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Enhancing Member Welfare in Cooperatives: The Mediating Effect of Business Development

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ABSTRACT

Purpose: This study aims to analyze the influence of cooperative financing, mentoring, and training on business development and member welfare at Kopontren Al Ittifaq. The analysis further investigates the mediating effect of business development on member welfare in relation to cooperative financing, mentoring, and training.

Methodology/approach: This study employs a quantitative approach. The research population consists of 670 farmer members of Kopontren Al Ittifaq, with a sample of 190 respondents selected through purposive sampling. Data analysis techniques utilize Smart-PLS 4.0 software.

Findings: The analysis shows that cooperative financing, mentoring, and training have a positive and significant impact on member welfare. Cooperative financing and training also have a positive effect on business development, but mentoring is insignificant. Business development has been shown to mediate the effect of cooperative financing and training on member welfare.

Practical implications: This research benefits science by providing new insights into the impact of cooperative financing, mentoring, and training on member welfare. It can also inform cooperatives' design of effective programs to improve member welfare and encourage sustainable business development.

Originality/value: The update in this research offers a novel integrative model using a structural equation approach to examine the collective influence of cooperative financing, mentoring, and training on business development (as a mediator) and member welfare within Indonesian religious-based cooperatives,



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contributing empirical evidence to the global discourse on cooperative resilience and the achievement of SDGs.

Keywords: Cooperative Financing; Mentoring; Training; Business Development; Member Welfare.

ABSTRAK

Tujuan penelitian: Penelitian ini bertujuan untuk menganalisis pengaruh pembiayaan koperasi, pendampingan usaha dan pelatihan terhadap perkembangan usaha dan kesejahteraan anggota pada Kopontren Al Ittifaq. Analisis selanjutnya menyelidiki pengaruh mediasi perkembangan usaha terhadap kesejahteraan anggota antara pembiayaan koperasi, pendampingan usaha dan pelatihan.

Metode/pendekatan: Penelitian ini menggunakan pendekatan kuantitatif. Populasi penelitian adalah 670 anggota petani Kopontren Al Ittifaq, dengan sampel sebanyak 190 responden yang dipilih melalui metode purposive sampling. Teknik analisis data menggunakan software Smart-PLS 4.0.

Hasil: Hasil analisis menunjukkan bahwa pembiayaan koperasi, pendampingan usaha, dan pelatihan memiliki pengaruh positif dan signifikan terhadap kesejahteraan anggota. Pembiayaan koperasi dan pelatihan juga berpengaruh positif terhadap perkembangan usaha, namun pendampingan usaha tidak signifikan. Perkembangan usaha terbukti memediasi pengaruh pembiayaan koperasi dan pelatihan terhadap kesejahteraan anggota.

Implikasi praktik: Penelitian ini memberikan manfaat bagi ilmu pengetahuan dengan memberikan pemahaman baru tentang pengaruh pembiayaan koperasi, pendampingan usaha, dan pelatihan terhadap kesejahteraan anggota. Penelitian ini juga dapat menjadi pertimbangan bagi koperasi dalam merancang program yang efektif untuk meningkatkan kesejahteraan anggotanya, serta mendorong perkembangan usaha yang berkelanjutan.

Orisinalitas/kebaharuan: Pembaruan dalam penelitian ini menawarkan model integratif baru dengan menggunakan pendekatan persamaan struktural untuk mengkaji pengaruh kolektif pembiayaan koperasi, pendampingan, dan pelatihan terhadap pengembangan usaha (sebagai mediator) dan kesejahteraan anggota

dalam koperasi berbasis keagamaan di Indonesia, dengan memberikan bukti empiris terhadap wacana global tentang ketahanan koperasi dan pencapaian Tujuan Pembangunan Berkelanjutan.

Kata kunci: *Pembiayaan Koperasi; Pendampingan Usaha; Pelatihan; Perkembangan Usaha; Kesejahteraan Anggota.*

INTRODUCTION

Poverty is still a major problem throughout the world, particularly in emerging nations. The lack of effective and consistent government measures to combat poverty is frequently the root cause of this issue, which is made worse by elements like climate change. The United Nations established the Sustainable Development Goals (SDGs) with the primary objective of creating a "no poverty" world by 2030, which includes eradicating extreme poverty and associated issues like inadequate sanitation, lack of clean water, and food security ([Group, 2022](#)). According to the World Bank, over 767 million people worldwide live in severe poverty, defined as earning \$1.90 or less per day ([Chikwira et al., 2022](#)). This is made possible in large part by microfinance, which offers microloans, training, and support services that enable borrowers to establish long-term revenue-generating enterprises, ultimately resulting in financial independence and the reduction of poverty. This adheres to the microfinance tenets of Leiden University's Integrated Microfinance Management (IMM) methodology, which is one of the solutions in reducing poverty through community development programs, people empowerment, and women empowerment through microfinance institutions ([Slikkerveer et al., 2019](#)). Along with poverty alleviation efforts through microfinance, the emergence of cooperatives has been widely viewed as a potential institutional arrangement that can help improve welfare ([Geffersa, 2024](#)). A cooperative is a commercial organization that seeks to enhance the welfare of its members and whose members are either individuals or other business entities. A cooperative is also a member owned, member-controlled business that operates for the benefit of its members ([Mannan & Pek, 2024](#)). Cooperatives are based on the principles of solidarity, equity, and mutual aid, and are often formed to provide goods or services to members at a lower cost or with higher quality than would be available through traditional businesses ([Ribeiro-Navarrete, et al, 2024](#)).

According to Sri Edi Swasono in ([Wardhani, 2018](#)) as a business entity consisting of individuals or business entities, by fostering efficiency and synergy through the cooperative concept, cooperatives seek to enhance the well-being of its members. Cooperatives are crucial to the economic well-being of local communities in Indonesia, especially for the lower middle class through social, economic, and psychological empowerment, cooperatives help overcome various obstacles to meeting the basic needs of the community ([Sudjatmoko, 2019](#)).

Al Ittifaq Islamic Boarding School Cooperative (Kopontren Al Ittifaq), established in 1977 in Bandung Regency, West Java, is an agribusiness cooperative with more than IDR 49 billion assets. As an aggregator and off-taker of agricultural products, Kopontren has succeeded in empowering local farmers through access to capital, technology, and markets, thereby increasing the productivity and income of the cooperative. As a role model in advancing the village economy, this cooperative shows that fulfilling the needs and expectations of members can increase satisfaction, loyalty, and active participation, which

are the keys to success and improving the welfare of members. Factors that influence the welfare of Kopontren Al Ittifaq members, as farmer partners, need to be analyzed because fulfilling the needs and members' expectations might boost their contentment and commitment to the cooperative. This satisfaction strengthens the relationship between the cooperative and its members while encouraging active participation, it is essential to the cooperative's success. This success is reflected in the increase in the welfare of members ([Handayani et al., 2020](#)).

Cooperative financing aims to support business development, experiencing significant fluctuations from year to year. The decline in financing after 2021 indicates constraints in fund allocation. This has an impact on business sustainability and farmer welfare, as supported by research showing that financing instability can increase operational uncertainty ([Graham & Harvey, 2001](#)). Mentoring, which plays an important role in empowering farmers, often does not match the needs of cooperatives. The programs offered do not always cover the specific needs of members, such as capital assistance or more intensive training. Limited resources for assistance and the lack of time for cooperative administrators to focus on assistance are also obstacles ([Ningtyas & Kusuma, 2024](#)). Training to improve technical and managerial skills has been held routinely. However, the gap between training materials and practical needs in the field and limited post-training support are still obstacles in ensuring business sustainability. Prior studies have demonstrated that member welfare is significantly impacted by training, but its implementation needs to be improved ([Nugroho & Yuamita, 2023](#)).

The findings of earlier research on the impact of funding differ from this one, mentoring and training on member welfare through business development. Research conducted by ([Bakara et al., 2023](#)); ([Saputri & Sihotang, 2023](#)) demonstrates how finance significantly and favorably affects cooperative members' welfare. This is different from research conducted by ([Prastiawati & Darma, 2016](#)) it explains why the notion of improving member welfare is not much impacted by BMT finance. Research conducted by ([Marasabessy & Karman, 2022](#)); ([Saputri & Sihotang, 2023](#)) pertaining to mentoring for welfare demonstrates that mentoring significantly contributes to welfare growth. This contrasts with study findings by ([Ningsih, 2023](#)), which indicate that mentoring has no discernible impact on the well-being of microentrepreneur families. According to research by ([Legi, 2022](#)), cooperative members' welfare is positively and significantly impacted by training. This contrasts with the findings of a study by ([Kamaluddin, 2024](#)), which indicate that training has no discernible impact on enhancing the wellbeing of MSME players.

Business development is one factor influencing member welfare. Business development can increase income, provide employment, and improve members' quality of life. The success of business development is measured by three indicators: increased income, improved product quality, and improved human resource quality Fathorrahman in ([Rizky et al., 2022](#)). Research by ([Zaman & Andriyanty, 2022](#)) found that business development has a significant and positive impact on welfare. More, the relationship between cooperative financing, mentoring, and training is considered crucial to understanding how each factor contributes to business development. Previous research by ([Sunarti, 2021](#)) and ([Hasyuni, 2018](#)) showed that cooperative financing has a positive influence on increasing income in developing member businesses, the results of previous research on business development conducted by ([Kurniawan et al., 2020](#)) found that mentoring has a positive and significant influence on business development, and research by ([Septiandika & Fitria, 2022](#)); ([Irawati, 2018](#)) shows that training has a positive and significant influence on business development. Further research on the influence of business development on welfare was conducted

by (Mubarok, 2018); (Prastiawati & Darma, 2016) show that business development mediates the relationship between financing, mentoring, and training with welfare.

Research by (Derville et al., 2023) on cooperatives in India also shows that sustainable cooperative development is not enough just by increasing the number (scaling out such as replicating cooperatives, expanding market access, increasing the number of members, including women), but must be accompanied by structural transformation (scaling up, such as institutional transformation, including investment in liquid milk processing, product diversification (milk powder, animal feed), and strengthening inter-cooperative networks). The combination of both—replicating cooperatives while strengthening production, processing, and marketing capacities—is key to achieving an inclusive cooperative ecosystem. Similarly, research by (Eseza et al., 2025) shows that cooperatives have proven to be a strategic instrument in empowering women financially, not only by providing access to credit and savings but also by building capacity through literacy, training, and mentoring. With the right program design, cooperatives can be a driver of financial inclusion, economic independence, and gender equality in rural communities.

The update of this research investigates the role of financing, mentoring, and training in cooperative and SME development; findings remain inconsistent across different contexts. Moreover, few studies have explored these variables in an integrated framework with business development as a mediator within religious-based cooperatives, such as pesantren cooperatives in Indonesia, an area that has not been extensively explored in the existing literature. This research lies in the integration of cooperative financing, mentoring, and training as interrelated variables and their combined influence on both business development and member welfare. While existing studies have often explored these variables in isolation, this research provides new insights by examining their collective impact. Additionally, by focusing on the mediating role of business development, this study offers a fresh perspective on how these mechanisms enhance member welfare. By investigating the interaction of these variables, this research contributes a novel framework to understanding the role of cooperatives in promoting economic welfare among their members. This study also contributes by offering a novel integrative model, applying a structural equation approach, and linking empirical evidence from Indonesia to the global discourse on cooperative resilience and the achievement of SDGs.

Cooperatives play a crucial role in providing easy and affordable financing to farmer members who often face challenges in accessing capital from formal financial institutions. Through flexible loan programs tailored to specific needs, cooperatives help members obtain the capital required to grow, expand, and strengthen their businesses (Ristiano & Yurista, 2021). Previous research conducted by (Bakara et al., 2023); (Saputri & Sihotang, 2023); (Ristiano & Yurista, 2021) and (Elzubair, 2024) shows that financing has a significant and positive impact on cooperative member welfare.

H1: Cooperative financing has a positive and significant impact on member welfare.

Mentoring has a positive and significant impact on member welfare because through mentoring, cooperative members receive support that enhances their ability to run businesses more effectively and efficiently. Research shows that mentoring as an independent variable positively and significantly impacts the welfare of customers as a dependent variable (Saputri & Sihotang, 2023); (Marasabessy & Karman, 2022) and (Chollet et al., 2025).

H2: Mentoring has a positive and significant impact on member welfare.

Training or life skills play a crucial role in improving the economy of society, especially for cooperative members. Through training, members not only gain new knowledge and skills but also become empowered to better optimize their potential in production, marketing, and business management. Previous research conducted by ([Roestam Afandi, 2024](#)); ([Legi, 2022](#)) and ([Sumelius et al., 2015](#)) shows a positive and significant impact of training on member welfare.

H3: Training has a positive and significant impact on member welfare.

business development refers to initiatives aimed at enhancing members' economic well-being through various activities. These can include expanding the business operations of cooperative members, improving the quality of their products or services, and increasing their access to capital or markets ([Fajar, 2023](#)). Research by ([Zaman & Andriyanty, 2022](#)) and ([Avsec, 2023](#)) in Slovenia found that the development of SMEs has a significant and positive impact on the welfare of the Indonesian people.

H4: Business development has a positive and significant impact on member welfare.

Financing provided by cooperatives to farmer members can be used for additional capital in their businesses, allowing entrepreneurs to operate freely and even open new branches with sufficient capital ([Nasution et al., 2023](#)). Research conducted by ([Sunarti, 2021](#)) shows that cooperative financing has a positive impact on increasing the income of street vendors in Palopo City. This finding is supported by research by ([Hasyuni, 2018](#)), ([Liang et al., 2020](#)) in agricultural cooperatives in China and ([Martos-Pedrero et al., 2025](#)) at agricultural cooperatives in Spanyol, which concludes that cooperatives play a significant role in helping entrepreneurs through financing for business development.

H5: Cooperative financing has a positive and significant impact on business development.

Mentoring is a form of empowerment involving mentors as facilitators, communicators, and dynamic agents to support micro, small, and medium enterprises (MSMEs). This activity includes various forms of support such as facilitation, education, and protection, aimed at improving business capacity, efficiency, and sustainability. Research by ([Kurniawan et al., 2020](#)) and ([Wang & Qiu, 2024](#)) shows that mentoring has a positive and significant impact on business development.

H6: Mentoring has a positive and significant impact on business development.

Training is a short-term educational process systematically designed to enhance participants' knowledge and technical skills in performing specific tasks. This training aims to improve operational ability and work effectiveness. Previous research conducted by ([Septiandika & Fitria, 2022](#)) shows that training has a positive and significant impact on SME development. This research is supported by ([Irawati, 2018](#)), who found that training has a positive and significant impact on small business development.

H7: Training has a positive and significant impact on business development.

The financing provided by cooperatives offers additional capital that enables members to expand or improve their businesses. This increased business capacity leads to higher productivity, allowing the business to grow more rapidly. Through financing, farmers' businesses development, which directly contributes to improved member welfare through increased income ([Ningtyas & Kusuma, 2024](#)).

H8: Business development mediates the impact of cooperative financing on member welfare.

Through mentoring, cooperative members gain management skills and practical knowledge in running their businesses, such as financial management, marketing strategies, and product innovation. This increased competence helps members manage their businesses more effectively, which leads to business development. Business development then becomes a factor that drives member welfare through increased income and business stability(Mubarok, 2018).

H9: Business development mediates the impact of mentoring on member welfare.

Through training, cooperative members acquire new skills that directly support their business operations, such as financial management, marketing, or specialized technical skills in their business areas(Kirana & Saskara, 2016). With these enhanced skills, members can work more productively and efficiently, leading to business development. Business development from training then drives increased income, directly contributing to member welfare.

H10: Business development mediates the impact of training on member welfare

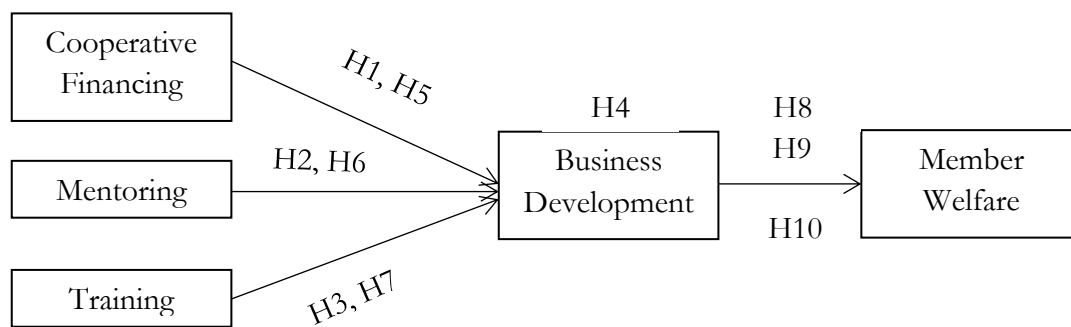


Figure 1.
Hypotheses
Framework
Development

Source: Author’s Compilation (2025).

METHOD

This study uses a quantitative approach with data in the form of numbers analyzed using statistical tools. The analysis results are described in depth to determine the effect of independent variables on dependent variables(Sugiyono, 2012). The data is primary data collected directly from the research location through a Google Form-based questionnaire distributed via WhatsApp and similar platforms and also live interviews.

The population of this study was all farmers of Kopontren Al Ittifaq, totaling 670 people by 2024. The population includes all subjects who have certain characteristics that are the target of the study(Arikunto, 2021). The research sample was taken using a purposive sampling technique based on certain criteria determined by the researcher. The respondent criteria included: 1) Farmer members at Kopontren Al Ittifaq; 2) Members who have registered since the farmer inventory in 2014 and are alumni of the Kopontren Al Ittifaq; 3) Cooperative members who have received cooperative financing services, mentoring, and training from Kopontren Al Ittifaq for at least 5 years. The size of the sample was

established using the ([Hair Jr, 2010](#)) approach. This study set 190 respondents as the maximum limit considering time efficiency, cost, and data validity and reliability.

Using a questionnaire with written research-related questions, data was gathered through interviews. A Likert scale with 1 denoting strongly disagree, 2 denoting differ, 3 denoting neutral, 4 denoting agree, and 5 denoting strongly agree was used to measure the variable indicators. The use of this scale allows respondents to express their level of agreement in a standardized manner, ensuring consistency in measurement across all variables. With the aid of Smart PLS 4.0 software, data analysis was carried out utilizing Partial Least Squares-Structural Equation Modeling (PLS-SEM). This analytical technique was chosen because of its ability to estimate highly complex models that incorporate multiple constructs and indicators simultaneously. Furthermore, PLS-SEM is particularly suitable for examining mediation effects, making it highly relevant to this research, which aims to analyze the role of business development as a mediating variable. By applying this method, the study ensures robust statistical estimation, higher predictive accuracy, and the ability to test both direct and indirect relationships among variables. These indicators ensure that the measurement of the variables is carried out accurately and relevantly, as explained in the following table:

Variables	Indictors	Definition	Scale
Cooperative Financing (X1) (Ma et al., 2025)	Risk Aversion (PEM1)	The degree of risk aversion impacts the interest rates and loan availability.	Likert 1-5
	Cooperative loan (PEM2)	etailers cooperating in a group lending model, reducing individual financial risks.	
	Joint liability (PEM3)	The obligation to repay the loan together as a group, even if one retailer defaults.	
	Supply chain efficiency (PEM4)	The effects of financing models on the operational efficiency of retailers, which is affected by both financing costs and market competition	
	Market competition (PEM5)	The dynamic between cooperation in financing and competition in product sales.	
Mentoring (X2) (Rachmina et al., 2024)	Counseling Support (PDP1)	Mentoring is supported by having experts	Likert 1-5
	Profitability (PDP2)	The success of mentoring can be measured by whether the business units are profitable	
	Business diversification (PDP3)	A strong mentoring program encourages the development of multiple business units, such as production, processing, and marketing	
Training (X3) (Prazeres et al., 2023)	Training Course (PEL1)	Measures how many training programs farmers have attended to improve their skills and knowledge.	Likert 1-5

	Extension Services (PEL2)	Refers to the availability of advisory and training services to help farmers improve agricultural practices.	
	Sociotechnician's role (PEL3)	Involves experienced farmers who provide training and guidance to fellow farmers based on their expertise.	
	Excess Capital (KA1)	Financial resources beyond immediate needs, including savings and access to credit.	Likert 1-5
Member Welfare (Y) (Cannings et al., 2025)	Education (KA2)	The level of formal education attained affects economic opportunities and social mobility.	
	Healthcare Access (KA3)	Availability of healthcare services, influencing physical wellbeing and health outcomes	
	Turnover (PU1)	Total revenue generated by a firm from its business activities over a specific period.	Likert 1-5
Business Development (Z) (Kotamäki, 2025)	Employment (PU2)	Number of individuals employed by the firm, reflecting its workforce size.	
	Total Assets (PU3)	The total value of all resources owned by the firm, including physical and financial assets.	

Table 1.
Research Instrument

Source: Author's Compilation (2025).

The variable indicators in this study were adapted from previous literature (as shown in Table I above). Before use, content validity was tested through discussions with cooperative experts and a limited pilot test on 20 respondents to ensure the suitability of the Kopontren Al Ittifaq context.

To reduce the potential for common method bias (CMB), the questionnaire was designed randomly, using a combination of positive and negative items, and ensuring respondent anonymity. Statistically, Harman's single factor and full collinearity tests were conducted, and the results showed that no single factor dominated (>50%).

In addition to AVE and CR, the reliability of the instrument was also tested using Cronbach's Alpha, and discriminant validity was tested using HTMT. The results showed an alpha value >0.7 and HTMT <0.85, confirming that the instrument is valid and reliable.

JRAK RESULT AND DISCUSSION

15.4

The Al Ittifaq Islamic Boarding School Cooperative (Koperasi Pondok Pesantren Al Ittifaq or Kopontren Al Ittifaq) began its cooperative activities in 1970 but was only officially established as a registered cooperative institution on June 6, 1997. Kopontren Al Ittifaq oversees savings and loan services as well as the marketing of agricultural products. Its

members include students (santri), pesantren administrators, the surrounding community, partner institutions, and market traders in Bandung. Kopontren Al Ittifaq provides savings and financing services based on sharia principles, which means they are offered without deductions or administrative fees.

In its early stages, the savings and loan activities of Kopontren Al Ittifaq faced significant challenges due to the high number of community members failing to repay their loans on time. Over time, these issues were resolved through financial mentoring and training provided by various stakeholders. The cooperative began marketing agricultural products in 1993, but it wasn't until 1997 that it successfully sold vegetables independently to supermarkets. Today, the cooperative produces 134 types of vegetables and fruits, which are distributed to supermarkets, online markets, traditional markets, hospitals, and restaurants in Bandung and Jakarta. Approximately 70% of the marketed products are sourced from farmer groups (poktan) located in various regions, 20% come from the pesantren's land cultivated by students, and the remaining 10% are obtained from traditional markets and partner pesantrens for items that cannot be grown locally. On average, the cooperative generates an annual income of IDR 6 billion. The production flow of Al-Ittifaq's agricultural products includes cultivation, washing, grading, packaging, and wrapping. The cultivation process follows a planting schedule where crops are planted and harvested daily to ensure consistent product availability. Washing removes soil and residue, while grading sorts the cleaned products by physical characteristics into five quality levels: A, B, C, D, and E. Grade A represents the highest quality products sold to supermarkets and official retail partners. Grade B includes high-quality vegetables used for processed food in restaurants around Bandung. Grade C consists of mid-quality vegetables sold in traditional markets. Grade D is used for internal consumption within the pesantren, such as for students, staff, and guests. Grade E includes the lowest quality vegetables, used as feed for fish and livestock. Once graded, the products are packaged using styrofoam containers, plastic trays, or wrapped in plastic. All products are labeled under the brand name "Alif".

Outer Model

Convergent Validity

In this study, one crucial first step in ensuring the validity and dependability of the data that will be utilized later is the use of instruments. The research instruments used have been referred to as instrument standards that have proven their validity and reliability through various previous studies. The validity of the indicators of a variable in the study model is evaluated using the outer loading value. If the outer loading value is more than 0.70, this test can be approved. The following is the evaluation of outside loading used in the development of this study.

Construct	Y	X2	X3	X1	Z	Interpretation
KA1	0.822					Valid
KA2	0.807					Valid
KA3	0.768					Valid
PDP1		0.760				Valid
PDP2		0.753				Valid
PDP3		0.764				Valid
PEL1			0.763			Valid
PEL2			0.718			Valid
PEL3			0.700			Invalid
PEM1				0.741		Valid

PEM2	0.704	Valid	
PEM3	0.787	Valid	
PEM4	0.676	Invalid	
PEM5	0.727	Valid	Table 2. Outer Loading I
PU1	0.792	Valid	
PU2	0.820	Valid	
PU3	0.859	Valid	

Source: Data processing with SmartPLS 4 (2025).

The results of the analysis using SmartPLS 4.0 are presented in the Table 2. In the early stages, it may be said that the outer model value or correlation between constructs and variables has not met convergent validity because there are still several indicators with loading factors below 0.70. Indicators with outer loading values below 0.70 are then deleted because they do not meet the validity criteria. After the process of deleting invalid indicators, a recalculation is carried out. The following is the recalculated outer loading output:

Construct	Y	X2	X3	X1	Z	Interpretation
KA1	0.822					Valid
KA2	0.807					Valid
KA3	0.768					Valid
PDP1		0.760				Valid
PDP2		0.753				Valid
PDP3		0.764				Valid
PEL1			0.763			Valid
PEL2			0.718			Valid
PEM1				0.741		Valid
PEM2				0.704		Valid
PEM3				0.787		Valid
PEM5				0.727		Valid
PU1					0.792	Valid
PU2					0.820	Valid
PU3					0.859	Valid

Source: Data processing with SmartPLS 4 (2025).

Based on Table 3, it can be concluded that all constructs have an outer loading value above 0.7, so that they have met the validity criteria and can continue to further testing.

Convergent Validity

The convergent validity test is a fundamental assessment within the outer model evaluation in structural equation modeling. This test aims to determine the degree to which a latent construct explains the variance observed in its associated indicators, thereby confirming that the indicators are truly representative of the construct they intend to measure. Convergent validity is typically assessed using the Average Variance Extracted (AVE) value, which quantifies the average amount of variance that a construct captures from its indicators relative to the amount due to measurement error. An AVE value exceeding the threshold of 0.50 is generally considered acceptable, indicating that more than half of the variance in the indicators is accounted for by the construct, thus supporting the construct's validity. The following section presents the results of the AVE test for each construct in

the model, providing critical evidence regarding the adequacy of the measurement model and the extent to which the indicators converge to represent their respective latent variables. The following are the results of the average variance extracted test, including the following:

	Variable	Average Variance Extracted
Table 4. Average Variance Extracted	Member Welfare (Y)	0.639
	Mentoring (X2)	0.576
	Training (X3)	0.566
	Cooperative Financing (X1)	0.571
	Business Development (Z)	0.679

Source: Data processing with SmartPLS 4 (2025).

Based on Table 4, all variables in this study have met the criteria for convergent validity decision making using average variance extracted with a cut-off value of 0.5.

Composite Reliability

The composite reliability test is used to assess the internal consistency of the indicators measuring a latent construct in the study. It evaluates how consistently respondents answer the related questions, ensuring that the items reliably represent the underlying variable. Unlike other reliability measures, composite reliability accounts for the factor loadings of each indicator, providing a more accurate estimate of reliability. The results of this analysis, as shown in the table, demonstrate the extent to which the measurement model is reliable and the data collected are consistent. This analysis can be inferred from the table:

	Variable	Composite Reliability
Table 5. Composite Reliability	Member Welfare (Y)	0.841
	Mentoring (X2)	0.803
	Training (X3)	0.839
	Cooperative Financing (X1)	0.841
	Business Development (Z)	0.864

Source: Data processing with SmartPLS 4 (2025).

Based on Table 5, all of the variables in this study had composite reliability values over 0.70, according to the findings of the composite reliability calculation, demonstrating the high degree of dependability of the variables employed. Below is a detailed overview of outer loading value, AVE, and composite reliability, which support the validity and reliability tests in this study:

The cooperative financing variable was measured using five indicators: risk aversion (PEM1), cooperative loans (PEM2), joint liability (PEM3), and market competition (PEM5). These indicators were found to be valid, with outer loadings ranging from 0.704 to 0.787. Since all the loadings exceed the threshold of 0.70, these indicators are deemed to effectively represent the cooperative financing construct. The AVE value for cooperative financing is 0.571, which meets the convergent validity threshold of 0.50, confirming that this construct adequately explains the variance of the indicators. The composite reliability value is 0.841, indicating high reliability in the measurements. The total variance explained by the indicators is 57.1%. Two indicators, PEM3 (joint liability) and PEM1 (risk aversion), showed the highest outer loadings (0.787 and 0.741), indicating these dimensions of financial stability and loan access are most strongly implemented and have a significant

impact on the cooperative financing construct. On the other hand, PEM5 (market competition) and PEM2 (cooperative loan) had slightly lower outer loadings (0.727 and 0.704), which suggests that there is room for improvement in these areas.

The mentoring variable was evaluated using three indicators: counseling support (PDP1), profitability (PDP2), and business diversification (PDP3). These indicators demonstrated validity, with outer loadings ranging from 0.753 to 0.764, which all exceed the threshold of 0.70, indicating that the indicators effectively represent the mentoring construct. The AVE value for mentoring was 0.576, which is greater than the minimum acceptable value of 0.50, confirming convergent validity. The indicators accounted for 57.6% of the variance in the mentoring construct. The composite reliability for mentoring was 0.803, indicating high reliability. Among the indicators, PDP3 (business diversification) and PDP1 (counseling support) had the highest outer loadings (0.764 and 0.760), indicating that expert guidance and the profitability resulting from mentoring are key aspects of the program. However, PDP2 (profitability) showed an outer loading of 0.753, which is acceptable but slightly lower, indicating that business diversification may need further emphasis in the mentoring program.

The training variable was assessed through three indicators: training courses (PEL1), extension services (PEL2), and sociotechnician's role (PEL3). These indicators demonstrated validity, with outer loadings ranging from 0.718 to 0.763, which all exceed 0.70, confirming that they adequately represent the training construct. The AVE value for training was 0.566, surpassing the 0.50 threshold for convergent validity, explaining 56.6% of the variance in the training construct. The composite reliability for training was 0.839, which indicates high reliability in the measurement of this construct. The highest outer loading was observed for PEL1 (training courses) with 0.763; however, PEL2 (extension services) which is acceptable but slightly lower (0.718), suggesting that the role of experienced farmers could be further optimized in future training efforts.

The member welfare variable was measured through three indicators: excess capital (KA1), education (KA2), and healthcare access (KA3). The outer loadings for these indicators ranged from 0.768 to 0.822, which indicates that these items are valid and appropriately capture the member welfare construct. The AVE value for member welfare was 0.639, which exceeds the threshold of 0.50, confirming convergent validity. The indicators explained 63.9% of the variance in member welfare. The composite reliability for member welfare was 0.841, which signifies high reliability. Among the three indicators, KA1 (excess capital) showed the highest outer loading (0.822), indicating that access to financial resources is the most significant factor influencing member welfare. KA2 (education) and KA3 (healthcare access) also had strong outer loadings (0.807 and 0.768, respectively), reinforcing the importance of education and healthcare services in enhancing the overall welfare of cooperative members.

The business development variable was assessed using three indicators: turnover (PU1), employment (PU2), and total assets (PU3). These indicators demonstrated validity, with outer loadings ranging from 0.792 to 0.859, which all exceed 0.70, confirming that they represent the business development construct well. The AVE value for business development was 0.679, which is above the 0.50 threshold, indicating good convergent validity. The indicators explained 67.9% of the variance in business development. The composite reliability for business development was 0.864, indicating high reliability in the measurements. Among the indicators, PU3 (total assets) had the highest outer loading (0.859), suggesting that business assets are a key factor in measuring the success of business

development. The outer loadings for turnover (PU1) and employment (PU2) were also significant, confirming that these elements are crucial to understanding business growth.

Inner Model

After evaluating the model and ensuring that each construct meets the requirements of the reflective indicator model, convergent validity, and composite reliability, the path coefficient, and R-squared test must next be assessed. Each proposed association was statistically tested through simulation based on data that was analysed using PLS.

By looking at the p-value, the results may be utilised to assess the hypothesis in this study based on the data processing that was done. H_a is accepted and H_0 is rejected if each variable's p-value is <0.05 , and vice versa. The results of the hypothesis test in the SmartPLS program can be obtained as follows:

Effects	Original sample	T statistics	P values	Interpretation
X1 → Y	0.280	3.211	0.001	Accepted
X2 → Y	0.216	2.984	0.003	Accepted
X3 → Y	0.164	2.080	0.038	Accepted
Z → Y	0.329	3.509	0.000	Accepted
X1 → Z	0.616	7.711	0.000	Accepted
X2 → Z	0.097	1.101	0.271	Rejected
X3 → Z	0.222	2.681	0.007	Accepted

Table 6.
Direct
Effects

Source: Data processing with SmartPLS 4 (2025).

Based on the Table 6, the findings of the test of the direct effect of cooperative financing on member welfare (H1) have a p-value of 0.001, which is less than the sig cut-off value of <0.05 and T statistic 3.211 which is more than 1.98, as can be seen from the data processing in the above table. Therefore, it can be said that cooperative financing significantly and favourably affects the member welfare.

The findings of the test of the direct effect of mentoring on member welfare (H2) have a p-value of 0.003, which is less than the sig cut-off value of <0.05 and T statistic 2.984 which is more than 1.98, as can be seen from the data processing in the above table. Therefore, it can be said that mentoring significantly and favourably affects the member welfare.

The findings of the test of the direct effect of training on member welfare (H3) have a p-value of 0.038, which is less than the sig cut-off value of <0.05 and T statistic 2.080 which is more than 1.98, as can be seen from the data processing in the above table. Therefore, it can be said that training significantly and favourably affects the member welfare.

The outcomes of the examination of the direct influence of business development on member welfare (H4) have a p-value of 0.000 so that it is less than the sig cut-off value of <0.05 , and T statistic 3.509, which is more than 1.98. So it can be concluded that business development has a positive and significant influence on member welfare.

The results of the test of the direct influence of cooperative financing on business development (H5) have a p-value of 0.000 so that it is less than the sig cut-off value of

<0.05, and T statistic 7.711, which is more than 1.98. Thus, it can be said that cooperative financing significantly and favourably affects business development.

The test findings of the direct effect of mentoring on business development (H6) show a p-value of 0.271, which is more than the sig cut-off value of >0.05, and a T statistic of 0.097, which is less than 1.98. Therefore, it can be said that business support has a small favourable impact but is insignificant on business development.

The results of the test of the direct effect of training on business development (H7) have a p-value of 0.007, is less than the sig cut-off value of <0.05 and a T-statistic of 2.681, which is more than 1.98. Thus, it can be said that training significantly and favourably impacts business development.

Variable Effects	T statistics	P values	Interpretation	Mediation Effects
X1 → Z → Y	3.341	0.001	Significant	Partial mediation
X2 → Z → Y	1.038	0.299	Insignificant	Does not mediate
X3 → Z → Y	2.072	0.038	Significant	Partial mediation

Table 7.
Indirect Effects

Source: Data processing with SmartPLS 4 (2025).

Based on Table 7, the output of the specific indirect effect test to test the business development variable can mediate the effect of cooperative financing on member welfare (H8), a p-value of less than 0.05 (0.001<0.05) is obtained and T statistic 3.341 which is more than 1.98, because cooperative financing has a substantial impact on member welfare, it is thus determined that it is significant when the mediation effect is partial.

A p-value of greater than 0.05 (0.299>0.05) and and T statistic 1.038 which is less than 1.98 was found to assess whether the business development variable can mediate the impact of mentoring on member welfare (H9); hence, it is deemed not significant. The influence of business assistance on member welfare is also not significant so it is concluded that there is no mediation effect.

To analyze if business development mediates the effect of training on member welfare (H10) obtained a p-value of more than 0.05 (0.038< 0.05) and T statistic 2.027 which is more than 1.98. So it is concluded that it is significant where the mediation effect is partial because the influence of training on member welfare is also significant.

R-Square Test

The R-square value is used to measure the extent to which the dependent variable is influenced by the independent variables. Based on the results of the tests conducted, Adjusted R-Square values as follows:

Variable	Adjusted R-square
Member Welfare (Y)	0.596
Business Development (Z)	0.574

Table 8.
Adjusted R-square

Source: Data processing with SmartPLS 4 (2025).

According to Table 8, the adjusted R-square value for the member welfare variable is 0.596 (59.6%), indicating that this variable is influenced by cooperative financing, mentoring, and training, with 40.4% attributed to other factors outside the model. This value falls into the moderate category. For the business development variable, the adjusted R-square is 0.574

(57.4%), showing that it is similarly influenced by the same three variables, with 42.6% due to other factors. This also falls into the moderate category.

These results suggest that cooperative financing, mentoring, and training significantly contribute to member welfare and business development. Cooperative financing provides capital access, mentoring aids in planning and problem-solving, and training enhances members' skills and capacities.

Cooperative financing has a positive and significant impact on member welfare.

Based on the data analysis presented in the table above H1 was accepted. This indicates that cooperative financing has a positive and significant impact on member welfare. In other words, as cooperative financing increases, member welfare also increases, and conversely, when cooperative financing decreases, member welfare also decreases. These findings support previous research conducted by ([Bakara et al., 2023](#)); ([Saputri & Sihotang, 2023](#)), and ([Ristiano & Yurista, 2021](#)), which also indicated that financing significantly influences cooperative member welfare. Research from ([Elzubair, 2024](#)) about the development of cooperatives in Sudan, particularly GAPAs (Gum Arabic Producers' Associations), has been driven by government and international donor support with the aim of increasing gum arabic production and farmers' incomes. However, despite the rapid growth in the number of cooperatives, institutional, financing, and political intervention challenges mean that many cooperatives are still weak in providing tangible benefits to their members. Future efforts need to focus on improving the quality, capacity, and independence of cooperatives. Welfare is the primary goal that a country aims to achieve, especially through poverty alleviation efforts supported by various related programs. One such program is the existence of cooperatives, which play a role in improving the welfare of their members ([Pasaribu & Kusmilawaty, 2024](#)).

Mentoring has a positive and significant impact on member welfare. The results of the direct effect test of mentoring on member welfare show that H2 was accepted. Therefore, it can be concluded that mentoring has a positive and significant impact on member welfare. This means that as mentoring increases, member welfare also increases, and conversely, when mentoring decreases, member welfare also decreases. This research supports previous studies by ([Saputri & Sihotang, 2023](#)); ([Marasabessy & Karman, 2022](#)), which indicated that mentoring positively and significantly affects welfare. The concept of mentoring essentially aims to empower disadvantaged communities or entrepreneurs ([Marasabessy & Karman, 2022](#)). Through mentoring, it is expected that cooperative members can develop their skills and utilize all available resources, which will ultimately improve their welfare and quality of life. According to ([Chollet, 2025](#)), the development of agricultural cooperatives should not only emphasize economic performance, but should also be expanded to include social, environmental, and governance aspects in order to truly contribute to sustainable development. The key to development lies in strengthening organizational capacity, member participation, good governance, and strengthening member mentoring.

Training has a positive and significant impact on member welfare. Based on the direct effect test results of training on member welfare that H3 was accepted. Therefore, training has a proven positive and significant impact on member welfare. This means that as training increases, member welfare will also increase, and conversely, when training decreases, member welfare will also decrease. These findings support research by ([Roestam Afandi, 2024](#)); ([Legi, 2022](#)), indicating that training positively and significantly impacts member welfare. Effectively and efficiently organized training can provide substantial

benefits for participants ([Asyriya, 2020](#)). Cooperatives in Tanzania have great potential to reduce poverty if they are managed in a market-oriented, transparent, and participatory manner, and are supported by financial services and training. Success depends heavily on strong primary cooperatives, the role of gender and youth, and international collaboration. The future agenda emphasizes strengthening organizational capacity, professionalizing management, good governance, and integrating cooperatives with sustainable rural development ([Sumelius, 2015](#)). Optimal training contributes to the enhancement of the participants' welfare. In addition to acquiring new knowledge, participants gain insights, networks, and increased motivation to find employment or start their own businesses. Thus, training indirectly plays a role in improving members' quality of life.

Business development has a positive and significant impact on member welfare.

The direct effect test of business development on member welfare that H4 was accepted. This confirms that business development has a positive and significant impact on member welfare. Therefore, as business development increases, member welfare also increases, and conversely, when business development decreases, member welfare also decreases. These findings support the research by ([Zaman & Andriyanty, 2022](#)), which found that business development has a positive and significant impact on welfare. Business development refers to efforts undertaken continuously to improve the quality, capacity, and competitiveness of a business to achieve peak success ([Pramono & Azis, 2020](#)). Agricultural cooperatives in Slovenia play a dual role as economic and social entrepreneurship organizations. Their development is important not only to improve the competitiveness of small farmers, but also to strengthen social solidarity, environmental sustainability, and holistic rural development ([Avsec, 2023](#)). This process encompasses various aspects, including product and service innovation, operational efficiency improvements, and the application of effective marketing strategies that help increase members' business productivity and efficiency. Business development can increase business turnover, enabling cooperative members to enjoy increased income.

Cooperative financing has a positive and significant impact on business development.

The direct effect test of cooperative financing on business development that H5 was accepted. This indicates that cooperative financing has a positive and significant impact on business development. This means that as cooperative financing increases, business development will also increase, and conversely, when cooperative financing decreases, business development will decrease. These findings support research by ([Sunarti, 2021](#)); ([Hasyuni, 2018](#)), which showed that cooperative financing has a positive effect on income improvement. Financing refers to the provision of funds or similar transactions such as profit-sharing, leasing, service transactions, sales, and borrowing ([Nasution et al., 2023](#)). Government financial support in China has encouraged growth in the number of cooperatives and their membership, but has not directly increased cooperative income or competitiveness. For sustainable development, the policy focus must shift from simply increasing the number of cooperatives to strengthening their capacity, quality, and independence, with strategies tailored to each sector ([Liang et al., 2020](#)). The strength of cooperatives in southeastern Spain lies in their ability to internationalize based on digital innovation, particularly in improving export performance and resilience. However, long-term financial success requires policy support, consolidation among cooperatives, and more in-depth digitalization strategies ([Martos-Pedrero et al., 2025](#)). Financing is carried out based on agreements or contracts in accordance with applicable regulations. Cooperative financing offers lower interest rates and more flexible

terms compared to other financial institutions, which helps entrepreneurs manage finances better, thereby contributing to business development.

Mentoring has a positive and significant impact on business development. The test of the direct effect of mentoring on business development resulted that H6 was rejected. This indicates that, although mentoring has a positive effect on business development, it is not statistically significant. This means that an increase in mentoring will not affect business development. These findings contradict the research by ([Kurniawan et al., 2020](#)), which showed that mentoring positively and significantly affects the development of microenterprises, where mentoring was conducted in a consultative, interactive, communicative, motivational, and negotiable manner, including monitoring, evaluation, financial management, and network development, which resulted in a real impact on business improvement. Business development refers to structured efforts undertaken by an organization to enhance employees' knowledge, skills, and capabilities ([Nasution et al., 2023](#)). The main focus of business development is to increase insight. Mentoring plays a role in providing guidance, knowledge, and effective strategies for managing the businesses run by farmers.

Training has a positive and significant impact on business development. The direct effect test of training on business development that H7 was accepted. Therefore, it can be concluded that training has a positive and significant impact on business development. This means that as training increases, business development will also increase, and conversely, when training decreases, business development will decrease. These findings support the research by ([Septiandika & Fitria, 2022](#)), which showed that training has a positive and significant impact on MSME development. Training aims to enhance skills so that tasks can be completed more efficiently and effectively, while expanding insights to perform tasks more logically. Overall, training is organized to encourage behavior change in participants. This change includes improvements in knowledge, skills, attitudes, and ways of thinking ([Irawati, 2018](#)).

Business development mediates the impact of cooperative financing on member welfare. The analysis of the specific indirect effect revealed that business development can mediate the influence of cooperative financing on member welfare led to the acceptance of H8, indicating that business development serves as a partial mediator. This suggests that cooperative financing enhances member welfare through business development, as optimal business development is necessary for the full impact of cooperative financing to be realized. Improved access to capital allows cooperative members to expand their businesses, increase productivity, and enhance the quality of their products or services, ultimately leading to increased member welfare.

Business development mediates the impact of mentoring on member welfare. This indicates that business development does not significantly mediate the relationship between mentoring and member welfare. Despite the positive influence of business development, it was concluded that other factors are more dominant in linking mentoring to member welfare.

Business development mediates the impact of training on member welfare. The analysis confirmed that business development can mediate the effect of training on member welfare, leading to the acceptance of H10. This finding indicates that business development acts as a mediator, explaining how training can enhance member welfare. The training provided to cooperative members improves their skills, knowledge, and capacity to manage their businesses. As a result, members are better equipped to develop their

agricultural enterprises in terms of operational efficiency, product innovation, and marketing strategies.

CONCLUSION

This study highlights the significant relationships between cooperative financing, mentoring, training, business development, and member welfare within cooperatives. It reveals that cooperative financing, mentoring, and training positively impact member welfare, with business development mediating these relationships. Notably, while training effectively fosters business development, the influence of mentoring on business development was found to be insignificant, likely due to the short duration of the mentoring program and misalignment with members' needs. The study emphasizes the need for future research to explore the long-term effects of mentoring and assess various mentoring approaches. Additionally, it suggests investigating external factors, such as market conditions and government policies, that may influence cooperative success. By addressing these gaps, future studies can enhance understanding of how cooperatives can better serve their members and promote sustainable growth, ultimately leading to improved welfare outcomes for cooperative members.

From a theoretical perspective, this study contributes by expanding the understanding of the mediating role of business development in the relationship between cooperative financing, mentoring, and training on member welfare. The finding that mentoring does not have a significant effect on business development challenges the common assumption in the literature, which usually reports a positive effect. This opens up new avenues of research related to the importance of program suitability to the specific needs of cooperative members.

In practical terms, the findings encourage the management of Kopontren Al Ittifaq to develop more flexible financing schemes, design training programs based on members' real needs (e.g., digital agribusiness and GAP certification), and improve the design of mentoring to be more long-term and aligned with farmers' business contexts. By implementing these adjustments, cooperatives can enhance the effectiveness of interventions and strengthen member welfare.

For future research, studies could examine the long-term impacts of mentoring programs using longitudinal approaches, and explore external factors such as market conditions, government policies, and access to digital technology as moderating variables. Comparative research across cooperatives in different regions is also recommended to enrich the generalizability of findings and provide broader insights into the dynamics of cooperative development and member welfare.

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