
COOPERATIVE MEMBER PERFORMANCE MODEL THROUGH COMPETENCY COLLABORATION AND DIGITAL MARKETING IN PANGANDARAN REGENCY, WEST JAVA, INDONESIA

Joeliaty, Sri Djatnika, Vita Sarasi
Universitas Padjadjaran, Indonesia

Email: joeliaty@unpad.ac.id, sri.djatnika@unpad.ac.id, vita.sarasi@unpad.ac.id

ABSTRACT

This research aims to develop a problem-solving model by measuring the competence, digital marketing, and members' performance of several cooperatives in Pangandaran Regency, West Java Province, Indonesia. This study uses quantitative methods with sequential explanation strategies through direct surveys to several cooperatives in Pangandaran Regency by conducting a structured questionnaire spread using closed questions taken from some literature using a Likert scale and some open-ended questions. Data analysis uses descriptive and verification uses t-test, ANOVA, and R square. This research was conducted to 100 members of cooperatives located in Pangandaran Regency. The reveal that the competence of cooperative members and digital marketing affect the achievement of cooperative members' performance, both partially and simultaneously. Partially, the influence of cooperative members' competence on the performance of cooperative members is 25,4%, while the influence of digital marketing on the performance of cooperative members is 8%. Simultaneously, it was found that the influence of cooperative members' competence and digital marketing on the performance of cooperative members was 25,4% too.

How to cite:

E-ISSN:

Published by:

Joeliaty, Sri Djatnika, Vita Sarasi. (2022). Cooperative Member Performance Model Through Competency Collaboration and Digital Marketing in Pangandaran Regency, West Java, Indonesia. Journal Eduvest. Vol 2(8): 1.514-1.526

2775-3727

<https://greenpublisher.id/>

KEYWORDS

Performance of Cooperative Members, Competence, Digital Marketing



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

According to data from the International Co-operative Alliance (ICA) in 2019, cooperatives or cooperative groups around the world generated a turnover of USD 2,1 trillion while providing the services and infrastructure needed by the community to develop. At least 12% of people worldwide are part of three million cooperatives worldwide and the ICA data states that cooperatives contribute to sustainable economic growth, stable and quality jobs by employing 280 million people worldwide or about 10% of the world's working population (Muharam, 2015).

In addition, the small and medium-sized industrial sector has a real contribution to the eradication of unemployment and rural economic problems. The International Labour Organization (ILO) reports that 60% of workers in developing countries are employed by the informal sector and activities in Micro Small & Medium Enterprises (MSME) businesses including cooperatives. Cooperatives have a very important role because they are able to create markets, develop trade, manage natural resources, reduce poverty, open jobs, build communities and support their families without adequate local government control and facilities (Reddy, 2007).

1. Development of Cooperatives in Indonesia

The development of cooperatives in Indonesia is currently showing a generally positive performance (Muharam, 2015). Cooperatives have successfully increased the contribution of cooperative Gross Domestic Product (GDP) to national GDP from 3,99% in 2016 to 5,1% in 2018. The increase in the contribution of cooperative GDP has had an impact on improving the welfare of members and communities and equitable development of the national economy. The amount of cooperative business volume in 2016 for Rp 67,50 trillion rose to 103% in 2017 to becoming IDR 137,26 trillion, in 2018 it rose 6,3% to IDR 145,86 trillion and in 2019 it rose 5,7% became IDR 154,14 trillion which illustrates that the contribution of cooperatives in the economy also increased.

In addition to facing the industrial revolution 4.0, the development of Information Technology (IT) in Indonesia has also presented various innovations including the development of cooperative start-up models or vice versa cooperative-based start-ups. Demographic bonuses and massive information technology infrastructure have spawned start-ups with smartphone-based services. Start-ups are new business models that are currently in high demand by millennials. Indonesia currently has almost 1.000 start-ups and based on the results of the Indonesian Study Poll in collaboration with the Asosiasi Penyelenggara Jasa Internet Indonesia (APJII) said that internet users reached 171,17 million people. This condition can be an opportunity for the cooperative movement in Indonesia to innovate on the assumption that cooperative values such as democratic management, equality, and justice are perfectly aligned with the millennial lifestyle. The contribution of the largest internet users in Indonesia itself comes from Java Island which is recorded as 54,86%. The majority of internet users in Indonesia take advantage of the use of the internet to carry out various important

activities in the economic field, such as searching for product price (45,14%), browsing for purchase information (37,82%), making online transactions (32,19%) and doing online sales (16,83%). Utilization of the internet on social media can also provide product information to wider customers. The results of the study stated this understanding is useful for the development of marketing plans, because considering particular channels and various marketing stimuli helps attract customers to engage in social media (Chiang et al., 2016).

2. Challenges and Problems of Cooperatives in Indonesia

Some of the characteristics inherent in most cooperatives and at the same time become the source of problems, are the low quality of human resources working in the cooperative sector, low labor productivity, the relatively low quality of goods (not yet certified/standardized), lack of creativity and innovation and adoption of new technologies in production, as well as low understanding of human resources or members in a cooperative to digital competence and digital markets orientation (Dalimunte, 2011).

In addition, in this era of digitalization, several challenges and problems that must be faced by cooperatives have also occurred. The big problems of cooperatives (Samodra et al., 2019), can be identified as: issues of human resources, business model, finance & investment and marketing system. First, Human Resources (HR) includes limited human resources of qualified cooperative managers, cooperative management has not used a professional business management approach, very few young people (millennials) in Indonesia who's interested in cooperatives because they see it as an outdated or less modern model, run by older people and considered lack of innovation, still lack of technological adoption and innovation so that the resulting sales turnover cannot develop properly as it should be;. Second As stated that Institutional Vision of Indonesia 2020-2024 is oriented towards the creation of new jobs. Statistically, labor uptake in the cooperative sector is still not optimal. This is because Indonesia does not yet have a cooperative institutional model. Cooperatives programs that are most dominant today, namely: saving loans (credit union), consumption, and production. Cooperatives are also still seen as legal entities/business entities of a social nature and have not yet viewed as member-based economic institutions that are oriented to profit in order to improve the welfare of their members; Third, Expansion of access and cooperative financing schemes is still limited to internal financing sources and has not utilized more inclusive and investment-based external financing schemes; Finally In general, cooperative production and marketing systems are still conventional and have not been able to take the opportunity to consolidate the market, streamline the supply chain and the needs of MSMEs and lack response to market needs movements as a result of rapid technological development.

3. Influence of Member Competence and Cooperative Performance

The relationship between member competence and cooperative performance is still very rarely discussed by previous studies, so this study will reveal the relationship between member competence and cooperative member performance. One of the efforts so that cooperatives can grow and develop in the era of modernization is the need to increase effective competitiveness through preparation of human resources following the standardization of competencies required because competency differences will occur difference also in the achievement of work/performance (Taylor, 2008). Therefore, the ability of business actors in cooperatives is dependent upon the ability of human resources, because

they are the main source of competitive advantage and management of other sources of excellence (Moran & Brightman, 2000). Changes in business models with digitalization systems lead to recognition of the importance of human resources as a critical tool for organizations that need to be included in the organizational philosophy and also in the strategic planning process because human resources become part of organizational policy development (cooperatives). Therefore, the need to carry out the identification of relevant digital competencies aims to improve HR performance to enable the survival of organizations to achieve competitive success (Brophy & Kiely, 2002).

4. The Effect of Digital Competence on Cooperative Performance

Digital competence itself has a variety of definitions put forward by experts, among others according to (Peña-López, 2010) digital competence is the latest concept that describes a person's skills related to technology.

Reinforced by the opinion expressed by (Ilomäki et al., 2011) digital competence consists not only of skills, but also related to social and emotional aspects of a person to use and understand digital devices. According to (Punie et al., 2006) digital competence is a person's basic skills in ICT and the use of computers to retrieve, assess, store, produce, present, exchange information, communicate and participate in collaboration over the internet network.

Digital competence is also an indicator and measuring tool for a person's ability to be said to have digital capabilities. The dimensions in digital competence include information and data literacy, communication and collaboration, digital content creation, security, and problem-solving (RAHMAN, 2019).

Digital competence can be divided into four core competencies that need to be owned by someone so that it can be said to have digital capabilities (Gibbins, 1997). The first competency is internet search that includes several components. Second, a hypertextual Navigation guide is the member's knowledge of hypertext and hyperlinks, hypertext characteristics, information in the internet and textbooks, how the web works, as well as the characteristics of web pages. Third, evaluation of information content. Lastly, knowledge assembly. Meanwhile stated that there are six types of digital competencies that must be owned by a person, including understanding digital and non-digital formats, creation and communication of digital information, evaluation of information, gathering or compiling knowledge, information literacy and media literacy (BRODEUR & WILSON, 1996).

5. Cooperatives in Pangandaran Regency, West Java, Indonesia

All manufacturers of both goods and services are required to continuously make improvements, refinements, and innovations to improve their competitiveness. The innovation will affect the choice of marketing strategy of a cooperative so that the products made by members in several cooperatives in Pangandaran Regency become better in terms of quality, quantity, and brand name that will bring the cooperative to sustainable competitive advantage in the end. Sustainable competitive advantage is a value that can be created continuously by the company, for its consumers (Sherlin, 2016).

There are 10,171 MSMEs in Pangandaran Regency, one of them engaged in the fish auction, namely The KUD (Minasari) which is one of the largest KUD in Pangandaran Regency. KUD Minasari focuses on the target of the fishing profession members. It was originally named the (marine fisheries cooperative) established on January 2, 1962, by five fishermen and currently has a total of 608 members. In 2018 the number of members' of KUD Minasari reached 760 people, but as of December 2019, the number of members decreased

because as many as 152 members were indicated to be inactive to attend the annual member meeting more than twice, resulting in being excluded from the membership.

The majority of KUD Minasari members have a junior high school education background and currently work as fishermen, and some a few members have a high school educational background.

RESEARCH METHOD

This research is description and verification, using descriptive and explanatory survey methods. The purpose of this research is to acquire the broadest knowledge of a phenomenon at a given time; and examine the relationship between several variables in the study (Hidayat, 2015). In particular, the variables will be focused in terms of: competence, digital marketing, and the performance of cooperative members in Pangandaran Regency, West Java, Indonesia.

1. Respondents

Respondents in this study are active members of cooperatives in Pangandaran Regency. Convenience sampling techniques are used in this study because it makes it easier for researchers to get the information needed but still adjust to the criteria that have been set. The number of populations of this study is unknown because the number of cooperative members in the Pangandaran Regency is not accurately recorded. After all, the data recording system has not run optimally (based on information from administrators in several cooperatives in Pangandaran Regency). Therefore, the sample number of this study is 100 people, count from the results of the calculation of the minimum sample formula if the population number is unknown (Riduwan & Achmad, 2007).

2. Types of Data and Data Collection Procedures

The main data in this study are quantitative but are equipped with qualitative data and obtained primarily and secondarily. First of all, researchers conducted literature studies in advance from previous studies, related literature, data from the Trade and Cooperative Office, Pangandaran Regency SMEs, and various other literature related to research variables to increase the author's knowledge to conduct a more in-depth discussion. Furthermore, researchers collected data in the field through direct observations of cooperative members, interviews with cooperative administrators, and questionnaires containing all three measuring tools and supporting data. Questionnaires were the main collection methods in the study. Questionnaires filled out online through the Google Form site or offline through paper shared with participants.

RESULT AND DISCUSSION

Characteristics of Respondents

Respondents to this study were as many as 100 cooperative members in Pangandaran Regency. The majority of respondents were men (75 people) because most of the cooperative members worked as fishermen who needed more physical strength and went to sea in the middle of the night. In terms of age, more respondents are older than younger, which is dominated by the age category over 50 years (38 people). Based on the level of education, the majority of respondents have completed their primary and secondary education (96 people), but there is also a small percentage of respondents who completed diploma education (4 people). This indicates that the work of cooperative members in the Pangandaran Regency does

not emphasize formal education but rather special skills or skills following the profession of the majority as fishermen.

Respondents were mostly dominated by members of KUD Minasari (63 people) who have stood the longest (since 1962). This cooperative is a producer cooperative that focuses on the agricultural, forestry, and fisheries business sectors. The average member of KUD Minasari works as a fisherman and in addition to accommodating the results of fishermen, but KUD Minasari also has other business sectors such as minimarts, souvenir shops, restaurants, and heavy equipments. Another cooperative, the Minapari Cooperative (as many as 33 respondents) was established in 1982 and is a cooperative producer in the business sector of accommodation and cutlery providers. The rest, there are 2 respondents from KUD Hikmah Jaya Mandiri cooperative (established in 2007, the type of producer of agricultural, forestry, and fishery business sector), 1 respondent from KUD Hikmah Jaya Mandiri (established in 2019, the form of savings and loan cooperative, financial services, and insurance), and 1 respondent from KUD Minataruna (since 2017, the form of producer cooperatives).

Lastly, the majority of respondents had joined the cooperative for more than 12 years each (42 people) and almost all had joined for more than a year. This identifies cooperative members on the research object already very familiar with the cooperatives they participate in because they have long been members.

Table 1. Characteristics of Respondents

	Characteristics	Frequency (people)
Gender	Man	75
	Women	25
Age	18-25 years old	12
	26-30 years old	2
	31-40 years old	14
	41-45 years old	22
	46-50 years old	12
	> 50 years old	38
	Level of education	Primary School
Junior High School		33
Senior High School		37
Diploma 1-3		4
Origin of Cooperation	KUD Minasari	63
	KUD Minapari	33
	KUD Hikmah Jaya Mandiri	1

	KUD Mina Karya	2
D Joined the Cooperative	KUD Minataruna	1
	< 6 months	1
	6-11 month	0
	1-3 month	18
	4-7 month	20
	8-12 month	19
	> 12 months	42

Descriptive Results

In this study, there are three variables, namely, Competence of Cooperative Members (X₁); Digital Marketing of Cooperative Members (X₂); Performance of Cooperative Members (Y).

The competence level of cooperative members in Pangandaran Regency is at a value of 80,75% or is in the high category. The description of the competence of cooperative members per item can be seen in Table 2. The lowest value in this variable is in the 1st statement item, which is about the ability of respondents related to competence, but the item is classified in the high category (74,8%). While the highest value is in the item of the 12th position statement regarding the capabilities possessed relevant to the cooperation of other cooperative members (85,5%).

Table 2. Description of Competence of Pangandaran Regency Cooperative Members

No	Statement	Total Score	Ideal Score	Percentage (Total Score/Ideal Score)	Category per item
1.	I have a lot of potential	374	500	74,8	High
2.	I succeeded in the job	391	500	78,2	High
3.	I've done a good job so far	409	500	81,8	High
4.	I've done very well in some ways at work	390	500	78	High
5.	I was able to do a good job	405	500	81	High
6.	My skills are in accordance with the work done	406	500	81,2	High
7.	With the experience I have, I was able to work quickly	403	500	80,6	High
8.	I'm very competent	377	500	75,4	High
9.	I have knowledge in using equipment, in the work area	415	500	83	High
10.	I have knowledge of the work done	420	500	84	High
11.	I can share knowledge to empower other co-workers	415	500	83	High
12.	With my ability, I am able to work with my co-workers	426	500	85,2	High
13.	I mastered the work that became my main task	418	500	83,6	High

The digital marketing level of cooperative members in Pangandaran Regency is at a value of 69,04% or is in the high category. The description of the cooperative members' digital marketing per item can be seen in Table 3. The lowest value in this variable is in the 4th statement item, which is about whether cooperatives use any metric to measure the digital marketing process. This item is in the category of enough with a value of 64%. While the highest value is in the 5th statement item regarding whether digital marketing is important for a cooperative, which is with 87% and very high categories. The high results of this item show that cooperative members support the digitization of cooperatives that are followed.

Table 3. Description of Digital Marketing of Pangandaran Regency Cooperative Members

No	Statement	Total Score	Ideal Score	Percentage (Total Score/Ideal Score)	Category per item
1.	I am satisfied with the digital skills of today's cooperatives	334	500	67	Enough
2.	I think cooperatives take advantage of the latest digital marketing technologies such as SEO, SEA, and others	327	500	65	Enough
3.	I think cooperatives update their digital technology regularly or adopt new technologies	336	500	67	Enough
4.	I think cooperatives use any metric to measure the digital marketing process	319	500	64	Enough
5.	Digital marketing is important for a cooperative	433	500	87	Very High
6.	I think cooperatives have smart digital marketing strategies.	348	500	70	High
7.	I think cooperatives are better than competitors when it comes to smart digital marketing	341	500	68	Enough
8.	I think cooperatives allocate certain budgets for digital marketing technology	334	500	67	Enough
9.	I think cooperatives update the website periodically	381	500	76	High
10.	I think cooperatives are active on at least one social media platform and website	329	500	66	Enough

The performance level of cooperative members in Pangandaran Regency is at a value of 71,73 or is in the high category. A description of the performance of a cooperative member per item can be seen in Table 4. The lowest value in this variable is in the 3rd statement item, which is about the inability to communicate with other members. The result of this negative item is that the rate is in the low category with a percentage of 49,8%. In other words, the members judged that they could communicate well with each other. While

the highest value is in the 13th and 14th statement items regarding allocating costs incurred by cooperatives for digital marketing and the obligation of cooperatives in managing websites periodically, which is 81% with a high category.

Table 4. Description of Cooperative Member Performance

No	Statement	Total Score	Ideal Score	Percentage (Total Score/Ideal Score)	Category per item
1.	I am involved in the management of cooperatives	355	500	71	High
2.	I understand the principles of cooperatives	363	500	72,6	High
3.	I am not able to communicate well with my fellow members	249	500	49,8	Low
4.	In my opinion, I can give responses and criticism to the strategy that will or is being carried out by the cooperative	389	500	77,8	High
5.	I think cooperatives are able to make decisions in cooperative business situations	390	500	78	High
6.	I think cooperatives are able to lead colleagues under their authority	387	500	77,4	High
7.	I think the cooperative manager is always communicate with his subordinates	402	500	80,4	High
8.	I do not think the cooperative is able to influence its subordinates (INVALID)	259	500	51,8	Low
9.	I think cooperatives reward managers or employees who work well.	389	500	77,8	High
10.	In my opinion, cooperatives do not give warnings or penalties against cooperative managers or cooperative employees who work poorly	289	500	57,8	Enough
11.	I think the cooperative provides facilities that adequately support the performance of the board	387	500	77,4	High
12.	I think cooperatives always serve the aspirations of members	387	500	77,4	High
13.	I think cooperatives manage cooperatives according to cooperative ethics	409	500	81,8	High
14.	I think cooperatives are open to criticism and suggestions from members and colleagues	409	500	81,8	High
15.	I do not think the cooperatives they manage can develop properly	270	500	54	Low

Discussion

Overview of the competence of cooperative members (X_1) in District 48 Pangandaran is reflected from 13 category statement items per item in the high category. The competence of cooperative members following their fields, namely fishermen, the respondents have high competence and campaigning in their work. If we look at the origin of the cooperative 63% comes from KUD Minasari which is located around Pangandaran Beach and the livelihoods of the majority of fishermen. The second-largest KUD from Minasari is located in Bojong Slawe Parigi subdistrict. By 33%, this location near the Port is being processed for development in Pangandaran Regency because it is located on the beach of fishermen's livelihoods.

Digital marketing overview of Pangandaran cooperative members (X_2) is mirrored by 10 question items. Overall, the average digital marketing picture of cooperatives in the Pangandaran Regency is in the high category. When analyzed more than 10 items of questions can be categorized 7 items questions related to digital marketing is quite a category such as satisfaction questions about digital marketing capabilities with only 67% expressed satisfaction, then cooperative questions followed using metrics or anything in digital marketing value is only 64%. Similar questions range in value from 64% to 68%, indicating that knowledge and skills regarding digital marketing are sufficient. In general, respondents do not have enough knowledge with digital marketing because the education level of the majority of respondents is the primary education level of 26%, secondary level as much as 33%, and the high school level as much as 37%, This logical literacy about digital marketing on these 7 items in the category is enough.

Meanwhile 3 question items consist of 2 question items in high categories with a percentage of 70% and 76% and 1 question item in a very high category with a percentage of 87%. To the question "digital marketing is important for a cooperative" the majority of respondents answered very important. The average of the 10 question items receives a result of 69,64% which belongs to the high category with a value range of 68,1% to 84%. When analyzed 69,64% in the high category but if from the distribution as many as 7 items of questions in the category are quite related to digital marketing.

The performance picture of cooperative members in Pangandaran Regency is reflected from 16 statement items in a high category. We eliminate 1 invalid question item, namely question item Y.8, because the validity test result of the r count result $< r$ table as follows $0,146 < 0,197$. Fifteen question items related to the performance of Pangandaran Regency KUD members are 71. When analyzed more deeply in the question system, then there are two items in the low category, namely question item Y.3 "Communication with fellow members" and Y.15 "The confidence of cooperative members cannot develop properly". Low categories exist in cooperative member performance variables, where they perceive communication between members as less effective and member trust in cooperative management, was low. This was also confirmed during the survey and the results of questionnaires where in the past it was not good that the KUD Minasari had slumped before it was taken by chairman H. Jeje Wiradinata. Currently, KUD Minasari has started to move forward and has billions of rupiah turnover in a month.

In the sufficient category, there is one question item, namely Y.10 "Cooperatives do not provide warnings and penalties against cooperative managers or employees who work less well". This illustrates the level of trust of cooperative members in the application of punishment. Furthermore, the remaining 12 question items on the performance variables of cooperative members are in this high category indicating the performance of cooperative members in Pangandaran Regency in the category "high".

Partial hypothesis testing is as follows: the first hypothesis test found that the competence of cooperative members positively affects the performance of cooperative members in the KUD in Pangandaran Regent. This reinforces previous research conducted. This value shows the magnitude of the influence of the competence of cooperative members on the performance of cooperative members by 25,4%, while 74,6% is influenced by other factors. This means the competence possessed today that the majority of livelihoods as fishermen can catch fish and other marine products sold through cooperatives so that cooperative members will get more coop surplus as an indicator of the performance of cooperative members.

In addition, with increasing income, cooperative members will invest in fishing gear such as nets purchased in cooperatives. It is also an indicator of the performance of cooperative members. This result is reinforced by the results of (Arslan & Uzaslan, 2017) which found that the core competencies of female entrepreneurs improve their performance which is certainly the performance of women entrepreneurs. Another research that also reinforces the findings of this research is (Amir et al., 2020) that competence can improve employee performance.

Further testing of the hypothesis found that digital marketing positively affects the performance of cooperative members in the KUD in Pangandaran Regency. The value that shows the magnitude of the influence of digital marketing on the performance of cooperative members is 8%, while 92% is influenced by other factors. This indicates that although digital marketing influences member performance, it is categorized as low. This corresponds to the interpretation of the coefficient of determination, as well as descriptive results where 7 out of 10 questions of digital marketing variables fall into sufficient categories. This is logical because the majority of respondents are members with levels of education between primary school and high school. In addition, the age of the majority of respondents over 50 years of age is 38% or included in the baby boomers born before 1960, whereas in general this generation is less capable with technological developments. It can be concluded that digital marketing has a low effect on the performance of KUD Pangandaran Regency members. This finding strengthens the results of previous research conducted by (Amir et al., 2020) which is that digital marketing can improve the performance of flower traders in Sidomulyo Village, Batu City.

Simultaneous testing of the third hypothesis found that the performance of cooperative members was influenced by the competence of cooperative members and digital marketing by 25,4%, the remaining 74,6% was influenced by other factors that were not studied. When examined more deeply the partial influence of cooperative member competency variables on the performance of cooperative members, compared to simultaneous hypothesis testing the results are the same. This indicates that to improve the performance of KUD Pangandaran Regency, members need to focus on the competence of cooperative members. Furthermore, other researchers can proceed with other factors that affect the performance of cooperative members. This became the findings of the performance model of cooperative members through collaboration between competence and digital marketing in Pangandaran Regency, West Java

CONCLUSION

In general, the competence of cooperative members in the Pangandaran Regency is in the high category because the majority of respondents who are fishermen have high competence and ability in their work. Cooperative digital marketing in Pangandaran Regency is also in the high category, but the results of item analysis and observation show that knowledge and skills regarding digital marketing have not been so high. Lastly, the

performance of cooperative members in the Pangandaran Regency is also in the high category.

The results of hypothesis testing indicate that all three variables relate to the proposed hypothesis, namely that competence and digital marketing positively affect the performance of cooperative members, both separately and together. Partially, the influence of cooperative members' competence on the performance of cooperative members is 25,4%, while the influence of digital marketing on the performance of cooperative members is 8%. Simultaneously, it was found that the influence of the competence of cooperative members and digital marketing on the performance of cooperative members was 25,4%.

This research shows that the performance of cooperative members can be maintained and improved with due regard to their digital marketing competencies and capabilities, but the focus needs to be provided in particular on digital marketing knowledge and skills.

Therefore, we propose that socialization and technical guidance are needed with this digital marketing as well as teaching on the basics of digital marketing. Further research is also needed that analyzes other factors that affect the performance of cooperative members, especially because the results of the partial influence of cooperative members' competence on cooperative performance showed the same results as the simultaneous test of this study

REFERENCES

- Amir, N. O., Sudibyo, R. P., & Hasanah, M. A. (2020). Pengaruh Penggunaan Digital Marketing terhadap Kinerja Pedagang Bunga di Desa Sidomulyo, Kota Batu. *Jurnal Ekonomi Pertanian Dan Agribisnis*, 4(2), 373–383.
- Arslan, R., & Uzaslan, N. T. (2017). Impact of competency-based and target-oriented training on employee performance: A case study. *Industry and Higher Education*, 31(5), 289–292.
- BRODEUR, R. D., & WILSON, M. T. (1996). A review of the distribution, ecology and population dynamics of age-0 walleye pollock in the Gulf of Alaska. *Fisheries Oceanography*, 5, 148–166.
- Brophy, M., & Kiely, T. (2002). Competencies: A new sector. *Journal of European Industrial Training*.
- Chiang, I., Huang, L.-H., & Lo, S.-H. (2016). Measuring the effects of social media marketing: Adoptions, engagement and consequences. *Journal of Digital & Social Media Marketing*, 4(2), 178–190.
- Dalimunte, M. A. (2011). Tujuh Masalah dalam Praktik Koperasi: Mencari Fakta yang Memberi Harapan. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 1(1), 51–57.
- Gibbins, N. (1997). *Paul Gilster's Digital Literacy*, Book Review, 1997 (3) *The Journal of Information, Law and Technology (JILT)*.
- Hidayat, A. A. (2015). *Metode penelitian kesehatan paradigma kuantitatif*. Health Books Publishing.

- Ilomäki, L., Kantosalo, A., & Lakkala, M. (2011). What is digital competence? *Linked Portal*.
- Moran, J. W., & Brightman, B. K. (2000). Leading organizational change. *Journal of Workplace Learning*.
- Muharam, A. (2015). Kementerian Koperasi dan Usaha Kecil dan Menengah Republik Indonesia. Retrieved November, 3, 2015.
- Peña-López, I. (2010). *Are the new millennium learners making the grade. Technology and educational performance in PISA*.
- Punie, Y., Zinnbauer, D., & Cabrera, M. (2006). A review of the impact of ICT on learning, JRC technical notes. *Seville: European Commission, Joint Research Centre*.
- RAHMAN, M. A. L. I. (2019). *ANALISIS DIMENSI KOMPETENSI DIGITAL PADA USAHA MIKRO KECIL DAN MENENGAH DI KOTA BANDUNG*.
- Reddy, M. (2007). Modelling poverty dimensions of urban informal sector operators in a developing economy. *The European Journal of Development Research*, 19(3), 459–479.
- Riduwan, E. A. K., & Achmad, E. (2007). Cara menggunakan dan memaknai analisis jalur (path analysis). *Penerbit: Alfabeta. Bandung*.
- Samodra, J., Pahlevi, A. S., & Hermanto, Y. A. L. (2019). Pasar Desa Digital Berbasis Web Sebagai Media Promosi Bagi Umkm. *Jurnal Karinov*, 2(3), 177–180.
- Sherlin, I. (2016). Pengaruh Inovasi Produk Dan Kinerja Pemasaran Terhadap Keunggulan Bersaing (Studi Kasus Industri Kecil Dan Menengah Batik Kerinci). *Jurnal Benefita*, 1(3), 105–112.
- Taylor, I. (2008). Measuring Competency for Recruitment and Development. *Jakarta: PPM*.