



## THE ROLE OF PARTICIPATION, INNOVATION CAPABILITY AND MEMBER'S TRUST IN COOPERATIVE PERFORMANCE, WITH MEDIATION OF COOPERATIVE MEMBERS' COMMITMENTS (STUDY ON COOPERATIVE BOARDING BOARDS IN MATARAM CITY IN 2020)

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**Abstract:** This study aims to determine the effect of the role of member participation, ability to innovate, and member trust on cooperative performance mediated by member commitment. The study was conducted at three cooperative boarding schools in the city of Mataram. The method used in this research is a survey method with path analysis. The population in this study were 257 members of the cooperative with a sample of 157 people. Sampling was carried out using the slovin formula. The research instrument is in the form of closed questions on all research variables with 5 alternative answers following the linkert scale. Based on the results of the study, it was concluded that there was an influence of the ability to innovate, and the trust of members on the performance of the cooperative, either directly or mediated by the commitment of members with a value of Sig < 0.05 . Meanwhile, member participation has no effect on cooperative performance, either directly or mediated by member commitment.

**Keywords:** participation, innovation, trust, performance, commitment, influence.

### INTRODUCTION

In the midst of the complexity of the development of the number of Islamic boarding schools, both in quantity and quality, the existing Islamic boarding schools not only specialize in studies in traditional sciences but also in modern science studies. This means the study of science that is relevant to the demands of changing times. The development and increase in the number of Islamic boarding schools is certainly seen as something positive. This is due to the impact on the community, either directly or indirectly, especially the impact in efforts to develop science. The Islamic Boarding Schools Database (PDPP) of the Ministry of Religion of the Republic of Indonesia stated that the number of registered Islamic boarding schools in Indonesia in 2020 reached 27,722 units with a total of 4,173,494 active students spread across various regions in Indonesia. Islamic boarding school can be developed into an educational institution based on the people's economy and a center for the economic development of the people. It can take various forms, *entrepreneurship*

education, initiation to initiate the formation of Non-Bank Financial Institutions (NBFIs) such as mini banks and/or Islamic boarding school cooperatives (Kopontren).

Kopontren has a strategic and central role in economic development efforts, both internal (for pesantren) and external (community) roles. The concept of prospering members becomes the basis for the management in managing cooperatives which is interpreted by focusing on the efforts that are actually needed by cooperative members. Management that serves the needs of non-members or the general public, is considered an activity that is less relevant to the meaning of the welfare of cooperative members. This condition makes the management focus on businesses that are oriented towards meeting the needs of members and do not expand their business to meet the needs of non-members. Pondok Pesantren Cooperatives are economic institutions located in Islamic boarding schools, which become a medium for students to practice work, so that there is a balance of patterns of religious education and entrepreneurship education (Sujianto, 2011). With entrepreneurship education, it is expected to be able to equip students with various abilities according to the times, especially with regard to the needs of the community around Islamic boarding schools.

However, Islamic boarding school cooperatives still face serious obstacles regarding the availability of professional human resources and the application of management. As there is no clear separation between the foundation, madrasa leaders, teachers and administrative staff. There is no transparency of financial sources, the role of education management has not been distributed, there are many administrative arrangements that do not comply with standards, and work units do not run according to standard organizational rules (Masyhud and Khusnurdhilo, 2004: 19).

Several Islamic boarding schools in the city of Mataram have Kopontren, but due to lack of participation and innovation, Kopontren experience slow development. This is inseparable from the lack of participation and innovation from the cooperative management. Apart from that, management aspects, which of course are involved, are a factor so that the Kopontren in a number of Islamic boarding schools in Mataram can be said to be suspended.

**Table 1. Number of Islamic Boarding School Cooperative Members in Mataram City  
Period 2018 – 2020**

Kopontren Member	Year			Average Growth (%)
	2018	2019	2020	
Kopontren Nurul Jannah NW	59	51	51	0.53
Al-Madaniyah Kopontren	72	100	111	0.94
Kopontren Ar – Raisiyah	98	95	95	0.96
<b>Total</b>	<b>229</b>	<b>246</b>	<b>257</b>	<b>2.4</b>

**Source: Primary Data Processed**

It is very clear from the 3 Kopontren that 2 of them have decreased the number of members from year to year, only 1 Kopontren has increased the number of members from year to year, but it is almost the same as the other 2 Kopontrens This Kopontren also has an increase in the number of members but in terms of business units there were no significant changes from the previous year.

**Table 2. Business Development of Islamic Boarding School Cooperatives in Mataram  
City in 2018 to 2020**

Total Business Unit	Year (in millions of rupiah)	Average Growth (%)
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	2018	2019	2020	
<b>Kopontren Nurul Jannah NW</b>	4	4	4	0.04
<b>Al-Madaniyah Kopontren</b>	2	2	2	0.02
<b>Kopontren Ar – Raisiyah</b>	4	4	4	0.04

**Source: Primary Data Processed**

When viewed from the business units from year to year in these three kopontren there is absolutely no change (*stagnation*), where at Kopontren Nurul Jannah NW until now still survives in 4 business units including, convenience stores, Savings and Loans Business Unit, Online Business electricity credit, photocopying and binding, although unlike a few years ago the income that Kopontren got from these 3 business units, at least Kopontren is still active / not out of business.

The main capital of cooperatives to grow and develop is the trust of the community, so every company needs to maintain and continue to increase the trust that has been given by consumers. Trust from consumers cannot be bought and trust can only be proven by real actions, which must be proven for years and even years. The trust generated between consumers and companies is central to the formation of mutually beneficial relationships that lead to customer loyalty (Lele and Jagdish, 2007).

Efforts to maintain the trust of cooperative members are a must so that a cooperative can maintain its viability through the establishment of mutually beneficial relationships that lead to the loyalty of cooperative members. The element of trust from members in a cooperative that is able to create high member loyalty, consists of at least 3 (three) elements, namely the element of integrity, the element of credibility and the element of competence possessed by the cooperative concerned (Liu, Tsung-Chi and Wu, 2007). This requires a spirit of commitment in the organization.

Organizational Commitment in an Islamic Perspective A strong belief to keep trying earnestly and working hard without giving up in achieving maximum results must be owned by employees in achieving common goals. With this sincerity, it will encourage consistency in employees to carry out the consequences of all risks for the vows that have been made both physically and mentally.

**Table 3. Development of Remaining Operating Results  
Kopontren in Mataram City in 2018 to 2020**

Remaining Operating Results	Year (in Thousand Rupiah)			Average Growth (%)
	2018	2019	2020	
<b>Kopontren Nurul Jannah NW</b>	6,432,200,-	4,528,200,-	4,128,220,-	<b>-18.5</b>
<b>Al Madaniyah Kopontren</b>	22,080,249,-	43,276,680,-	75,646,835,-	<b>84.5</b>
<b>Kopontren Ar – Raisiyah</b>	10.215.000,-	5,690,000,-	4.020.000,-	<b>-36.5</b>

**Source: Primary Data Processed**

Based on table 3 above, the average growth of pesantren is experiencing problems. Only the Al Madaniyah Islamic boarding school cooperative showed a positive average growth. Based on the initial analysis, the problem occurred due to a lack of participation, commitment, innovation, and member welfare, making the performance of the Islamic Boarding School Cooperative not as stretched as it used to be, plus the current pandemic era has made Kopontren increasingly helpless, even these 2 Kopontren do not hold an Annual Member Meeting. (RAT) physically, including in 2018 - 2020 Kopontren Nurul Jannah did not hold a RAT, while at Kopontren Ar-Raisiyah in 2020

it did not do RAT and was constrained by very strict government regulations in handling the current covid case.

## LITERATURE REVIEW

Cooperatives are a collection of people who work together to meet one or more economic needs or work together to do business, so it can be clearly distinguished from business entities or economic activity actors who prioritize capital (Widiyanti, 2019:16-18). As a forum for business development, cooperatives are expected to improve the welfare of members and at the same time foster the spirit of economic democracy in society (Baswir, 2000:11). Basically the government has made it easy for the community to establish cooperatives. The community is more free to determine the scale or type of cooperative business according to the interests of members, without being tied to the name and working area of the cooperative (Marsudi and Arief, 2011). Cooperative management requires professional human resources and good performance management. Performance management is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve organizational goals (Moehariono, 2012). According to Djoko Muljono (2012) the concept performance is an abbreviation of work energy kinetics in English is *performance*, the term *performance* is often also Indonesianized as performance. Cooperative management is managing the cooperative and its members, submitting a cooperative work plan, and making financial reports and responsibilities.

Cooperative performance is the work order carried out by cooperatives in carrying out their business activities in order to achieve predetermined goals, for example regarding cooperative capabilities, efficiency, effectiveness, cooperative growth, and others (Wirawan, 2009). According to Atkinson (2012), an effective performance appraisal system should contain performance indicators, namely: 1) Paying attention to every activity of the organization and emphasizing the customer perspective; 2) Assess each activity using performance measurement tools that impress customers; 3) Paying attention to all aspects of performance activities comprehensively affecting customers, and 4) Providing information in the form of feedback to help organizational members identify problems and opportunities for improvement. Honggren, Charles T., (1996), mentions several requirements for a good performance measure, among others: related to organizational goals; balance between long term and short term; reflects the key activities of management, has an effect on the actions of employees; easily understood by employees, used as a basis for performance evaluation and determination of remuneration; have a role other than a role in controlling and providing feedback on the planning and decision-making processes.

On the other hand, efforts to improve the performance of cooperatives is through the achievement of goals and objectives either through increased service to members and increase the ability of cooperatives to obtain net income (SHU), the cooperative as an economic institution needs to improve competitiveness by referring to the efficiency and effectiveness in running his efforts. The best way to run a business efficiently and effectively is through the implementation of a good management system. One of the most influential management functions in increasing efficiency and effectiveness is control, in addition to planning, organizing and implementing. This is considering that in cooperative organizations, members as owners and users of cooperative services are based on the principle of identity, therefore it is necessary to increase the ability of members to exercise control through member meetings and outside member meetings. Thus, to improve performance, the participation of cooperative members is needed.

Member participation is the involvement of both mentally and emotionally people who encourage them to do business or cooperation in cooperatives by contributing or their participation in cooperatives in order to achieve the expected goals (Furtwengler, 2002). In order to increase member participation as well as one of the factors to increase the satisfaction of Kopontren members (Busro, 2018) setting the right strategy in running a business must also balance it with better service quality and performance. Satisfaction is a person's feelings of pleasure or disappointment that arise after comparing perceptions or impressions of the performance or results of a product and the expectations of members (Lupiyoadi, 2001). Cooperative participation is the participation of members in cooperative activities, both in favorable and unfavorable conditions. Those who can become members of a cooperative are every Indonesian citizen who is able to take legal action that meets the requirements as stipulated in the Articles of Association (Muljono, 2015). Member participation is a member's willingness to assume obligations and carry out his membership rights responsibly. If most members of the cooperative have carried out their obligations and carried out their rights responsibly, then the participation of the members of the cooperative concerned is said to be good. If it turns out to be a little like that, then the participation of the members of the cooperative is said to be bad or low. Participation is needed to reduce poor performance, prevent deviations and hold cooperative leaders accountable. Member participation is often referred to as a development tool as well as an end in itself. Some authors believe that participation is a basic human need and right (Khasan Setiaji, 2009). Participation plays a decisive role in the development of cooperatives. Without the participation of members, the cooperative will not work efficiently and effectively. It is for this reason that participation is included in the cooperative comparative test. A cooperative can succeed in competition (compete with non-cooperative companies), but it will be meaningless if members do not take advantage of the advantages they have. Members must participate in achieving cooperative goals (Hendar, 2010). High member participation will foster member commitment in cooperative activities.

Commitment is a condition of a member/employee who favors a particular organization, as well as his goals and desires to maintain his membership in the organization (Robbins and Judge, 2014). Commitment is defined as the relative strength of an individual in involving himself with the organization. (Busro, 2018). commitment can be characterized in three dimensions, namely: 1) a strong belief in the mission and goals of the organization; 2) Willingness to sacrifice for the sake of the organization's goals and 3) Have a desire to build a long-term relationship with the Organization. These three dimensions do not only appear in the form of real behavior but also need to be embedded in feelings. The relationship between communication effectiveness and commitment is revealed in the writing of Sharma and Patterson (1999), which shows that there are factors that influence commitment, namely communication effectiveness, functional quality, technical quality, and trust. True commitment is a commitment that comes from within that will never fade / fade despite facing various obstacles, temptations or heavy trials in life (Dariyon, 2003).

According to Arif (Hendar, 2010), the problem of "membership commitment" will always be actual, especially when cooperatives must always compete with other non-cooperative organizations. The commitment of cooperative members to cooperatives will not be a problem as long as the services needed by members can be met by the cooperative itself. The strength of cooperatives lies in the number of members and their ability to assume obligations and carry out their rights as members. The more members who are able to assume their rights and exercise their rights, the greater the opportunity for this cooperative to develop (Widiyanti, 2002). The success or failure of a cooperative organization is not only caused by members who have a high commitment and in its management there is always coaching through education and training for its members, the

ability of cooperative management to run cooperatives also needs to be considered. Cooperative administrators who are able to carry out cooperative operational activities will cause cooperative members to be more enthusiastic about working together. This of course can increase the commitment of members in the cooperative. The commitment of members in the cooperative is also influenced by the ability to innovate

Innovation is a kind of change of genus. Innovation as intentional, new, specific changes to achieve system goals (Sulaiman, 2016). Syarbani (2012), innovation starts from small and specific things, which means it involves small and limited funds and people, and is shown to reach a small and limited market. According to (Siwi, 2020) Innovation is a renewal, something new discovery, in the form of ideas, methods, tools, products or other results. Something new is not the same shape as the existing or previously known. According to Umam (2019) innovation in research, development, and or engineering activities carried out intending to develop practical applications of new scientific values and problems or new ways to apply existing science and technology into products or production processes.

Entrepreneurship is an innovation and creativity to take advantage of opportunities to create changes that create positive value for themselves and those around them (Margahana, 2020). In order for cooperatives to be able to compete with other economic business entities, cooperatives should have added value. Innovation does not mean producing something more sophisticated and efficient, but producing solutions to meet customer needs and assist them in those solutions. Human resources (HR) in cooperatives are the spearhead in cooperative development when these human resources are able to put the entrepreneurial spirit into performance. According to Ropk (2003), without entrepreneurial performance there will be no innovation, and without innovation there will be no economic development. This also applies in the development of cooperatives, the entrepreneurial spirit of cooperative human resources plays a very positive role. With the growth of the entrepreneurial spirit of cooperative human resources, it will also foster member confidence in cooperatives.

The main capital of a company to grow and develop is the trust of the community, so every company needs to maintain and continue to increase the trust that has been given by consumers. Trust from consumers cannot be bought and trust can only be proven by real actions, which must be proven for years and even years. The trust generated between consumers and companies is central to the formation of mutually beneficial relationships that lead to customer loyalty (Lele and Jagdish, 2007). Efforts to maintain the trust of cooperative members are a must so that a cooperative can maintain its viability through the establishment of mutually beneficial relationships that lead to the loyalty of cooperative members. The element of trust from members in a cooperative that is able to create high member loyalty, consists of at least 3 (three) elements, namely the element of integrity, the element of credibility and the element of competence possessed by the cooperative concerned (Liu, Tsung-Chi and Wu, 2007).

Confidence or *trust* in general can be interpreted as a confidence to the other party because that party can be trusted. A person or company can be trusted because they have high integrity associated with qualities such as being consistent, competent, honest, fair, responsible, very helpful, and kind (benevolence) (Mokhamad Arwani, 2011). Trust is the basis of a person in acting based on the norms adopted in his environment (Mahamit, Y, 2016). The trust that grows in the group is the glue for the establishment of cooperation between group members. So that with the growing sense of trust between members in a group, members can be more confident in the group. The components of trust are: 1) Credibility. Credibility means that employees are honest and their word

can be trusted. Credibility has to do with the words, "The author can trust what he says about ..." other related forms are *believability* and *truthfulness* ; 2) Reliability. Reliability means something that is *reliable* or can be relied upon. This means relating to individual/organizational qualities. Reliability has to do with action; "The author can trust what he's about to do." Other related forms are *predictability* and *familiarity*; 3) *Intimacy* . The related word is integrity, which means that employees have qualities as employees who have strong moral principles. Integrity indicates *internal consistency* , there is a match between what is said and done, there is consistency between thoughts and actions. In addition, integrity also shows sincerity.

## RESEARCH METHODS

This research was conducted in 3 Islamic boarding schools cooperatives in Mataram City, West Nusa Tenggara Province, namely: 1) Nurul Jannah Islamic boarding schools cooperatives NW; 2) cooperative boarding school Al - Madaniyah and 3) cooperative boarding school Ar - Raisiyah. The research was conducted for 6 months, from April to October 2021 to be exact. The research used a correlational descriptive quantitative approach, which explains the causal relationship of a number of writing variables. The writing method used is a survey method, the survey is carried out using a closed questionnaire. In addition, Malhotra (2006), reveals that the quantitative approach is a writing methodology that seeks to quantify data and usually applies certain statistical analysis. Based on the dominant type of data processed in the form of numbers, this writing is a quantitative writing category (Sekaran, 2007). The tool used in this writing is a questionnaire distributed to a sample of a predetermined population. Respondents in this study amounted to 157 people with an age range of 21-47 years and divided into 2 sexes, namely male and female. Respondents came from different occupational backgrounds, ranging from employees, security, housewives, traders, entrepreneurs, honorary employees, sailors, teachers and students. The difference in background creates a different perspective on the performance of the boarding school cooperative which is the point of research. All respondents are members of the boarding school cooperative that the researchers will examine, namely the Al-Madaniyah Kopontren, the Ar-Raisiyah Kopontren and the Nurul Janah Kopontren. The religion and belief adopted by all respondents is Islam with the same cultural background, comes from the city of Mataram or has lived in the city of Mataram for more than 10 years.

Population According to Widayat (2004:58), the population is a unit of a collection of elements that have a number of general characteristics, which consist of fields to be studied. With the limitation of this understanding, the population in this writing is the members of the Islamic Boarding School Cooperative at the Islamic Boarding School Cooperative in Mataram City, totaling 257 people. Sample According to Arikunto (2006:109), the sample is part or representative of the population being studied. The sample at this writing is determined by the Slovin formula . The number of samples is 157 people. The sampling technique was carried out using the *Non Probability Sampling* technique, namely the *Purposive Sampling* technique, namely the *sampling* technique with certain considerations (Sugiyono, 2002). Data collection techniques through interview techniques, questionnaires and documentation.

## FINDING AND DISCUSSION

Based on the results of the study obtained the following data:

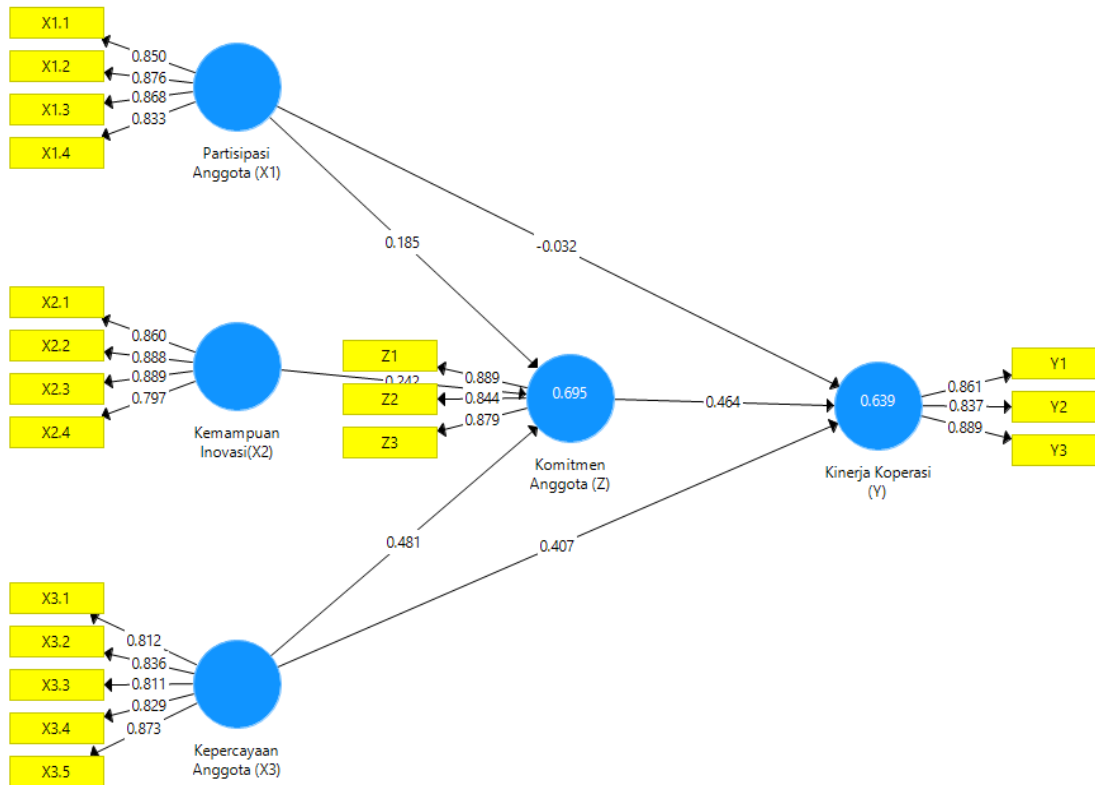


Figure 1. Structural equation analysis model

Table 3. Hypothesis Test Results

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Innovation Ability(X2) -> Cooperative Performance (Y)	0.112	0.115	0.050	2,231	<b>0.026</b>
Innovation Ability(X2) -> Member Commitment (Z)	0.242	0.246	0.090	2,683	<b>0.008</b>
Member Trust (X3) -> Cooperative Performance (Y)	0.630	0.624	0.108	5,820	<b>0.000</b>
Member Trust (X3) -> Member Commitment (Z)	0.481	0.479	0.087	5,510	<b>0.000</b>
Member Commitment (Z) -> Cooperative Performance (Y)	0.464	0.465	0.092	5,072	<b>0.000</b>
Member Participation (X1) -> Cooperative Performance (Y)	0.054	0.058	0.138	0,389	<b>0.697</b>
Member Participation (X1) -> Member Commitment (Z)	0.185	0.183	0.108	1,716	<b>0.087</b>



## Indirect Influence

Table 4. Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (  O/STDEV  )	P Values
Member Participation (X1) -> Member Commitment (Z) -> Cooperative Performance (Y)	0.086	0.084	0.051	1,677	<b>0.094</b>
Innovation Ability(X2) -> Member Commitment (Z) -> Cooperative Performance (Y)	0.112	0.115	0.050	2,231	<b>0.026</b>
Member Trust (X3) -> Member Commitment (Z) -> Cooperative Performance (Y)	0.223	0.224	0.062	3,584	<b>0.000</b>

Based on the results above, it can be concluded:

1. There is an effect of *Innovation Ability* on *Cooperative Performance* . This is indicated by the value of T statistic  $2.231 > 1.96$  and P-values  $0.026 < 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 11.2%.
2. There is an effect of *Innovation Ability* on *Member Commitment* . This is indicated by the T statistic value of  $2.683 > 1.96$  and P-values of  $0.008 < 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 24.2%
3. There is an effect of *Member Trust* on *Cooperative Performance* . This is indicated by the T statistic value of  $5.82 > 1.96$  and P-values of  $0.000 < 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 63%.
4. There is an effect of *Member Trust* on *Member Commitment* . This is indicated by the T statistic value of  $5.51 > 1.96$  and P-values  $0.000 < 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 48.1%.
5. There is an effect of *Member Commitment* to *Cooperative Performance* . This is indicated by the T statistic value of  $5.072 > 1.96$  and P-values  $0.000 < 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 46.4%.
6. There is no effect of *Member Participation* on *Cooperative Performance* . This is indicated by the T statistic value of  $0.389 < 1.96$  and P-values of  $0.697 > 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 5.4%.
7. There is no effect of *Member Participation* on *Member Commitment* . This is indicated by the T statistic value of  $1.716 < 1.96$  and P-values of  $0.087 > 0.05$ . The magnitude of the relationship between the two variables is positive with a value of 18.5%.
8. There is no influence of indirect *participation of Members Against Performance Cooperative* mediated by *Commitment Members* . This is evidenced by the value of T statistic  $1.677 < 1.96$  and P-values  $0.094 > 0.05$
9. There is indirect effect *Capability Innovation Against Performance Cooperative* mediated by *Commitment Members* . This is evidenced by the value of T statistic  $2.231 > 1.96$  and P-values  $0.026 < 0.05$

10. There is indirect effect *Belief Members Against Performance Cooperative* mediated by *Commitment Members*. This is evidenced by the T statistic value of  $3.584 > 1.96$  and P-values  $0.000 < 0.05$

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on a series of data analysis requirements testing and research hypothesis testing, it is concluded that of the 10 hypotheses proposed, 5 hypotheses have a direct influence on the performance of cooperatives in Islamic boarding schools, namely the influence of innovation ability on cooperative performance, the effect of innovation ability on member commitment, and the effect of trust on cooperative performance. , the effect of trust on member commitment and the effect of member commitment on cooperative performance. While the 2 hypotheses have an indirect effect through the mediation of member commitment, namely the effect of member trust on cooperative performance mediated by member commitment and the effect of innovation ability on cooperative performance mediated by member commitment.

Meanwhile, the participation of members does not have a good influence on the performance of the cooperative or on the commitment of members. For another direct effect, the participation of members has no effect on the performance of the cooperative which is mediated by the commitment of the members. From this it can be seen from any side that the participation of members has neither a direct influence nor a mediated influence.

### Recommendation

Based on the results of the research above, there are several suggestions that the authors propose: 1) The ability of innovation directly affects the performance of cooperatives. For this reason, it is necessary to mobilize the performance of cooperatives to revive the role of cooperatives in the city of Mataram. For this reason, innovation and creativity of cooperative management are needed through integrated training for all boarding school cooperative administrators in the city of Mataram in order to improve cooperative performance and innovation capabilities; 2) The ability to innovate directly affects the commitment of members. For this reason, it is important for cooperative managers to increase innovation in running a cooperative business so that members have a high commitment and can help move the wheels of the boarding school cooperative; 3) Member trust directly affects the performance of the cooperative. For this reason, productive efforts are needed to improve the performance of cooperatives. Thus it will increase members' confidence in the cooperative's performance; 4) Member trust directly affects Member Commitment. For this reason, comprehensive, measurable and planned efforts are needed to increase member trust through innovative and productive services in order to increase member commitment; 5) Member commitment directly affects the performance of the cooperative. For this reason, it is necessary to improve the performance of cooperatives in the Islamic boarding school environment. Performance improvement can be done through comparative studies or trainings. By showing a graph of increased performance will foster the commitment of cooperative members; 6) Member participation has no direct effect on Cooperative Performance. It is certain that there is something wrong in the management of the cooperative. For this reason, it is necessary to review the performance of Islamic boarding school cooperatives in carrying out the mandate of running the cooperative wheel. This is done to regenerate member participation; 7) Member commitment grows based on member participation. If it is not proven then of course there is something wrong in maintaining the commitment of the members. There needs to be an in-depth study involving the city-level

cooperative management to overcome this problem; 8) The ability to innovate and trust members directly affect the performance of the cooperative. For this reason, the performance of cooperatives must continue to be improved so that member participation, innovation capabilities and member trust continue to increase which has an impact on meeting the needs of members as the goal of the establishment of cooperatives; 9) The ability to innovate and trust members directly affect the commitment of members. For this reason, cooperatives are expected to be able to continue to maintain member commitment through business ventures that generate profits for members; 10) Member commitment directly affects the performance of the cooperative. For this reason, the performance of cooperatives must continue to be improved through resource exploration in order to generate added value for cooperatives. Thus the commitment of members can be maintained; 11) In this study the participation of members is the only variable that has no influence, but in fact the life of the cooperative is supported by the participation of members. For this reason, real innovation is needed from the cooperative management in order to increase member participation in shopping activities and investing in Islamic boarding school cooperatives.

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