in Cooperation, then he will resign on his own. Loyalty is also applied in this school cooperation. Exit applies to management who are not loyal to the Cooperation (does not play an active role in promoting the Cooperation). Therefore, according to the agreement at the beginning of the inauguration of the board, a sense of kinship and upholding a sense of loyalty must be upheld so that each board can be patient and sincere in promoting school cooperation.

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<sup>89</sup> Prof. Dr. Jochen Ropke, Sri Djatnika S, SE, MSi. 2012. *Ekonomi Koperasi Teori dan Manajemen*. Yogyakarta: Graha Ilmu. Hal 58

The realization of member participation can be seen from the number of members getting SHU from the Cooperation of SMK Negeri 1 Malang obtained data as follows:<sup>90</sup>

**KOPERASI SISWA SMK NEGERI 1 MALANG  
DAFTAR PARTISIPASI ANGGOTA  
PERIODE 2018**

| NO | ANGGOTA       | TOTAL PARTISIPASI        | JUMLAH PHU              |
|----|---------------|--------------------------|-------------------------|
| 1  | X OTP 1       | Rp 2.417.500,00          | Rp 139.100,00           |
| 2  | X OTP 2       | Rp 2.338.100,00          | Rp 131.800,00           |
| 3  | X OTP 3       | Rp 2.575.000,00          | Rp 145.600,00           |
| 4  | X AKL 1       | Rp 2.850.200,00          | Rp 161.000,00           |
| 5  | X AKL 2       | Rp 2.619.500,00          | Rp 146.300,00           |
| 6  | X AKL 3       | Rp 2.739.000,00          | Rp 156.000,00           |
| 7  | X BDP 1       | Rp 2.088.000,00          | Rp 123.100,00           |
| 8  | X BDP 2       | Rp 2.119.000,00          | Rp 122.400,00           |
| 9  | X RTL 1       | Rp 2.428.500,00          | Rp 139.900,00           |
| 10 | X RTL 2       | Rp 2.562.000,00          | Rp 141.000,00           |
| 11 | X TKJ 1       | Rp 2.084.000,00          | Rp 121.900,00           |
| 12 | X TKJ 2       | Rp 2.095.000,00          | Rp 125.500,00           |
| 13 | X UPW 1       | Rp 1.995.000,00          | Rp 118.800,00           |
| 14 | X UPW 2       | Rp 2.104.500,00          | Rp 121.900,00           |
| 15 | X ATPH 1      | Rp 1.804.800,00          | Rp 108.500,00           |
| 16 | X ATPH 2      | Rp 1.698.800,00          | Rp 104.100,00           |
| 17 | X APHP        | Rp 2.429.000,00          | Rp 139.800,00           |
| 18 | X TAV 1       | Rp 1.275.000,00          | Rp 89.500,00            |
| 19 | X TAV 2       | Rp 1.573.000,00          | Rp 99.200,00            |
| 20 | XI OTP 1      | Rp 5.147.400,00          | Rp 306.900,00           |
| 21 | XI OTP 2      | Rp 5.022.800,00          | Rp 285.100,00           |
| 22 | XI OTP 3      | Rp 5.417.800,00          | Rp 304.800,00           |
| 23 | XI AKL 1      | Rp 6.231.000,00          | Rp 345.700,00           |
| 24 | XI AKL 2      | Rp 6.248.800,00          | Rp 342.100,00           |
| 25 | XI AKL 3      | Rp 4.866.300,00          | Rp 277.000,00           |
| 26 | XI AKL 4      | Rp 5.493.553,00          | Rp 291.500,00           |
| 27 | XI BDP 1      | Rp 4.192.000,00          | Rp 246.400,00           |
| 28 | XI BDP 2      | Rp 4.395.200,00          | Rp 257.800,00           |
| 29 | XI BDP 3      | Rp 4.323.300,00          | Rp 263.500,00           |
| 30 | XI BDP 4      | Rp 3.922.700,00          | Rp 263.100,00           |
| 31 | XI TKJ 1      | Rp 3.884.900,00          | Rp 227.600,00           |
| 32 | XI TKJ 2      | Rp 4.157.400,00          | Rp 224.000,00           |
| 33 | XI UPW 1      | Rp 4.333.200,00          | Rp 264.100,00           |
| 34 | XI UPW 2      | Rp 5.295.200,00          | Rp 280.300,00           |
| 35 | XI ATPH       | Rp 5.462.400,00          | Rp 298.300,00           |
| 36 | XI APHP       | Rp 4.371.700,00          | Rp 256.400,00           |
| 37 | XI TAV 1      | Rp 3.694.600,00          | Rp 212.500,00           |
| 38 | XI TAV 2      | Rp 3.253.900,00          | Rp 204.600,00           |
| 39 | XII APK 1     | Rp 5.635.200,00          | Rp 339.700,00           |
| 40 | XII APK 2     | Rp 4.560.200,00          | Rp 334.300,00           |
| 41 | XII APK 3     | Rp 6.559.500,00          | Rp 398.700,00           |
| 42 | XII APK 4     | Rp 4.738.200,00          | Rp 282.800,00           |
| 43 | XII AK 1      | Rp 5.289.900,00          | Rp 351.200,00           |
| 44 | XII AK 2      | Rp 5.072.800,00          | Rp 326.400,00           |
| 45 | XII AK 3      | Rp 4.383.600,00          | Rp 315.200,00           |
| 46 | XII AK 4      | Rp 4.384.200,00          | Rp 276.700,00           |
| 47 | XII PM 1      | Rp 2.877.400,00          | Rp 250.200,00           |
| 48 | XII PM 2      | Rp 3.771.000,00          | Rp 279.900,00           |
| 49 | XII PM 3      | Rp 4.184.400,00          | Rp 298.500,00           |
| 50 | XII PM 4      | Rp 3.527.900,00          | Rp 249.900,00           |
| 51 | XII TKJ 1     | Rp 3.897.800,00          | Rp 266.900,00           |
| 52 | XII TKJ 2     | Rp 3.405.100,00          | Rp 237.100,00           |
| 53 | XII UPW       | Rp 3.893.500,00          | Rp 288.300,00           |
| 54 | XII ATPH 1    | Rp 4.058.200,00          | Rp 311.000,00           |
| 55 | XII ATPH 2    | Rp 3.669.500,00          | Rp 277.200,00           |
| 56 | XII TAV       | Rp 3.988.600,00          | Rp 339.700,00           |
| 57 | GURU          | Rp 55.428.400,00         | Rp 2.102.293,00         |
| 58 | KARYAWAN      | Rp 87.279.350,00         | Rp 3.624.500,00         |
| 59 | ARKOP         | Rp 18.104.500,00         | Rp 449.800,00           |
|    | <b>Jumlah</b> | <b>Rp 362.219.103,00</b> | <b>Rp 19.200.393,00</b> |

Picture 5.7 the calculation of the Cooperation members' business results

<sup>90</sup> Attachment of Liability Report in RAT of 2018 period

The school cooperation of SMK Negeri 1 Malang implements policies from schools that require Cooperation members (students of SMK Negeri 1 Malang) to actively participate in school cooperation. This policy is not included in the distribution of PHU. The distribution of PHU is based on the participation of Cooperation members who are actively spending on school cooperation apart from the school policies above. In the picture, it is known that the participation of members of school cooperation is very high, as evidenced by the large number of PHUs they get. With frequent members shopping at school cooperation, the more PHU they receive and the high participation of Cooperation members in school cooperation.



## CHAPTER VI

### CONCLUSION AND RECOMMENDATION

#### A. Conclusion

The discussion in the previous chapter, it can be concluded that:

1. The program of school cooperation SMK Negeri 1 Malang is divided into two units, namely the organizational unit and the business unit. The area of the organization is focused on organizational strengthening such as manager performance evaluation meetings, members' training, and annual member meetings. While the business sector is focused on strengthening the shops and cafeteria business units. The program reflects the needs of members, including the provision of daily necessities such as the procurement of Office Stationery (ATK), snacks, school uniforms, and others.
2. Managers and supervisors have reported their performance in the RAT (The annual member meeting) forum in accordance with their duties, principles, and functions as reflected in the 2018 manager and supervisory accountability report. Cooperation management is based on a advisory program. Advisory programs carried out both inside and outside the school. The advisory program within the school is carried out in the form of regular meetings, motivating cooperation and outreach to administrators, supervisors and cooperation members. The advisory

program outside of school is carried out in the form of sending cooperation managers to attend workshops on Malang city-level cooperation and East Java Province co-operative competitions.

3. The implementation of the "Fit Model" theory (conformity model)

Member participation, realized through the involvement of members in submitting principal savings and mandatory savings as well as increasing transactions for cooperation goods and services. Participation tools (voice, vote, and exit) function when members experience problems. For example, picket officers propose procurement of goods that are not yet in the cooperation and are needed by consumers.

B. Recommendation

The recommendation is used as a suggestion by considering the results of research both in the unit and theoretically, then some things that can be made suggestions from the author are as follows:

1. It is recommended to managers and supervisors to improve programs that have been well realized, for example, to increase the participation of members of the picket shop and cafeteria business units fairly to all cooperation members.
2. It is recommended to improve the advisory program within the school, if possible bring in cooperation experts from outside to provide education about cooperation. For activities outside the school advisory program needs to be increased in participating in workshops at the City, Provincial and National levels.

3. It is recommended that management and supervisors consistently apply the Fit Participation Model theory, for example synchronizing the members 'training programs with their realization in meeting members' needs.



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# APPENDIX

## Appendix 1 : Pedoman Observasi

### **PEDOMAN OBSERVASI**

Peneliti akan mengamati keseharian yang ada di Koperasi Sekolah SMK Negeri 1 Malang dengan melihat langsung kejadian yang ada di lapangan yang kemudian akan dihubungkan dengan teori yang ada.

Kemudian dilaksanakan wawancara dengan pembina koperasi, pengurus koperasi dan anggota koperasi mengenai penerapan teori Fit Model Partisipasi. Yang perlu diperhatikan dalam wawancara adalah bertanya mengenai hal-hal sebagai berikut :

1. Program Kerja Koperasi Sekolah SMK Negeri 1 Malang
2. Manajemen Koperasi yang diterapkan di Koperasi Sekolah SMK Negeri 1 Malang
3. Partisipasi anggota Koperasi Sekolah SMK Negeri 1 Malang
4. Penerapan alat-alat partisipasi yakni voice, vote and exit

Setelah di dapat hasil dari wawancara, kemudian peneliti akan menghubungkannya dengan teori Fit Model Partisipasi (teori dari Prof. Dr. Jochen Ropke) dan akan membahasnya pada bab diskusi.

## Appendix 2 : Pedoman Wawancara

### PEDOMAN WAWANCARA

#### A. Wawancara dengan Pembina Koperasi ( Ibu Darti Purwo)

1. Apa saja program yang sudah terlaksana di “Koperasi Sekolah” SMK Negeri 1 Malang ?

*Jawab : program yang sudah terlaksana banyak sekali, seperti rapat rutin, stock opname, diklat, RAT dan lain sebagainya. Untuk lebih detailnya nanti bisa dilihat pada arsip kita .*

2. Apa saja program pembinaan dilakukan di “Koperasi Sekolah” SMK Negeri 1 Malang?

*Jawab : program pembinaan sendiri yang rutin kita lakukan ya rapat rutin. Selebihnya untuk pembinaan yang saya lakukan dengan mengontrol pengurus, pengawas dan anggota petugas piket dalam kesehariannya dalam koperasi.*

3. Apakah program pembinaan yang dilakukan memberikan respon positif dari pengurus dan anggota koperasi ?

*Jawab : saya kira iya, karena banyak dari pengurus saya rasakan banyak mendapat perubahan yang positif selama konsisten dilakukannya program pembinaan, baik pengurus maupun anggota dapat lebih tertib dalam menjalankan tugasnya.*

4. Bagaimana partisipasi pengurus dalam mengembangkan koperasi ?

*Jawab : pengurus menjalankan tugasnya dengan optimal, karena mereka tulus dengan hati menjadi bagian dari koperasi yang terkadang saya lihat sendiri mereka memberikan motivasi kepada anggota koperasi yang lain untuk semangat dalam mengembangkan koperasi ini.*

5. Bagaimana partisipasi anggota dalam ikut serta mengembangkan koperasi sekolah ?

*Jawab : untuk anggota partisipasinya sangat baik, terlebih ada kebijakan dari sekolah yang mengharuskan setiap siswanya*

*membelanjakan uangnya di koperasi minimal Rp 60.000,00 setiap semesternya. Jadi, mereka akan sering pergi ke koperasi karena kebijakan ini pada akhir semesternya akan diberikan peninjauan untuk mengontrol siswa yang aktif berpartisipasi dalam koperasi.*

6. Apakah kebutuhan di koperasi sekolah sudah terpenuhi ?

*Jawab : saya rasa sudah, karena kami selalu melaksanakan program stock opname secara rutin. Dan untuk kebutuhan anggota yang belum terpenuhi, secepatnya akan kami update untuk membeli barang tersebut jika di minati banyak orang.*

7. Bagaimana pelayanan yang diberikan oleh koperasi sekolah ?

*Jawab : kami mengambil petugas koperasi dari pengurus dan anggota koperasi karena kami ingin bukan hanya pengurus saja yang aktif dalam koperasi. Untuk pelayanannya kami memberikan bahan ajar dahulu terhadap pengurus dan anggota tentang bagaimana mentreatment konsumen dengan baik.*

8. Bagaimana pelaksanaan manajemen koperasi di koperasi sekolah ? apakah sudah sesuai?

*Jawab : saya rasa sudah, karena selama ini kinerja pengurus sudah konsisten dan berjalan dengan baik. Kami juga sudah menerapkan fungsi dari manajemen koperasi ketika kami akan melaksanakan suatu program.*

9. Apakah koperasi sekolah menerapkan voice, vote, exit ?

*Jawab : voice, sudah kami terapkan dalam RAT ataupun di kehidupan sehari-hari meskipun jarang ada masukan tapi terkadang masih ada yang memberikan kami masukan. Untuk vote, kita laksanakan pada pemilihan pengurus setelah RAT. Untuk exit kita terapkan saat siswa lulus sekolah/keluar dari sekolah/meninggal dunia.*

B. Wawancara dengan Pengurus Koperasi (Elzyanna Saputri yang menjabat sebagai Ketua I Koperasi, Michelle Albertine Levi yang menjabat sebagai Ketua II Koperasi, dan Anas Rakhmawati yang menjabat sebagai Bendahara III Koperasi)

1. Apa saja program yang sudah dilakukan di “Koperasi Sekolah” SMK Negeri 1 Malang ?

*Jawab : program kami ada 22 yang kami lakukan setiap harinya dalam periode ini. ada program rapat rutin, diklat anggota dan pengurus, ada sosialisasi dan masih banyak lagi.*

2. Apa saja program pembinaan dilakukan di “Koperasi Sekolah” SMK Negeri 1 Malang?

*Jawab : program pembinaan kita ya rapat rutin itu, sama biasanya ada sosialisasi di luar sekolah.*

3. Apakah keuntungan menjadi pengurus koperasi ?

*Jawab : bagi kami, untungnya jadi pengurus itu bisa pembukuan, terus tahu cara melayani konsumen yang baik dan yang paling penting mengutamakan kekeluargaan dalam koperasi.*

4. Bagaimana partisipasi pembina dalam mengembangkan koperasi ?

*Jawab : pembina sangat aktif dalam membimbing kami, baik secara langsung maupun via online. Kami sering juga konsultasi dengan pembina melalui whatsapp.*

5. Bagaimana partisipasi anggota dalam ikut serta mengembangkan koperasi sekolah?

*Jawab : anggota itu lumayan aktif karna selain adanya kebijakan dari sekolah, kami juga meminta mereka untuk ikut menjaga koperasi yang kami namakan dengan petugas piket.*

6. Apakah kebutuhan di koperasi sekolah sudah terpenuhi ?

*Jawab : kami rasa sudah, karena kami selalu aktif dalam pengadaan stock opname di koperasi ini. Kami selalu tanggap jika stock barang di koperasi mulai menipis.*

7. Apakah para pelanggan koperasi sudah merasa tercukupi dengan keberadaan koperasi sekolah ?

*Jawab : kami rasa sudah, karena jarang ada komplain yang kami terima dari anggota.*

8. Bagaimana pelaksanaan manajemen koperasi di koperasi sekolah ? apakah sudah sesuai?

*Jawab : untuk manajemen koperasi kami sudah menerapkan fungsi dari manajemen koperasi. Dan berpedoman dengan tugas, pokok dan fungsi koperasi.*

9. Saat diadakan rapat anggota, pernahkah anda memberikan masukan/usulan terkait kemajuan koperasi sekolah ?

*Jawab : sering kami lakukan kalau ada masalah entah tentang koperasi atau ada masukan dari anggota yang kemudian kami bahas dalam rapat rutin dengan pembina koperasi.*

10. Pernahkan anda melakukan pemilihan atau ikut andil dalam pemilihan pengurus ataupun pergantian pembina koperasi sekolah ?

*Jawab : iya, kami melakukan pemilihan pengurus baru saat selesai dilaksanakan RAT.*

11. Pernahkah dilakukan pengeluaran anggota dalam koperasi sekolah ?

*Jawab : pengeluaran anggota di koperasi kami ya ketika ada yang sudah lulus dari sekolah, atau keluar dari sekolah ini. kalau untuk pengurus yang keluar itu termasuk seleksi alam, Karena pengurus yang keluar adalah yang dia sendiri merasa tidak aktif dalam koperasi.*

C. Wawancara dengan Anggota Koperasi (Putri Rahayu Permatasari, Wella Alswah Rahmah dan Zahrotul Isnaini yang ketiganya dari kelas X UPW 2)

1. Apa saja program yang sudah dilakukan di “Koperasi Sekolah” SMK Negeri 1 Malang ?

*Jawab : yang kami tau programnya adalah petugas piket, terus bazar di acara sekolah, dan diklat ketika kami masuk sekolah ini.*

2. Apa saja program pembinaan dilakukan di “Koperasi Sekolah” SMK Negeri 1 Malang?

*Jawab : program pembinaan yang dilakukan pembina koperasi ya kami terima saat kami melakukan piket di koperasi ini.*

3. Apakah keuntungan menjadi anggota koperasi ?

*Jawab : keuntungan menjadi anggota koperasi adalah mendapat SHU. Dan adanya pemberian materi tentang koperasi ketika kami piket.*

4. Bagaimana partisipasi pembina dalam mengembangkan koperasi ?

*Jawab : pembina ya aktif datang di koperasi, meskipun kami bukan pengurus, kami merasakan beliau mampu menjadi pemimpin yang bertanggung jawab.*

5. Bagaimana partisipasi pengurus dalam mengembangkan koperasi sekolah?

*Jawab : pengurusnya aktif dan telaten mengurus koperasi, tanggap dan ramah juga kepada konsumen.*

6. Apakah kebutuhan di koperasi sekolah sudah terpenuhi ?

*Jawab : kami rasa sudah, karena kami selalu merasa tercukupi di koperasi ini.*

7. Bagaimana pelaksanaan manajemen koperasi di koperasi sekolah ? apakah sudah sesuai?

*Jawab : yang kami tahu ya kinerja pengurus dan pembina sudah sesuai karena kami selalu senang dengan pelayanan dan kinerja pengurus dan pembina.*

8. Saat diadakan rapat anggota, pernahkah anda memberikan masukan/usulan terkait kemajuan koperasi sekolah ?

*Jawab : kalau kami sendiri tidak pernah, tapi kami pernah mengikuti rapat anggota dan kami tahu kalau ada yang memberi masukan saat dilakukan RAT.*

9. Pernahkan anda melakukan pemilihan atau ikut andil dalam pemilihan pengurus ataupun pergantian pembina koperasi sekolah ?

*Jawab : kami memberikan suara kepada ketua saja, untuk pengurus yang lain itu tugas dari pembina dan pengurus koperasi yang lain.*

10. Pernahkah anda tahu tentang keluarnya anggota koperasi sekolah ?

*Jawab : yang kami tahu ya kalau sudah yang lulus sekolah atau keluar dari sekolah.*



### Appendix 3: Research Permit from the Faculty



KEMENTERIAN AGAMA REPUBLIK INDONESIA  
UNIVERSITAS ISLAM NEGERI MAULANA MALIK IBRAHIM MALANG  
FAKULTAS ILMU TARBİYAH DAN KEGURUAN  
Jalan Gajayana 50, Telepon (0341) 552398 Faximile (0341) 552398 Malang  
<http://fitk.uin-malang.ac.id>, email : [fitk@uin-malang.ac.id](mailto:fitk@uin-malang.ac.id)

03 September 2019

Nomor : 295 /Un.03.1/TL.00.1/09/2019  
Sifat : Penting  
Lampiran :  
Hal : Izin Penelitian

Kepada  
Yth. Kepala SMK Negeri 1 Malang  
di  
Malang

**Assalamu'alaikum Wr. Wb.**

Dengan hormat, dalam rangka menyelesaikan tugas akhir berupa penyusunan skripsi mahasiswa Fakultas Ilmu Tarbiyah dan Keguruan (FITK) Universitas Islam Negeri Maulana Malik Ibrahim Malang, kami mohon dengan hormat agar mahasiswa berikut:

Nama : Sarah Dewi Nur Fariha  
NIM : 14130034  
Jurusan : Pendidikan Ilmu Pengetahuan Sosial (PIPS)  
Semester - Tahun Akademik : Ganjil - 2019/2020  
Judul Skripsi : Application of Cooperative Fit Model at "Karisma" in SMK Negeri 1 Malang  
Lama Penelitian : September 2019 sampai dengan November 2019  
(3 bulan)

diberi izin untuk melakukan penelitian di lembaga/instansi yang menjadi wewenang Bapak/Ibu.

Demikian, atas perkenan dan kerjasama Bapak/Ibu yang baik disampaikan terima kasih.

**Wassalamu'alaikum Wr. Wb.**

Dekan,  
  
Dr. H. Agus Maimun, M.Pd.  
NIP. 19650817 199803 1 003

Tembusan :

1. Yth. Ketua Jurusan PIPS
2. Arsip

## Appendix 4: Research Permit from Unit of Education



PEMERINTAH PROVINSI JAWA TIMUR  
DINAS PENDIDIKAN  
**CABANG DINAS PENDIDIKAN WILAYAH MALANG-BATU  
(KOTA MALANG DAN KOTA BATU)**  
JL. Anjasmoro No. 40 Telp/Fax.0341-353155 Kode Pos : 65112  
M A L A N G

Malang, 12 September 2019

Nomor : 042.5/3085/101.6.10/2019  
Sifat : Biasa  
Lampiran : -  
Perihal : Rekomendasi Penelitian

Kepada Yth.  
Sdr.Kepala SMK Negeri 1 Malang  
di  
Malang

Memperhatikan surat dari Dekan Fakultas Ilmu Tarbiyah dan Keguruan Universitas Islam Negeri Maulana Malik Ibrahim Kementerian Riset, Teknologi, dan Pendidikan Tinggi Nomor : 2187/Un.03.1/TL.00.1/09/ 2019 tanggal 3 September 2019 tentang Permohonan Ijin Penelitian di SMK Negeri 1 Malang, atas nama:

| NO | NAMA                   | NIM      | Judul   |
|----|------------------------|----------|---|
| 1  | Sarah Dewi Nur Faricha | 14130034 | Aplication of Cooperative Fit Model at "Karisma" in SMKN 1 Malang |

Dengan ini Kepala Cabang Dinas Pendidikan Wilayah Kota Malang dan Kota Batu memberi ijin / rekomendasi untuk mengadakan Penelitian pada Tanggal 16 September s/d 16 November 2019 di Sekolah Bapak/Ibu sepanjang tidak mengganggu proses Kegiatan Belajar Mengajar.

Atas perhatian dan kerjasamanya di sampaikan terima kasih.

An. KEPALA CABANG DINAS PENDIDIKAN  
WILAYAH MALANG - BATU  
(KOTA MALANG - KOTA BATU)  
Kepala Sub Bagian Tata Usaha

  
**Dra. Sri Andayani**

Penata Tk. I  
NIP. 19620412 198803 1 014

Pada awalnya, peneliti ingin meneliti di “Karisma” SMK Negeri 1 Malang. Namun saat surat masuk ke bagian kesiswaan, peneliti diarahkan untuk meneliti di “Koperasi Sekolah” SMK Negeri 1 Malang. Hal ini dikarenakan “Koperasi Sekolah” SMK Negeri 1 Malang merupakan koperasi milik sekolah, sedangkan “Karisma” merupakan toko milik instansi luar yang berada di lingkungan SMK Negeri 1 Malang.



Appendix 5: Evidence of Thesis Consultation



MAULANA MALIK IBRAHIM  
 STATE ISLAMIC UNIVERSITY MALANG  
 TARBIAH AND TEACHER TRAINING FACULTY  
 Jalan Gajayana Nomor 50 Telephone 552398  
 Website: [www.fitk.uin-malang.ac.id](http://www.fitk.uin-malang.ac.id) Faximile (0341) 552398

EVIDENCE OF CONSULTATION

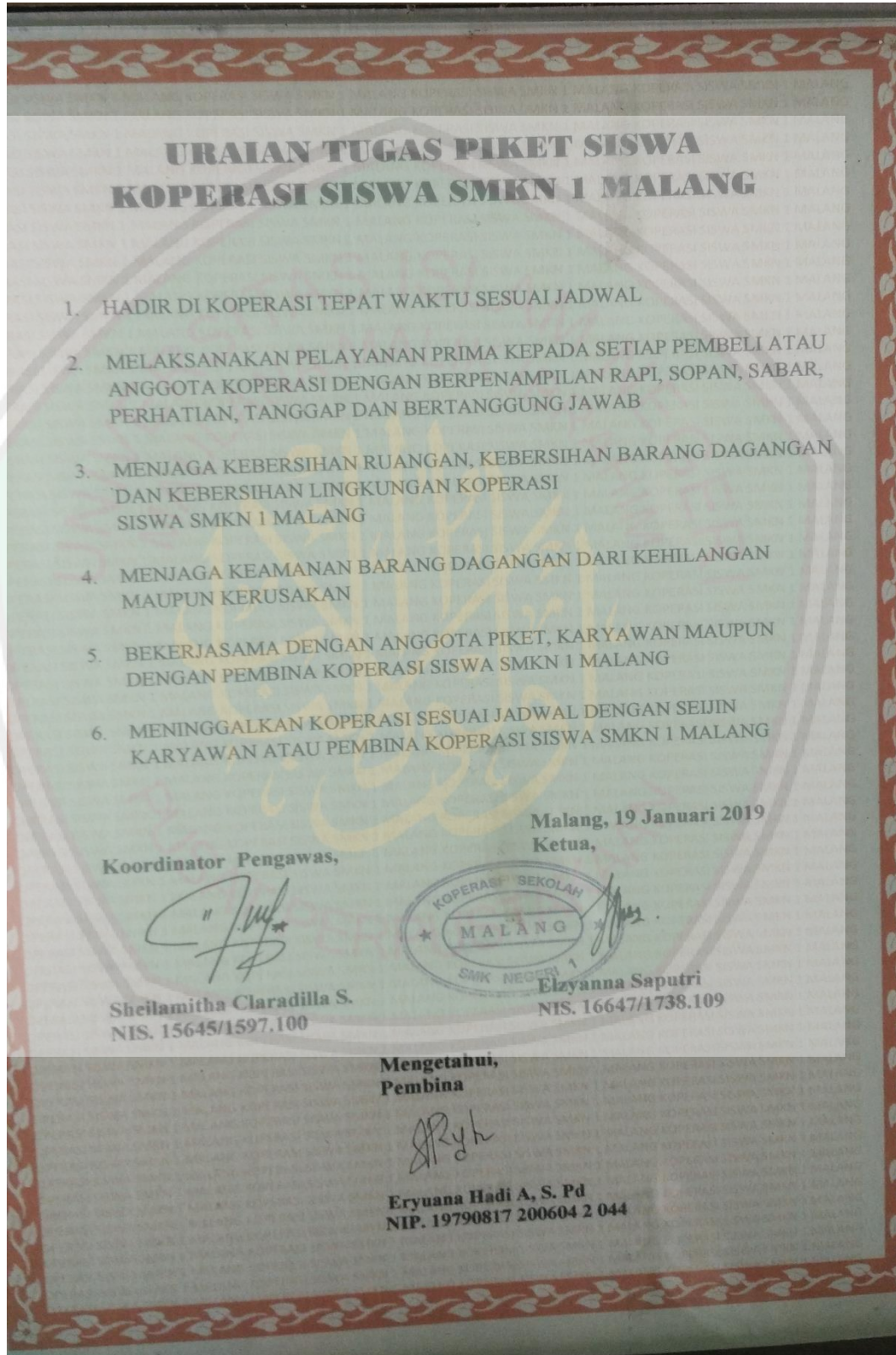
Nama : Sarah Dewi Nur Faricha  
 NIM : 14130034  
 Department : Social Science Education  
 Advisor : Drs. Muh. Yunus, M. Si  
 Title : The Implementation of The Fit Model of Participation on School Cooperation in SMK Negeri 1 Malang

| No. | Date of Consultation | Consultation Material    | Signature |
|-----|----------------------|--------------------------|-----------|
| 1.  | 11.10.2019           | Pedoman Wawancara        |           |
| 2.  | 19.11.2019           | BAB IV                   |           |
| 3.  | 28.11.2019           | Revisi BAB IV dan V      |           |
| 4.  | 3.12.2019            | Revisi BAB IV dan V      |           |
| 5.  | 4.12.2019            | BAB VI                   |           |
| 6.  | 5.12.2019            | Revisi BAB IV, V, dan VI |           |
| 7.  | 6.12.2019            | BAB I-VI                 |           |
| 8.  | 9.12.2019            | ACC                      |           |

Acknowledged by,  
 Head of Department

Dr. Alfiana Yuli Efiyanti, MA  
 NIP. 19710701 200604 2 00

Appendix 6: Code of Conduct School Cooperation in SMK Negeri 1 Malang



Appendix 7 : Job Picket Description of School Cooperation in SMK Negeri 1  
Malang



## Appendix 8: Achievement of School Cooperation in SMK Negeri 1 Malang

| No. | Jenis Lomba                                    | Tingkat                            | Juara | Tahun       |
|-----|--|------------------------------------|-------|-------------|
| 1.  | Lomba Tangkas Terampil Koperasi                | Nasional                           | I     | 2008        |
| 2.  | Lomba Berpacu Dalam Koperasi                   | Jawa Timur                         | I     | 2009 & 2009 |
| 3.  | Lomba Berpacu Dalam Koperasi                   | Bakorwil<br>Malang                 | I     | 2008 & 2009 |
| 4.  | Lomba Kuis Jambore Berani Koperasi Sekolah     | SMA / MA<br>/ MK se-<br>Jawa Timur | II    | 2009        |
| 5.  | Lomba Study Banding Koperasi Sekolah           | SMA / MA<br>/ MK se-<br>Jawa Timur | III   |             |
| 6.  | Lomba Paduan Suara Jambore Koperasi Sekolah    | SMA / MA<br>/ MK se-<br>Jawa Timur | V     |             |
| 7.  | Lomba Selling Contest Jambore Koperasi Sekolah | SMA / MA<br>/ MK se-<br>Jawa Timur | V     | 2009        |
| 8.  | Lomba Cerdas Cermat Jambore Koperasi           | Nasional                           | I     |             |
| 9.  | Lomba Selling Contest Jambore Koperasi         | Nasional                           | I     |             |
| 10. | Lomba Paduan Suara Jambore Koperasi            | Nasional                           | II    |             |
| 11. | Lomba Tenda Terbaik Putri Jambore Koperasi     | Nasional                           | V     |             |
| 12. | Lomba Berpacu Dalam Koperasi                   | Bakorwil                           | I     | 2011        |
| 13. | Lomba Berpacu Dalam Koperasi                   | Propinsi<br>Jawa Timur             | III   |             |
| 14. | Lomba Cerdas Cermat Jambore Koperasi Sekolah   | SMA / MA<br>/ MK se-<br>Jawa Timur | III   | 2011        |
| 15. | Lomba Paduan Suara Jambore Koperasi Sekolah    | SMA / MA<br>/ MK se-<br>Jawa Timur | VI    | 2011        |

Appendix 9

: Attendance and RAT (the annual member meeting)  
report



Appendix 10: Documentation



Interview with teacher Darti Purwo as a Cooperation Advisor



Interview with Elzyanna, Michelle, and Anas, as a Cooperation Managers



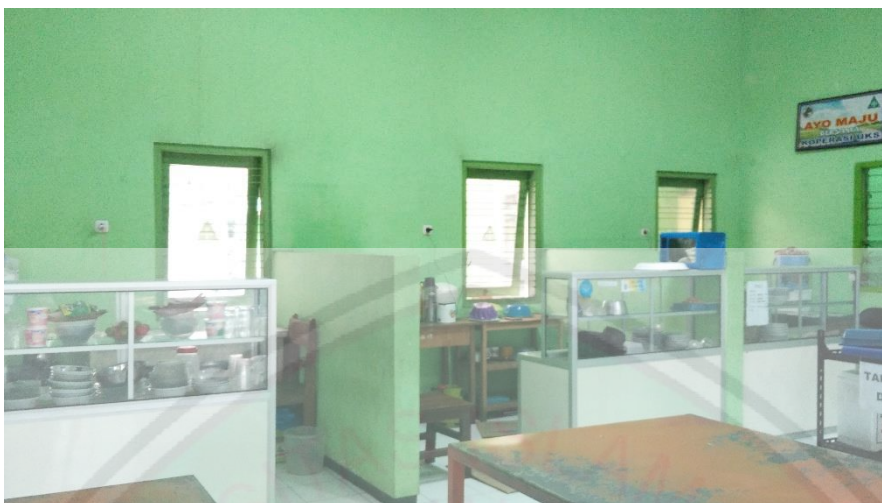
Interview with Putri, Wella, and Zahrotul, as a Cooperation Members



Researcher with all Cooperation Managers



Shop Unit



Cafeteria Unit



Achievement of School Cooperation in SMK Negeri 1 Malang

## Appendix 11: Biodata



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