

MEMBER PARTICIPATION AND CAPACITY BUILDING AS DETERMINANTS OF THE SUSTAINABILITY OF THE PROGRAM KOPERASI DESA/KELURAHAN MERAH PUTIH: EVIDENCE FROM SOUTH TANGERANG CITY

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Abstract: The sustainability of the Program Koperasi Desa/Kelurahan Merah Putih has become a strategic issue in strengthening community-based economic development in Indonesia. Despite the government's efforts to promote cooperative development, the sustainability of the program remains challenged by low member participation and limited institutional capacity. This study aims to examine the effects of member participation and capacity building on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City. This study employed a quantitative approach using a survey method. The research sample consisted of 70 respondents selected through purposive sampling. Data were collected using structured questionnaires and analyzed through descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination using IBM SPSS. The results indicate that member participation has a positive and significant effect on program sustainability, whereas capacity building has a positive but insignificant partial effect. Simultaneously, member participation and capacity building significantly affect program sustainability. These findings suggest that enhancing member participation and strengthening institutional capacity are essential strategies for ensuring the long-term sustainability of the Program Koperasi Desa/Kelurahan Merah Putih.

Keywords: *member participation; capacity building; program sustainability; cooperative; Program Koperasi Desa/Kelurahan Merah Putih.*

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1. Introduction

Cooperatives have long been recognized as one of the most important institutional instruments for promoting inclusive and sustainable economic development. Unlike investor-owned enterprises, cooperatives operate based on democratic governance, mutual assistance, voluntary membership, and equitable distribution of benefits among members. Consequently, cooperatives not only contribute to economic growth but also strengthen social cohesion, reduce income inequality, improve financial inclusion, and empower local communities

through collective ownership and participation (International Cooperative Alliance [ICA], 2023; President of the Republic of Indonesia, 1992).

In Indonesia, cooperatives constitute an integral component of the national economic system as mandated by Article 33 of the 1945 Constitution and Law No. 25 of 1992 concerning Cooperatives. As people's economic institutions, cooperatives are expected to improve members' welfare while supporting regional and national economic development. In response to the increasing need for strengthening community-based economic institutions, the Government of Indonesia launched the Program Koperasi Desa/Kelurahan Merah Putih as a strategic initiative to accelerate village and sub-district economic transformation. The program is intended to strengthen cooperative institutions, improve access to productive financing, develop local entrepreneurship, create employment opportunities, and promote sustainable community welfare through professionally managed cooperatives (Saputri & Hardiyanto, 2025).

The implementation of the Program Koperasi Desa/Kelurahan Merah Putih reflects the government's commitment to reinforcing grassroots economic institutions. Nevertheless, establishing cooperatives alone does not guarantee sustainable organizational performance. Numerous cooperatives experience operational stagnation due to weak governance, inadequate managerial competence, insufficient institutional capacity, low business productivity, and declining member participation. These challenges frequently reduce organizational effectiveness and threaten the sustainability of cooperative programs despite continuous governmental support (Mujiyanti, 2023; Pratami et al., 2023).

Among the various determinants of cooperative sustainability, member participation occupies a central position. Participation is regarded as the distinctive characteristic that differentiates cooperatives from other business entities because members simultaneously function as owners, investors, users of cooperative services, and decision-makers. Active participation encourages members to contribute ideas, attend general meetings, provide capital, utilize cooperative services, and monitor organizational performance. Such involvement strengthens organizational accountability, improves governance quality, enhances trust among members, and increases the likelihood of sustaining cooperative activities over time (Listiana et al., 2021; Pratami et al., 2023; Ramadhani et al., 2025).

Conversely, limited member participation weakens organizational legitimacy and reduces members' sense of ownership. Low participation often results in poor decision-making, weak internal supervision, declining business transactions, and inadequate financial contributions from members. Consequently, cooperatives become increasingly dependent on external assistance and face greater difficulty maintaining organizational sustainability. Previous studies consistently indicate that strengthening member participation contributes significantly to organizational commitment, service utilization, institutional performance, and long-term cooperative development (Pratami et al., 2023; Ramadhani et al., 2025).

Another critical factor influencing cooperative sustainability is capacity building. Capacity building refers to a systematic process of improving the knowledge, managerial competence, technical skills, leadership capability, organizational governance, and institutional adaptability of cooperative members and managers. Sustainable cooperative development requires continuous investment in education, training, mentoring, and organizational learning to enhance institutional performance. Cooperatives possessing stronger institutional capacity are generally more capable of adapting to changing economic conditions, utilizing technological innovations, improving service quality, and responding effectively to members' needs (Munawar et al., 2022; Lestari et al., 2025).

Institutional capacity also determines the effectiveness of cooperative governance. Well-trained cooperative managers are more likely to formulate strategic business plans, maintain financial accountability, improve administrative systems, and establish productive partnerships with external stakeholders. These capabilities enable cooperatives to enhance operational efficiency while ensuring the continuity of organizational activities. Therefore, capacity building has increasingly been considered an essential prerequisite for achieving sustainable cooperative development.

From a sustainability perspective, cooperative success should not merely be evaluated through financial performance. Sustainable cooperatives are characterized by their ability to maintain organizational continuity, preserve members' commitment, improve institutional governance, generate long-term economic benefits, and create positive social impacts for local communities. Macagnan and Seibert (2021) argue that cooperative sustainability encompasses economic, social, environmental, and governance dimensions, all of which require strong institutional capacity and continuous member engagement.

Previous empirical studies have demonstrated that member participation positively influences cooperative performance, organizational commitment, and institutional effectiveness. Likewise, capacity-building initiatives improve managerial competence, governance quality, innovation capability, and organizational resilience. However, most previous studies primarily examined cooperative performance, business productivity, or member satisfaction. Empirical evidence concerning the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih, particularly by simultaneously examining member participation and capacity building, remains relatively limited. Furthermore, studies specifically focusing on cooperatives operating in South Tangerang City have received little scholarly attention. This condition indicates the existence of a research gap requiring further empirical investigation.

The novelty of this study lies in its investigation of the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih by integrating member participation and capacity building within a single empirical framework. Unlike previous studies that predominantly focused on cooperative performance or member welfare, this research emphasizes program sustainability as the primary outcome of institutional strengthening. Accordingly, the findings are expected to enrich the literature on cooperative management while providing practical implications for policymakers and cooperative managers responsible for implementing community-based cooperative development programs.

Based on the research gap identified above, this study aims to examine the effect of member participation on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih, to analyze the influence of capacity building on program sustainability, and to investigate the simultaneous effects of both variables on the sustainability of the program in South Tangerang City.

Accordingly, the hypotheses proposed in this study are formulated as follows:

- H1: Member participation has a positive and significant effect on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City.
- H2: Capacity building has a positive and significant effect on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City.
- H3: Member participation and capacity building simultaneously have a positive and significant effect on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City.

2. Research Method

This study employed a quantitative research approach using an explanatory survey design to examine the effects of member participation and capacity building on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City. The explanatory approach was selected because it enables the testing of causal relationships among variables based on empirical evidence obtained from respondents through structured questionnaires.

The research was conducted at Program Koperasi Desa/Kelurahan Merah Putih located in South Tangerang City, Banten Province, Indonesia. The study focused on cooperative members and administrators who actively participated in cooperative activities and possessed adequate knowledge regarding the implementation and sustainability of the program. The population consisted of 200 members and administrators, while the research sample comprised 70 respondents selected using a purposive sampling technique. The sampling criteria included respondents who had been actively involved in cooperative activities and were willing to participate in the survey.

Primary data were collected using a structured questionnaire developed based on the operational indicators of each research variable. All questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from cooperative reports, government regulations, official documents, and relevant literature supporting the implementation of the Program Koperasi Desa/Kelurahan Merah Putih.

The study consisted of two independent variables and one dependent variable. Member Participation (X_1) was measured through five dimensions, namely participation in cooperative planning, organizational activities, capital contribution, business activities, and supervision. Capacity Building (X_2) was measured through indicators reflecting improvements in managerial competence, technical skills, organizational capability, leadership development, education and training, and institutional strengthening. The dependent variable, Program Sustainability (Y), was measured using indicators representing organizational continuity, service sustainability, member commitment, institutional adaptability, organizational development, and the continuity of economic and social benefits generated by the cooperative.

Prior to hypothesis testing, the research instrument was evaluated using validity and reliability tests to ensure that all questionnaire items accurately measured the intended constructs and produced consistent results. Subsequently, the data were subjected to classical assumption tests, including the normality, multicollinearity, and heteroscedasticity tests, to verify the suitability of the regression model.

Data analysis was performed using IBM SPSS Statistics. Descriptive statistics were first employed to describe the characteristics of respondents and the distribution of each research variable. The hypotheses were then tested using multiple linear regression analysis to determine both the partial and simultaneous effects of member participation and capacity building on program sustainability. Partial effects were examined using the t-test, while simultaneous effects were analyzed using the F-test. The explanatory power of the regression model was assessed using the coefficient of determination (R^2). Statistical significance was determined at the 5% significance level ($\alpha = 0.05$).

The multiple regression model employed in this study is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where:

Y = Sustainability of the Program Koperasi Desa/Kelurahan Merah Putih;

α = constant;

β_1, β_2 = regression coefficients;
 X_1 = Member Participation;
 X_2 = Capacity Building; and
 ε = error term.

The acceptance or rejection of each hypothesis was determined based on the significance value (p-value). A hypothesis was accepted when the significance value was less than 0.05 ($p < 0.05$), indicating a statistically significant relationship between the variables under investigation.

3. Results and Discussion

3.1. Results

This section presents the empirical findings of the study on the effects of Member Participation (X_1) and Capacity Building (X_2) on the Sustainability of the Program Koperasi Desa/Kelurahan Merah Putih (Y) in South Tangerang City. The results are presented through respondent characteristics, descriptive statistics, instrument testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing.

Respondent Characteristics

The respondents consisted of 70 cooperative members and administrators participating in the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City. The majority of respondents were actively involved in cooperative activities and had sufficient experience regarding the implementation of the program.

Table 1. Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	42	60.0
Female	28	40.0
Total	70	100.0

The results show that 60.0% of respondents were male and 40.0% were female, indicating that male members were more dominant in cooperative activities.

Descriptive Statistics

The descriptive statistics of the research variables are presented in Table 2.

Table 2. Descriptive Statistics of Research Variables

Variable	Minimum	Maximum	Mean
Member Participation (X_1)	2.60	4.80	3.94
Capacity Building (X_2)	2.40	4.70	3.78
Program Sustainability (Y)	2.80	4.90	4.05

The mean value of Member Participation (3.94) indicates a relatively high level of member involvement in cooperative activities. The mean value of Capacity Building (3.78) suggests that training, mentoring, and institutional strengthening programs were implemented at a moderate-to-high level. Meanwhile, the mean value of Program Sustainability (4.05) indicates that respondents generally perceived the sustainability of the program positively.

Validity and Reliability Tests

All questionnaire items were declared valid because the corrected item-total correlation values exceeded the critical value of 0.30. Furthermore, the reliability test showed that all

variables had Cronbach's Alpha values greater than 0.70, indicating that the research instrument was reliable and suitable for further analysis.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Conclusion
Member Participation	0.842	Reliable
Capacity Building	0.816	Reliable
Program Sustainability	0.871	Reliable

Classical Assumption Tests

The normality test using the Kolmogorov–Smirnov method produced a significance value of 0.200 (> 0.05), indicating that the residuals were normally distributed. The multicollinearity test showed Tolerance values greater than 0.10 and VIF values less than 10, indicating no multicollinearity among the independent variables. In addition, the heteroscedasticity test showed significance values above 0.05, indicating that the regression model was free from heteroscedasticity problems.

Multiple Linear Regression Analysis

The multiple linear regression analysis was conducted to determine the effects of Member Participation and Capacity Building on Program Sustainability.

Table 4. Multiple Linear Regression Results

Variable	B	t-value	Sig.
(Constant)	1.214	2.145	0.035
Member Participation (X_1)	0.563	4.872	0.000
Capacity Building (X_2)	0.148	1.356	0.179

The regression equation is expressed as:

$$Y = 1.214 + 0.563X_1 + 0.148X_2 + \epsilon$$

The equation indicates that:

- the constant value is 1.214;
- the regression coefficient of Member Participation (0.563) is positive, meaning that an increase in member participation tends to increase program sustainability;
- the regression coefficient of Capacity Building (0.148) is also positive, indicating a positive relationship with program sustainability.

Partial Hypothesis Testing (t-test)

The t-test results indicate that Member Participation has a positive and significant effect on Program Sustainability ($t = 4.872$; $p = 0.000 < 0.05$). Therefore, H_1 is accepted. In contrast, Capacity Building has a positive but not significant effect on Program Sustainability ($t = 1.356$; $p = 0.179 > 0.05$). Thus, H_2 is rejected.

Simultaneous Hypothesis Testing (F-test)

Table 5. F-test Results

F-value	Sig.	Conclusion
18.742	0.000	Significant

The F-test shows that the significance value is 0.000 (< 0.05), indicating that Member Participation and Capacity Building simultaneously have a significant effect on Program Sustainability. Therefore, H_3 is accepted.

Coefficient of Determination (R^2)

Table 6. Coefficient of Determination

R	R Square	Adjusted R Square
0.599	0.359	0.340

The Adjusted R Square value of 0.340 indicates that 34.0% of the variation in Program Sustainability can be explained by Member Participation and Capacity Building, while the remaining 66.0% is explained by other variables not included in this study.

Visualization of Regression Coefficients

The comparison of the regression coefficients of the independent variables is presented in Table 4. Table 4 shows that the regression coefficient of Member Participation (0.563) is substantially higher than that of Capacity Building (0.148), indicating that member participation is the more dominant factor influencing the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City.

3.2. Discussion

The findings of this study demonstrate that member participation has a positive and statistically significant effect on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City. This result indicates that the sustainability of cooperative programs is strongly influenced by the extent to which members actively participate in organizational activities, including decision-making, capital contribution, business transactions, supervision, and cooperative development. As a member-based organization, a cooperative relies heavily on active member involvement to maintain institutional legitimacy, operational continuity, and long-term organizational performance.

This finding is consistent with the fundamental principles of cooperative governance, which emphasize democratic participation as the cornerstone of cooperative sustainability. According to the cooperative philosophy established by the International Cooperative Alliance (ICA), member participation represents not only a governance mechanism but also a strategic asset that strengthens accountability, transparency, organizational commitment, and collective ownership. Consequently, cooperatives with highly engaged members are generally more capable of adapting to organizational challenges while maintaining sustainable business operations.

The empirical findings also support previous studies conducted by Pratami et al. (2023), Ramadhani et al. (2025), and Listiana et al. (2021), which concluded that member participation significantly improves cooperative performance, organizational effectiveness, and institutional resilience. Active participation enhances members' trust in cooperative management, increases the utilization of cooperative services, strengthens internal supervision, and encourages members to contribute to organizational development. These conditions ultimately create a sustainable organizational ecosystem capable of maintaining long-term program implementation.

In the context of the Program Koperasi Desa/Kelurahan Merah Putih, member participation becomes increasingly important because the program is designed as a community-based development initiative. The sustainability of the program therefore depends not only on government intervention but also on the willingness of members to actively participate in planning, implementation, monitoring, and evaluation. This finding confirms that sustainable

cooperative development requires strong social commitment from cooperative members rather than merely administrative compliance with government regulations.

The second finding reveals that capacity building has a positive but statistically insignificant effect on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih. Although the regression coefficient indicates a positive relationship, the statistical result suggests that improvements in institutional capacity alone have not yet produced a substantial contribution to program sustainability.

Several explanations may account for this finding. First, most cooperatives participating in the Program Koperasi Desa/Kelurahan Merah Putih are relatively new organizations that remain in the institutional development stage. Consequently, education, training, technical assistance, and managerial development programs have not yet generated measurable organizational outcomes. Capacity-building initiatives generally require sufficient time before improvements in managerial competence, institutional governance, and organizational performance become observable.

Second, capacity-building programs may not yet be fully aligned with the practical needs of cooperative managers and members. Training activities that emphasize theoretical knowledge without continuous mentoring, technical assistance, or organizational coaching often produce limited organizational impact. Therefore, strengthening institutional capacity should be viewed as a long-term investment rather than an intervention expected to generate immediate improvements in program sustainability.

Although the partial effect of capacity building was statistically insignificant, its positive regression coefficient indicates that continuous institutional development remains essential for strengthening cooperative resilience. This finding is broadly consistent with previous studies by Munawar et al. (2022) and Lestari et al. (2025), which argue that education, leadership development, organizational learning, and managerial competence contribute to organizational sustainability over the long term, although their effects may not always be immediately observable.

Another important finding of this study is that member participation and capacity building simultaneously exert a positive and statistically significant effect on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih. This result demonstrates that cooperative sustainability cannot be explained by a single organizational factor. Instead, sustainable cooperative development emerges from the interaction between active member engagement and continuous institutional strengthening.

The simultaneous significance of the regression model indicates that institutional sustainability is achieved when participatory governance is supported by adequate organizational capacity. Active members contribute legitimacy, commitment, and organizational support, while capacity building enhances managerial capability, institutional effectiveness, and organizational adaptability. Together, these complementary factors strengthen cooperative resilience and improve the ability of cooperatives to maintain sustainable operations.

The coefficient of determination further indicates that member participation and capacity building explain only part of the variation in program sustainability. This finding implies that additional determinants, including leadership effectiveness, organizational culture, governance quality, financial performance, digital transformation, government support, innovation capability, and stakeholder collaboration, may also influence the long-term sustainability of cooperative programs. Future studies are therefore encouraged to incorporate these variables to develop a more comprehensive model of cooperative sustainability.

This study contributes to the cooperative management literature by providing empirical evidence regarding the determinants of sustainability within the Program Koperasi Desa/Kelurahan Merah Putih, a government initiative that has received limited academic attention. Unlike previous studies that mainly focused on cooperative performance or member welfare, this research specifically examines program sustainability as the primary organizational outcome. Consequently, the study extends the existing literature by demonstrating that member participation represents the dominant determinant of sustainability, while capacity building functions as a supporting institutional mechanism whose contribution is strengthened when implemented alongside active member engagement.

From a practical perspective, the findings suggest that policymakers should prioritize strategies that encourage greater member participation through transparent governance, democratic decision-making, improved communication, and incentives for active involvement in cooperative activities. Simultaneously, capacity-building programs should be redesigned to emphasize continuous mentoring, competency-based training, digital literacy, financial management, and institutional governance rather than relying solely on short-term training programs. Such integrated strategies are expected to strengthen the long-term sustainability of the Program Koperasi Desa/Kelurahan Merah Putih and enhance its contribution to inclusive local economic development.

4. Conclusion

This study examined the effects of member participation and capacity building on the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih in South Tangerang City. The empirical findings demonstrate that member participation has a positive and statistically significant effect on program sustainability, indicating that active involvement of cooperative members in organizational governance, decision-making, business activities, and supervision constitutes a fundamental determinant of sustainable cooperative development. In contrast, although capacity building shows a positive relationship with program sustainability, its partial effect is not statistically significant. Nevertheless, the simultaneous analysis confirms that member participation and capacity building jointly exert a significant influence on the sustainability of the program, suggesting that both variables collectively contribute to strengthening cooperative resilience.

The findings highlight that sustainable cooperative development cannot rely solely on institutional strengthening through education and training. Rather, sustainability is primarily achieved when capacity-building initiatives are accompanied by meaningful member participation that promotes organizational ownership, accountability, and collective commitment. This result reinforces the importance of adopting an integrated approach that combines participatory governance with continuous institutional development to enhance the long-term effectiveness of the Program Koperasi Desa/Kelurahan Merah Putih.

The novelty of this study lies in its empirical examination of the sustainability of the Program Koperasi Desa/Kelurahan Merah Putih, a recently introduced government initiative that has received limited scholarly attention. Unlike previous studies that predominantly focused on cooperative performance, organizational effectiveness, or member welfare, this research positions program sustainability as the primary outcome variable and demonstrates that member participation is the dominant determinant of sustainability, while capacity building serves as a complementary institutional mechanism that reinforces organizational resilience.

From a practical perspective, the findings suggest that government agencies, cooperative managers, and other stakeholders should prioritize policies that encourage active member participation through transparent governance, democratic decision-making, and stronger member engagement. Capacity-building programs should also be redesigned to emphasize continuous mentoring, competency-based training, digital capability development, financial management, and institutional governance rather than relying solely on short-term educational activities.

This study is subject to several limitations. First, the research was conducted only in South Tangerang City, which may limit the generalizability of the findings to other regions. Second, the study examined only two explanatory variables, whereas other organizational and environmental factors may also influence program sustainability. Future research is therefore recommended to include additional variables, such as leadership, organizational culture, governance quality, innovation capability, digital transformation, government support, and stakeholder collaboration, while expanding the geographical scope to provide a more comprehensive understanding of the determinants of sustainable cooperative development.

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