

Public Relations Strategy of the West Java Province Cooperative and Small Business Service in Increasing the Active Role of Secondary Cooperatives in West Java

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Abstract

Effective Public Relations Communication between the West Java Province Cooperative and MSME Service can help people increase awareness about the Secondary Cooperative program and how they can use it for their benefit. To achieve this goal, an appropriate communication strategy is needed. This research then aims to see how the Public Relations strategy of the Cooperatives and Small Business Office of West Java Province is increasing the active role of Secondary Cooperatives in West Java. This research will be carried out using a descriptive qualitative approach. Research data was obtained through various methods such as literature studies and interviews. The results of this research then found that the public relations strategy at the Department of Cooperatives and Small Businesses of West Java Province could be carried out through 4 phases. Aspects of the formative research phase help ensure that communication campaigns or programs are designed according to the needs and preferences of the audience, and are more effective in achieving the stated communication goals. Aspects of the strategy phase are carried out through a series of steps or methods to convey messages and information to the audience, namely the fostered secondary cooperative. Aspects of the tactical phase are carried out by documenting on social media and collaborating. Finally, evaluation research aspects are carried out periodically through evaluation meetings, both external and internal.

Keywords: *Secondary Cooperatives, Communication Strategy, Public Relations.*

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A. INTRODUCTION

Cooperatives are one of the sectors of economic development in Indonesia, where the main task is to improve the welfare of the people, especially the lower middle class. Cooperatives themselves are currently still often considered by some groups to be second-class business entities in Indonesia after large companies such as BUMN and BUMS. However, cooperatives still have the potential and strengths that can be developed jointly by the members to face the increasingly rapid business competition (Shi & Qamruzzaman, 2022). So, it does not rule out the possibility for cooperatives to also be involved in competition with other business entities. Considering that in the current era of business development, competition is no longer something foreign for business people to experience. Moreover, the increasingly wide-open global market and markets in the Southeast Asia region which have been going on since the beginning of 2016, has made competition in business and also competition in terms of the quality of the workforce even more competitive (Reis et al., 2021).

Cooperatives based on type following Law no. 25 of 1992, Article 1, Paragraph 3, states that: Primary Cooperatives are cooperatives founded by and consisting of one person. Whereas Article 1, Paragraph 4 states that Secondary Cooperatives are Cooperatives established by and consisting of Cooperatives. In Article 6, Paragraph (1) it is also stated that: Primary Cooperatives are formed by at least 20 people (or can be 9 people according to Law No. 11 of 2020 concerning Job Creation). Whereas in Paragraph (2) it is explained that: Secondary Cooperatives are formed by at least three (3) Cooperatives (Yuhertiana et al., 2022).

According to Law No. 25 of 1992 concerning Cooperatives, "Secondary Cooperatives are cooperatives whose members consist of primary cooperatives that already have legal entities." This means that secondary operations are organizations founded by primary cooperatives, whose members come from the primary cooperative. Secondary cooperatives that already have a legal entity can carry out various economic activities, including regulating the supply, production, distribution, and sale of products or services (Dumitru et al., 2023).

Secondary cooperatives are organizations formed by primary cooperatives for broader purposes, such as promoting cooperative activities throughout the country, lobbying the government, assisting in the development of cooperatives in certain areas, providing management and information technology services, and assisting in the development of other cooperatives. Secondary cooperatives function as advisory bodies, educators, and facilitators for primary cooperatives (Ibikoule et al., 2023). Secondary cooperatives provide financial, technical, and management assistance, as well as other assistance to primary cooperatives. This assistance is key to increasing the productivity and competitiveness of primary cooperatives. Secondary cooperatives are also responsible for building trust between primary cooperatives and governments, customers, and investors (Hu et al., 2022).

The presence of secondary cooperatives is the result of the dynamics that occur in primary cooperatives. This includes, among other things, the need for primary cooperatives to increase their business scale, or the perceived need to create a wider business network. Thus, secondary cooperatives are a permanent form of cooperative alliance, where their establishment is facultative and follows needs. This alliance is an effort to collaborate to create higher added economic value, with other primary cooperatives, or between one secondary cooperative and another secondary cooperative, in the form of a higher secondary cooperative (Hemrit, 2020).

The basic principles of secondary cooperative services are the same as primary cooperatives, namely serving member businesses. The difference is that secondary cooperatives run businesses that are related (networks) to the businesses of primary cooperatives or secondary cooperatives below them, which are members. Thus, one of the reasons cooperatives form secondary cooperatives is to establish a network among themselves to create a symbiosis of mutual benefit (mutually beneficial relationships) (Basterretxea et al., 2019). Cooperative Alliances, in their non-permanent form, are temporary cooperative efforts and aim for the short term. For example, cooperation in member education or the like. This form of cooperation is

more loose and non-binding and only involves certain interests. The decision to form or join a secondary cooperative is decided at the Member Meeting at the primary cooperative level. Furthermore, these primary cooperatives bind themselves, as usual, to individuals who will form a cooperative. In the case of cooperatives in Indonesia, secondary cooperatives can form cooperative centers, cooperative associations, or parent cooperatives (Schuette & Dijkstra, 2023).

Secondary Cooperatives in West Java Province have experienced quite significant developments in the last few years. The West Java Provincial Government has promoted the development of secondary cooperatives in districts and cities in this region. This is done through various programs and activities to promote and increase public awareness about the importance of secondary cooperatives (Laksana, 2021). These programs include cooperative training, increasing access to resources, forming partnerships between government and cooperatives, and opening access to funding. These programs have increased the ability of West Java secondary cooperative organizations to serve the needs of local communities and provide benefits to community life. However, of the number of secondary cooperatives in West Java Province, there are 44, 33 (75%) are active and 11 (25%) are inactive, this shows that there are still inactive secondary cooperatives (Hermawati et al., 2023)

Effective communication can help increase their awareness of the Secondary Cooperative program and how they can benefit from it themselves. To achieve this goal, an appropriate communication strategy is needed. A strategy that involves various media, such as print media, social media, and others. Communication strategies must be designed to reach the right audience and provide appropriate and relevant information. Appropriate communication by considering local culture and communities in West Java Province. Effective communication by providing information that is easy to understand and can be widely accepted by the local community (Newman & Ford, 2021). Information must be delivered consistently and updated regularly to ensure that the public has the most up-to-date information about the Secondary Cooperative program. The right communication strategy will help secondary cooperatives in West Java increase their active role. By paying attention to local culture and communities, as well as providing relevant and regularly updated information, the West Java Province Cooperatives and Small Business Service can achieve the goals of an effective communication strategy (Maryunani, 2019).

Communication strategy is a set of concepts, principles, and theories used to achieve effective communication goals. Communication strategies have been used by organizations, companies, and governments to achieve their goals using a variety of communication tools. Communication strategy has become an important part of modern communication management. Effective communication strategies can help organizations achieve their goals by improving the quality of communication between organizational members, increasing customer trust and loyalty, increasing staff engagement and participation, and increasing operational efficiency (Soedarwo et al., 2022). From the description of the background above, this research then aims to be able to see how the Public Relations Strategy of the Office of Cooperatives and Small

Enterprises of West Java Province Increasing the Active Role of Secondary Cooperatives in West Java.

B. LITERATURE REVIEW

1. Communication Strategy

A communication strategy is the act or process of formulating and implementing a cohesive message. Effendy claims that all new developments require a successful communication strategy. This is because the success of a communication strategy is determined by a combination of management and communication planning. Effective communication requires understanding the thoughts and actions of the communicator. Choosing the right media depends on this understanding. In addition, changing tactics when necessary helps the success of the communication strategy. This is because different situations require different approaches—from varying media choices to changing the content of the message (Wulfert et al., 2022).

From planning to evaluation, the communication process must be organized in such a way that it achieves the desired goals. Communicating effectively requires a comprehensive approach called a communication strategy. This is why planning, implementation, and evaluation are very important in every development program (Qadir et al., 2021).

To develop a communications strategy, consider your audience's circumstances when creating clear goals. This is done by following the steps proposed by Suprpto to identify the target audience. As follows:

a. Get to know the audience

Understanding the audience should be the initial action for the communicator to effectively convey their message. Audiences are not merely passive, but instead, they play an active role, creating a dynamic connection and reciprocal impact between the communicator and the recipient. That is, audiences can be influenced by communicants or audiences. To establish communication between the communicator and the communicant there must be common interests (Jandevi, 2019).

b. Crafting the Message

Once familiarized with the audience and the context, the subsequent phase in devising a strategy involves crafting the message, which includes selecting appropriate content and elements. The primary objective in swaying an audience is the capability to capture their attention effectively. This is following the Attention To Action Procedure (AA Procedure), which is to generate attention which in turn moves a person or many people to carry out an activity (action) per the goals formulated (Elrod & Fortenberry, 2020).

c. Establish Methods

In the realm of communication, the delivery method can be approached from two angles: one based on the execution method and the other based on the content's structure. To elaborate, the first perspective focuses solely on the execution of communication, diverting attention away from the message's

substance. Meanwhile, the second perspective examines communication with regard to the structure of the statement or message and the underlying intent. Therefore, the first (according to the way it is implemented), can be realized in two forms, namely redundancy (repetition) and canalizing. The second according to the form of its content is known as informative, persuasive, deductive, and cursive methods (Samsudeen & Mohamed, 2019).

d. Media Selection and Use

The use of the media as a means of conveying ideas, to gain influence in society, in the early 21st century is a must. The mass media can reach a large number of audiences, and today it seems impossible to live without letters, radio, and television. All of these tools are communication tools, besides functioning as a channeling tool they also have complex functions. Apart from having to think through the communication factors as well as their relation to the socio-psychological situation, this must be taken into account because each medium has its strengths and weaknesses as a means of communication (Guru & Al-Hilal, 2022).

e. Barriers in Communication

When conveying a message, from the communicator to the communicant, there is often no understanding as desired, otherwise, misunderstandings arise, not receiving the message perfectly due to differences in symbols or language between what is used and what is received. Other technical obstacles are used with the received which leads to ideas for the smooth communication system of both parties (Brown & Lewis, 2022).

Efendy's perspective highlights that a communication strategy primarily involves the planning and management of communication with the aim of accomplishing specific objectives. This domain should be organized in a flexible manner to enable adjustments in response to prevailing conditions or influential factors. To effectively attain communication goals, those responsible for implementing a communication strategy need a comprehensive understanding of the essence of communication and messages. This understanding empowers them to make informed decisions regarding the choice of communication medium and the selection of appropriate communication techniques (Hmidah et al., 2022).

According to Stoner, Freeman, and Gilbert Jr., strategy has a concept that can be defined, there are also 2 different perspectives, namely:

- a. From the perspective of what the organization wants to do (intense to do), strategy can be interpreted as a program to determine to achieve the goals of an organization and carry out its mission. This means that the manager has a special role in playing the journey of an organization, and an active, conscious, and rational attitude in determining organizational strategy (Chanana & Sangeeta, 2021)
- b. In the end, the organization has a perspective of what it will do (eventually does). Strategy is defined as a way of responding to and responding to the organization's environment all the time. Only reactive managers have this

view, that is, they only have responses and adapt passively to the environment when needed (Miceli et al., 2021).

2. Public Relations Strategy

Ronald D. Smith describes a PR planning strategy model to simplify every program carried out by Public Relations. Ronald D. Smith's concept explains the public relations strategy stages in-depth and in detail about what must be done in carrying out a strategy. The following is an explanation of the public relations strategy stages by Ronald D. Smith:

a. Phase 1: Formative Research

The initial step in Smith's strategic planning process is referred to as formative research or strategic research. This constitutes a preliminary undertaking aimed at gathering information and assessing the current circumstances. This phase comprises three key stages: situation analysis, organizational analysis, and public analysis. The term "situation" in this context is synonymous with a problem. Therefore, situation analysis serves as an articulation of the challenges and opportunities confronting the communication program. It is crucial to have a precise and early declaration of the prevailing situation since this sets the foundation for efficient research efforts. Meanwhile, what is included in the organizational analysis includes aspects of the internal environment, public perception, and the external environment faced including competitors and supporters (Chernikova et al., 2020).

b. Phase 2: Strategy

The second phase is overall organizational planning. Includes how the organization determines what the organization wants to achieve and how these desires will be achieved. Strategy is the heart of Public Relations planning marketing communications and other related fields. A strategy encompasses an organization's comprehensive plan, outlining both its desired accomplishments and the means to attain them. It centers on two key aspects: the actions undertaken by the organization and the content of its messaging. This strategy unfolds across three pivotal stages: establishing goals and objectives, devising action and response strategies, and ultimately implementing effective communication. Goals represent explicit statements concerning a matter and provide a blueprint for achieving desired outcomes. Communication objectives can be categorized into three main groups: reputation management goals, which pertain to an organization's identity and public perceptions; relationship management goals, which concern an organization's interactions with the public; and task management goals, which deal with the methods for completing a task. In the fifth stage, formulating action and response strategies for effective Public Relations requires a combination of effective messages and strong programs. Ideally, actions and messages are formulated so that they work to help and complement each other.

At this stage, the planning process focuses on decisions in the action strategies prepared to achieve organizational goals (Gregory & Macnamara, 2019).

c. Phase 3: Communication Tactics

This stage involves the selection of communication tactics to be employed and the execution of the previously devised strategic plan. The communication tactics employed in marketing communications planning typically comprise a blend of Public Relations activities and marketing communications, commonly referred to as "communication." There are four primary categories of communication tactics at one's disposal, namely interpersonal communication, organizational media, news media, and advertising and promotional media. After the communication tactics have been planned, you can then implement the strategic plan that has been determined (Cartwright et al., 2021).

d. Phase 4: Evaluation Research

In communication, planning begins with research and ends with research as well. In the concluding phase, research is conducted to assess the efficacy of diverse communication tactics employed in achieving predefined goals and objectives. This research includes evaluation and assessment to gauge the program's level of success. The measure of program success is when the results achieved have met the planned goals. Evaluation can also be used as a basis for modifications/changes & improvements for further activities/programs (Humayun et al., 2020).

C. METHOD

The research methodology employed is qualitative in nature, utilizing a case study approach. This approach involves investigating ongoing real-life events rather than past occurrences. Consequently, the data collected does not consist of numerical data but is gleaned from sources such as in-depth interviews, observational activities, field notes, official documents, and other qualitative sources. To acquire a comprehensive understanding, researchers not only gather information through in-depth interviews with participants and key informants but also from individuals connected to the research subject, the subject's activity diaries, or the subject's documented history.

D. RESULT AND DISCUSSION

1. Formative Research Aspects

Formative research in the public relations strategy of the West Java Province Department of Cooperatives and Small Businesses is a type of research carried out before launching a campaign or public communication program to help design and prepare a more effective communication strategy. The main goal is to understand the target audience, identify their needs and preferences, and test the message or communication content before it is fully implemented.

Here are some things to understand about formative research in public relations strategy:

- a. **Audience Understanding:** Formative research focuses on a deep understanding of the intended audience. This includes identifying their demographic characteristics, behaviors, media preferences, attitudes, and beliefs. By understanding the audience as a whole, an organization or PR team can design more relevant and powerful messages and strategies.
- b. **Testing Messages and Content:** Formative research involves testing the message or communication content to be used in a campaign. The messages are tested to see whether they are easy to understand, whether they align with the audience's values and interests, and whether they achieve the desired communication goals.
- c. **Identify Problems and Challenges:** Formative research helps identify problems or challenges that may be faced in achieving communication goals. This helps in preparing the right solution before the problem becomes more complex.
- d. **Determination of Communication Channels:** Formative research helps in determining the most effective communication channels to reach the target audience. This includes understanding the media preferences and platforms that potential audiences use.
- e. **Development of a Campaign Prototype:** Formative research may include developing a campaign prototype. This prototype can be tested on a group of potential audiences for initial feedback before officially launching the campaign.
- f. **Preliminary Evaluation:** Formative research provides an opportunity to conduct an initial evaluation of the potential effectiveness of a campaign. By collecting initial data and feedback, the PR team can assess the extent to which the campaign is achieving the desired communications objectives.
- g. **Flexibility and Improvement:** One of the advantages of formative research is its flexibility in making improvements and adjustments before the full implementation of the campaign. Findings from formative research can be used to improve the overall communication strategy.

Formative research in the public relations strategy of the West Java Province Department of Cooperatives and Small Businesses helps ensure that the campaign or communication program designed is more appropriate to the needs and preferences of the audience, and more effective in achieving the set communication objectives. By understanding the audience in depth and testing messages beforehand, organizations or publicists can avoid communication mistakes that could affect the success of the campaign.

2. Strategy Aspect

Communication tactics are a series of steps or methods used to convey messages and information to the target audience to achieve the stated communication goals. The communication strategy in public relations aims to strengthen the image and reputation of the cooperative agency, increase public awareness of the programs offered, and build positive relationships with stakeholders. The following are some

examples of communication tactics that are often used in public relations strategies in cooperative services:

- a. **Social Media:** Utilize social media platforms such as Facebook, Twitter, Instagram, and LinkedIn to communicate with the public. By actively managing social media accounts, the cooperative department can disseminate information about cooperative activities, programs, and achievements to a wider audience. Interesting content such as infographics, photos, videos, and success stories of cooperative members can be used to attract public attention and involvement.
- b. **Events and Seminars:** Hold events and seminars related to cooperatives to attract the attention of the media and the public. Events such as cooperative exhibitions, training, or conferences can become platforms for conveying cooperative messages and values to the community, cooperative members, and other stakeholders.
- c. **Publishing Promotional Materials:** Print and distribute promotional materials such as brochures, leaflets, or cooperative magazines. These materials can provide more detailed information about the programs, products, and services offered by the cooperative department.
- d. **Media Coverage:** Drafting press releases and establishing relationships with the media to obtain news coverage about cooperative activities, achievements, or initiatives. By getting positive coverage from the media, the cooperative's image can be improved in the eyes of the public.
- e. **Issue-Based Campaigns:** Use issue-based campaigns to attract public and media attention to important issues relevant to cooperatives. Campaigns like this can raise awareness about the benefits of cooperatives and their positive impact on society.
- f. **Collaboration with Influencers or Community Figures:** Involving influencers or community figures who influence the community to support the cooperative's message and values. This kind of collaboration can help increase message reach and community engagement.
- g. **Cooperative Website:** Have an informative and user-friendly official website to provide the public with the latest information about cooperative programs and services. The website can also be used as a platform to convey success stories and testimonials of cooperative members.

It is important to identify a communication strategy that suits the target audience and the communication objectives to be achieved. By combining a variety of relevant communication tactics, cooperative agencies can optimize their public relations efforts to achieve the desired results.

3. Communication Tactics Aspects

The effective communication tactics of the Office of Cooperatives and Small Enterprises in West Java Province will depend on the specific objectives to be achieved. However, here are some general tactics that can help improve

communication with various stakeholders, such as cooperative members, small businesses, communities, and other stakeholders:

- a. Dissemination of Information Through Social-Media: Utilize social media platforms such as Facebook, Twitter, Instagram, and LinkedIn to share the latest information about programs, events, training, and achievements of cooperatives and small businesses in West Java Province. Provide regular and interactive updates by responding to comments and questions from followers.
- b. Official Website: Build and update the official website of the Office of Cooperatives and Small Enterprises of West Java Province. Make sure relevant information, including programs, services, news, and guides, is easy to access. Use responsive design so it can be accessed across devices.
- c. Seminars, Training, and Workshops: Oftentimes, face-to-face communication is still very important. Hold seminars, training, and workshops relevant to cooperatives and small businesses. This is an opportunity to interact directly, share knowledge, and build a network with stakeholders.
- d. Electronic Mail (Email): Send newsletters or periodic electronic mail to members of cooperatives and small business actors. Fill it with the latest information, business tips, event announcements, and so on. Make sure the content submitted is useful and not excessive so that it is not considered spam.
- e. Partnership with Local Media: Partner with local media, such as newspapers, radio stations, and regional television channels. This helps to gain wider coverage of the activities, programs, and achievements made by cooperatives and small businesses in the region.
- f. Online Discussion Groups: Create discussion groups or online forums for cooperative members and small business actors. Here, they can exchange experiences, share ideas, and solve problems together. This way, you can also be more involved in the conversation and provide guidance.
- g. Counseling and Outreach: Carry out regular outreach and outreach activities in various areas in West Java Province. This helps increase awareness and understanding of the benefits of cooperatives and small business development.
- h. Videos and Infographics: Create visual content such as short videos and infographics that are easy to understand and engaging. It can be used to explain important concepts, procedures, and benefits of cooperatives and small businesses.
- i. Consultation and Guidance: Provide advisory and advisory services to cooperative members and small business actors. By providing concrete solutions to the problems faced, the Office of Cooperatives and Small Enterprises can build a reputation as a reliable source of knowledge.
- j. Participation in Community Events: Take part in community events, business exhibitions, and local festivals in West Java Province. This is an opportunity to expand the network, introduce the program, and listen directly to the needs and input of stakeholders.

Communication success involves a deep understanding of the audience and communication goals. Always adapt to technological developments and people's communication preferences to remain effective in carrying out communication tactics.

4. Evaluation Research Aspects

Research on the evaluation of the communication strategy of the Office of Cooperatives and Small Enterprises of West Java Province aims to measure the effectiveness of the communication tactics that have been implemented and identify areas that need to be improved. The following are steps that can be taken in conducting the evaluation research:

- a. **Define Evaluation Objectives:** Establish clear objectives for the evaluation research. Do you want to measure public awareness about cooperative and small business programs? Or do you want to evaluate the impact of communication on participation in these programs? Clear objectives will help design appropriate methods and questions.
- b. **Choosing a Research Method:** The West Java Province Department of Cooperatives and Small Businesses can use a combination of quantitative and qualitative research methods. Quantitative methods involve surveys or statistical data analysis to measure the extent to which communication messages are received and understood by the public. Qualitative methods involve in-depth interviews or group discussions to understand individual views, perceptions, and experiences regarding communication strategies.
- c. **Design a Questionnaire:** If using a survey, create a questionnaire that includes questions about awareness, understanding, views, and participation regarding cooperative and small business programs. Make sure the questions are specific and measurable.
- d. **Selecting a Sample:** Select a representative sample from the target population, for example, cooperative members, small business owners, or the general public in West Java Province.
- e. **Collect Data:** Conduct surveys or interviews according to predetermined methods. Ensure that the data collected is accurate and collected from various segments of society.
- f. **Carry out Data Analysis:** Carry out data analysis according to the method used. For quantitative data, use statistical analysis tools to produce meaningful numbers. For qualitative data, identify common themes and patterns from interviews or group discussions.
- g. **Evaluate Results:** Based on the results of the analysis, evaluate the effectiveness of the communication tactics that have been implemented. Identify areas that are working well and areas that need improvement. Compare the results with the original purpose of the evaluation research.
- h. **Recommendations:** Based on the evaluation findings, make specific recommendations to improve the Cooperatives and Small Business Office's

communication strategy. Recommend changes or improvements to tactics that are not effective, as well as expansions to tactics that work.

- i. Presentation and Report: Present findings and recommendations in the form of a clear and comprehensive report. The Office of Cooperatives and Small Enterprises of West Java Province can also present results to internal and external stakeholders, such as management, partners, or the community.
- j. Implementation of Improvements: After obtaining input from the evaluation research, implement the necessary changes and improvements to the communications strategy. Ensure that recommendations are implemented effectively and followed by continued monitoring.

Communication strategy evaluation research is an important step in ensuring that the communication carried out by the Office of Cooperatives and Small Enterprises of West Java Province follows the objectives and is effective in achieving the expected results.

E. CONCLUSION

Aspects of the formative research phase in the public relations strategy of the West Java Provincial Cooperatives and Small Business Service help ensure that the campaign or communication program is designed following the needs and preferences of the audience, and is more effective in achieving the set communication objectives. By understanding the audience in depth and testing messages beforehand, organizations or public relations can avoid communication errors that can affect the success of the campaign, by realizing the need for an active role in communicating with internal and external parties. Then in the aspect of the public relations strategy phase of the Cooperatives and Small Business Office of West Java Province, a series of steps or methods were carried out by public relations to convey messages and information to the audience, namely fostered secondary cooperatives, to achieve the stated communication goals, to strengthen the image and reputation of the cooperative service. By incorporating a variety of relevant communication tactics, cooperative agencies can optimize their PR efforts to achieve the desired results. Meanwhile, aspects of the public relations tactic phase of the Cooperatives and Small Business Office of West Java Province, by seeking the active role of cooperatives, paying attention to serving the audience by providing convenience for fostered cooperatives, collaborating, joining associations to educate and socialize the Sharia Cooperative Movement in society. Lastly, in the evaluation research aspect, the West Java Province Cooperatives and Small Business Service carries out evaluation research, which is carried out periodically through both external and internal evaluation meetings. Internally evaluation is carried out to minimize the lack of understanding of employees in carrying out each of their duties. Externally by holding superior programs targeted at the wider community in seeking an active role for secondary cooperatives in West Java.

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