

Procedure for Distributing Remaining Business Proceeds Based on Membership in the XYZ Cooperative

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Abstracts

Cooperatives are business entities that are built on the principle of family with the aim of improving the welfare of their members. cooperative that meets the economic, social, and welfare needs of its members. One of them is the XYZ Cooperative. Cooperatives are formed to support the economic welfare of their members. This study aims to understand how the process of distributing the remaining business results (SHU) is distributed to cooperative members. This research was conducted with a descriptive qualitative approach, where data was collected through the process of observation, interviews, and document collection for approximately one year. The Business Surplus (SHU) is not only a form of appreciation for the active participation of members in cooperative activities, but also functions as an incentive to increase member involvement in the future. The distribution of the Business Surplus (SHU) is carried out fairly and transparently in its technicalities so that it can build member trust in the management of the cooperative. Thus, the Business Surplus (SHU) plays a role as one of the main factors in encouraging the sustainability of cooperatives and increasing the economic welfare of members.

Keywords: Business Surplus, Fair and Transparent, Member.

Abstrak

Koperasi merupakan badan usaha yang di bangun berdasarkan asas kekeluargaan dengan bertujuan untuk meningkatkan kesejahteraan para anggota. Koperasi menjadi bentuk koperasi yang memenuhi kebutuhan ekonomi, sosial, dan kesejahteraan para anggotanya. Salah satunya adalah Koperasi XYZ. Koperasi dibentuk untuk mendukung kesejahteraan ekonomi para anggotanya.. Penelitian ini bertujuan untuk memahami bagaimana proses pembagian sisa hasil usaha (SHU) dibagikan kepada anggota koperasi. Penelitian ini dilakukan dengan pendekatan kualitatif deskriptif, Dimana data dikumpulkan melalui proses observasi, wawancara, dan pengumpulan dokumen selama kurang lebih satu tahun. Hasil pengamatan menunjukkan bahwa SHU memiliki peran yang sangat penting dalam sistem koperasi. SHU tidak hanya menjadi bentuk penghargaan atas partisipasi aktif anggota dalam kegiatan koperasi, tetapi juga berfungsi sebagai insentif untuk meningkatkan keterlibatan anggota di masa mendatang. Pembagian SHU yang dilakukan secara adil dan transparan dalam teknisnya sehingga mampu membangun kepercayaan anggota terhadap pengelolaan koperasi. Dengan demikian, SHU berperan sebagai salah satu faktor utama dalam mendorong keberlanjutan koperasi serta peningkatan kesejahteraan ekonomi anggota.

Kata kunci: Sisa Hasil Usaha, Adil dan Transparan, Anggota.

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INTRODUCTION

The term "cooperative" originates from two words: *co*, meaning "together", and *operation*, meaning "activity" or "work". Based on these roots, a cooperative essentially refers to people working together to achieve shared goals, guided by the principles of democracy, openness, and voluntary participation. The concept of a cooperative carries the idea of collaboration. The word *cooperative* is derived from *co-operation*, which means "working together". It is closely connected to individuals and their roles within society (Junaidi, Setiawan, & Akbar 2021). The well-being of members the primary goal of a cooperative business can be achieved if the cooperative successfully increases its Business Surplus (SHU). Therefore, it is essential for the cooperative to continually improve its performance to enhance its SHU outcomes (Meulan, Parijo, & Buwono 2018).

A cooperative is a form of business entity consisting of individuals or cooperative legal entities that operate based on cooperative principles as part of a people's economic movement grounded in the values of kinship (Meulan et al., 2018). According to Law Number 17 of 2012, one of the recognized types of cooperatives is the Savings and Loan Cooperative. This type of cooperative engages in activities such as providing loans and receiving savings from members as well as the public. Since its core operations revolve around financial services, it is often considered similar to a bank (Kurniawan & Arianti, 2018). The profit in a cooperative comes from various business activities, such as sales, service provision, financing, and other operations. In a cooperative, this profit is referred to as the Remaining Operating Surplus (SHU) (Almukarramah, 2022). SHU is the accumulated result of all the cooperative's economic activities over one fiscal year, which is distributed fairly to members according to their level of participation.

The Remaining Operating Surplus (SHU) is a key indicator for measuring the performance and success of a cooperative. An increase in SHU from year to year is highly desirable, as it reflects positive growth and supports the sustainability of the cooperative's operations. To achieve this, the management must develop appropriate and strategic policies to ensure the continuous growth of SHU (Handani et al., 2022). Efforts to increase the Remaining Operating Surplus (SHU) can include improving operational efficiency, expanding business networks, and encouraging active member participation in cooperative activities. In addition, transparency in financial management and open access to information are essential to building member trust, which ultimately contributes positively to SHU growth. Factors such as membership size, capital, business volume, and assets collectively support the increase in SHU of the cooperative (Yuliastuti & Susandya, 2018).

Proper management of the Remaining Operating Surplus (SHU) not only reflects a cooperative's sound financial performance but also demonstrates its social responsibility. By allocating a portion of the SHU to activities such as training, education, or community empowerment, the cooperative proves that its role goes beyond generating profit for its members it also aims to create a positive impact on the surrounding community. The development of specific guidelines for corporate social responsibility (CSR) in microfinance institutions is essential. In addition, cooperatives especially savings and loan cooperatives that face a relatively high risk of bankruptcy also require clear and effective governance

frameworks. To strengthen internal oversight, member participation in annual meetings should be improved, for example, by setting a minimum attendance requirement for members in these forums (Mukhibad & Nurkhin, 2020).

Technically, the distribution of the Remaining Operating Surplus (SHU) in cooperatives is not carried out equally among members, but rather based on each member's level of participation or contribution to the cooperative's activities. The SHU is divided into two main components: Member Capital Services (JMA), which is calculated based on the amount of a member's savings, and Member Business Services (JUA), which is based on the member's business participation or transaction volume. The proportion between JMA and JUA is determined during the Annual General Meeting (RAT) to ensure that SHU is distributed fairly and transparently in accordance with each member's actual contribution (Mardiana & Indrawati, 2021). The distribution of SHU is closely tied to the cooperative's core philosophy, which emphasizes the principle of fairness. Therefore, both the theory and practice of SHU calculation for members are considered important topics that are specifically addressed. A study conducted by Sulistiowati & Kanto (2022) using a quantitative method showed that own capital (X1), loan capital (X2), and member loans (Z) contributed 80.1% to the achievement of the Remaining Operating Surplus (SHU) (Y), while the remaining 19.9% was influenced by other factors. These findings demonstrate that both own capital and loan capital have a significant impact on SHU growth. Moreover, the high volume of member loans also plays a key role in driving SHU achievement, indicating that active member participation directly influences the cooperative's business performance.

RESEARCH METHOD

This study employs a qualitative descriptive method using both primary and secondary data. Data collection was conducted through direct field observation to understand the conditions and processes involved in the distribution of the Remaining Operating Results (SHU) to cooperative members. This approach aims to provide a clear depiction of the SHU distribution mechanism based on the roles and level of participation of the members.

The Remaining Operating Surplus (SHU) of a cooperative refers to the net income earned over one fiscal year after deducting operational costs, depreciation, liabilities, and taxes. A portion of the SHU is allocated to reserve funds, while the remainder is distributed to members based on their level of participation. SHU is also utilized to support educational activities and cover internal cooperative needs. An increase in the cooperative's income leads to a larger SHU distribution, which in turn encourages greater member participation and attracts new members, thereby contributing to the cooperative's sustainable growth (Supriadi, 2023). The Remaining Operating Results (SHU) refer to the cooperative's business surplus or deficit within a one year period, calculated after deducting all operational expenses and business-related costs (Fitriana 2021). From various perspectives, the Remaining Operating Results (SHU) are considered important for several reasons:

1. One of the key indicators of a cooperative's success is the amount of Remaining Operating Surplus (SHU), which refers to the net income earned during a fiscal year after deducting depreciation expenses and other obligations, including taxes. A higher

SHU reflects greater progress of the cooperative over time. In this context, the availability of sufficient capital is an essential factor that supports the achievement of such success (Nurdin, 2022).

2. One of the appealing aspects of being a cooperative member is the right to receive a share of the Remaining Operating Surplus (SHU), in addition to benefiting from the business services offered. This additional advantage encourages members to participate more actively and also attracts public interest in joining the cooperative (Izah, 2021).
3. According to Article 1 of Law Number 17 of 2012 concerning Cooperatives, the business result difference refers to the surplus or deficit earned by a cooperative from its business activities over one fiscal year, after deducting all expenses and operational costs (Wulandari, 2020).
4. The Remaining Operating Surplus (SHU) is the net income earned by a cooperative from its business activities during an accounting period, after all expenses have been deducted. The amount of SHU achieved each year also reflects how well the cooperative is managed (Pradana, 2019).
5. The distribution of the Remaining Operating Surplus (SHU) is carried out fairly based on each member's business contribution, with a reasonable return on capital, while upholding the values of self-reliance, cooperative education, and inter-cooperative collaboration (Angelina, 2018).

Procedures for Distributing Remaining Bussines Profits (SHU)

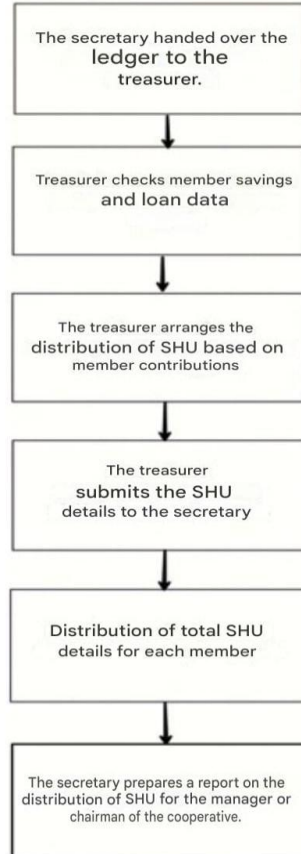


Figure 1. Flowchart of SHU Procedure

Source: Putri (2022)

According to Putri (2022), the procedure for distributing the Remaining Operating Results (SHU) in a cooperative is carried out through the following stages:

1. **Collection of Financial Data by the Secretary**
The cooperative secretary submits financial report documents, including the general ledger, to the treasurer. These documents cover all financial transactions during the reporting period and serve as the basis for auditing and SHU calculation.
2. **Validation of Savings and Loans by the Treasurer**
The treasurer verifies members' savings data and outstanding loans. This step ensures that the information used in SHU distribution is accurate and up to date.
3. **SHU Calculation Based on Member Participation**
Based on the validated data, the treasurer calculates the SHU amount entitled to each member. This calculation is made according to the level of contribution and participation of each member, referring to the SHU distribution rules agreed upon in the Annual Members Meeting (RAT).
4. **Preparation of SHU Distribution Documents**
After the calculation is completed, the treasurer submits the SHU distribution details to the secretary. These documents are then formally compiled and included in the cooperative's official report.
5. **Informing Members**
Each member is informed of the amount of SHU they are entitled to, either directly or through systems established by the cooperative. This stage ensures transparency and provides certainty of rights to all members.
6. **Preparation and Submission of the Final Report**
The secretary prepares the final report on the SHU distribution process and results, and submits it to the cooperative's chairperson or manager. This report serves as a form of accountability and official documentation of the SHU distribution implementation.

While According to Yuniati (2015), the process of recording SHU in cooperatives begins with determining the amount of SHU. After that, the data is forwarded to the Sales Department (SP) or the sales division, which is responsible for organizing and determining the distribution of the cooperative's Remaining Operating Results (SHU).

SHU Based on Law

In accordance with Law of the Republic of Indonesia Number 17 of 2012 concerning Cooperatives, it is explained that based on the provisions outlined in the Articles of Association and decisions taken at the Member Meeting, Excess Business Results (SHU) must first be allocated to the Reserve Fund. After such allocation, the remaining SHU can be used in whole or in part for the following purposes:

1. Distributed to members proportionally based on the volume of business transactions conducted by each member with the cooperative.
2. Allocated to members according to their ownership of Cooperative Capital Certificates.

3. Paid as bonuses to Supervisors, Board Members, and cooperative employees.
4. Used to fulfill obligations related to cooperative development funds and other required allocations.
5. Utilized for other purposes in accordance with the cooperative's Articles of Association and Bylaws (AD/ART).

The distribution of SHU reflects the cooperative's efforts to maintain a balance between rewarding its members and ensuring institutional sustainability. Each allocation is designed not only to provide direct benefits to members but also to strengthen the cooperative's business foundation.

Allocating SHU based on members' participation through transactions and capital ownership embodies the values of fairness and solidarity. On the other hand, allocating funds for reserves and business development aims to enhance the cooperative's resilience to risks and support its long-term growth. Meanwhile, incentives given to board members, supervisors, and employees serve as a form of appreciation for their contributions to the cooperative's management. Through a transparent distribution mechanism and joint decision-making in the Members' Meeting, the cooperative ensures that the benefits of its operations are fairly shared among all parties. At the same time, this approach supports the cooperative's sustainability in line with the principles of economic democracy and the spirit of mutual cooperation.

Calculation of Division of Remaining Business Results

Formula for Remaining Operating Results (SHU). According to Wahyuningsih (2022), the SHU (Sisa Hasil Usaha) is calculated using the following formula:

$$\text{SHU} = (\text{Operating Income} + \text{Non-Operating Income}) - (\text{Operating Expenses} + \text{Non-Operating Expenses} + \text{Organizational Expenses} + \text{Taxes})$$

Explanation of Components:

1. Operating Income: Earnings derived from the cooperative's core activities, such as sales or lending services.
2. Non-Operating Income: Revenue from outside the main business operations, such as bank interest or investment returns.
3. Operating Expenses: Costs incurred from the cooperative's daily business activities.
4. Non Operating Expenses: Costs related to non-core activities, such as interest on external loans.
5. Organizational Expenses: Expenditures for institutional activities like the Annual Members' Meeting (RAT) and management honorariums.
6. Taxes: The cooperative's tax obligations to the state on the income it generates.

Type of Research

This research is descriptive in nature and is tailored to reflect the actual conditions of the company in the field. Each stage is carried out with the aim of portraying the situation factually and accurately, in order to obtain comprehensive and reliable data.

Data Source

This study utilizes primary data as the main source, obtained directly from relevant parties through observation, interviews, and documentation. The data collection process is conducted to ensure that the information gathered is accurate and relevant to the research objectives. Through this approach, the researcher is able to directly observe real conditions in the field and gain an in-depth understanding of the mechanism used by the cooperative in distributing the Remaining Operating Results (SHU).

Data Collection Method

In this study, the author employed several data collection methods to obtain relevant and in-depth information, including:

1. Observation

The researcher conducted direct observation of the research object to gain a concrete understanding of the mechanism for distributing the Remaining Operating Results (SHU) to cooperative members. The observation also included related conditions, such as the cooperative's debt situation, to provide a more comprehensive view of the ongoing processes.

2. Interviews

This technique involved directly asking questions to cooperative staff or employees to gather information regarding the distribution of SHU to members, both in terms of technical procedures and implementation.

3. Literature Review Method

The author also collected secondary data by reviewing various literature sources such as journals, academic articles, and official documents related to the concept and practice of SHU distribution in cooperatives.

RESULT AND DISCUSSION

Understanding of Remaining Business Results (SHU) in Cooperatives

The Remaining Operating Results (SHU) represent the difference between a cooperative's total income within a fiscal year and all related expenses and obligations, such as operational costs, depreciation, and taxes. SHU reflects the cooperative's net profit and serves as a key indicator of its financial performance. According to Law Number 17 of 2012, SHU is defined as a business surplus whose utilization is determined through the Members' Meeting and distributed fairly based on the level of member participation. In practice, SHU is allocated based on members' savings and transactions throughout the year, with portions also designated for reserves, incentives, education, and social activities reflecting the cooperative's core values of transparency, fairness, and participation. SHU is an essential indicator of a cooperative's success and sustainability. Its distribution among members reinforces the cooperative's focus on collective benefit and the well-being of its members. Understanding how SHU works and how it is distributed can help members engage more

effectively in the cooperative's operations, contributing to its growth and success.

Procedures and Distribution of Remaining Business Results to Cooperative Members

The distribution of SHU in cooperatives is a fundamental process that ensures fairness, transparency, and the alignment of cooperative principles with members' interests. By following a structured procedure that includes calculating SHU, allocating reserves, and equitably distributing profits based on member participation or equity, cooperatives can foster a sense of ownership and solidarity among their members while ensuring long-term sustainability.

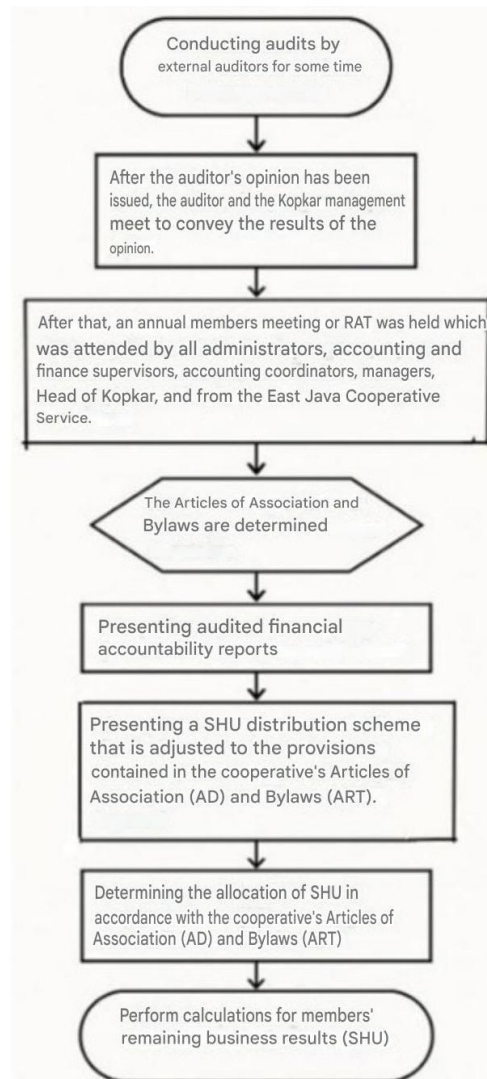


Figure 3. Flowchart of the procedure for calculating and distributing SHU

Source: XYZ Cooperative (2025)

1. Implementation of External Audit

Financial audits are conducted periodically by independent auditors to assess the accuracy and fairness of the cooperative's financial statements. This process aims to ensure that the reports are prepared in accordance with applicable accounting principles and accurately reflect the cooperative's true financial condition.

2. Discussion of Audit Results

After the auditor issues an audit opinion, a meeting is held between the auditor and the cooperative's management to review and evaluate the audit findings. The opinion provided serves as a key reference in assessing the cooperative's financial performance during the reporting period.

3. Conducting the Annual Members' Meeting (RAT)

The Annual Members' Meeting (RAT) is held as the highest decision-making forum in the cooperative, involving the management board, financial and accounting staff, cooperative management, and representatives from the Cooperative Office.

4. Ratification or Review of the Articles of Association and Bylaws (AD/ART)

During the RAT, the cooperative's Articles of Association and Bylaws are ratified or reviewed to ensure alignment with the SHU distribution mechanism to be implemented.

5. Presentation of Accountability Report

The cooperative management presents the audited financial report to all RAT participants as a form of accountability and a commitment to transparency and financial governance.

6. Presentation of SHU Distribution Scheme

The proposed SHU distribution scheme is explained to cooperative members, in accordance with the provisions in the AD/ART. This includes the calculation basis and allocation proportions for each component.

7. Determination of SHU Allocation

The official SHU distribution is determined during the RAT, based on the rules stated in the cooperative's AD/ART. This includes percentage allocations for items such as member services, capital services, reserve funds, and others.

8. Individual SHU Calculation

The final stage involves calculating the SHU received by each member of the cooperative. The amount is adjusted according to each member's contribution or level of participation in cooperative activities during the fiscal year.

Based on Cooperative Allocation

The following is a common allocation structure of the Remaining Operating Results (SHU) implemented by cooperatives, based on the provisions of the Articles of Association and Bylaws (AD/ART) and the decisions made during the Annual Members' Meeting (RAT):

1. Reserve Fund : 25%
2. Member Services (Participation Returns) : 30%
3. Savings Services : 20%
4. Management Fund : 5%
5. Employee Fund : 5%
6. Social Fund : 5%
7. Education Fund : 10%
8. Special Savings : 50%

If the total exceeds 100%, the "Special Savings" item might not be an additional allocation, but rather a different categorization. Please verify whether it overlaps with the others or stands separately.

Calculation of the Distribution of Remaining Operating Results (SHU) to Cooperative Members

As an illustration, the cooperative earned a Remaining Operating Result (SHU) of Rp150,000,000 in one fiscal year, with 20% allocated for savings services and 30% for loan services. The total member savings amounted to Rp100,000,000, and total member loans reached Rp200,000,000. One member had Rp5,000,000 in savings and Rp10,000,000 in loans. Based on this, the SHU allocated for savings services is Rp30,000,000, and the member's 5% share equals Rp1,500,000. For loan services, the SHU allocation is Rp45,000,000, with the same 5% share equaling Rp2,250,000. Therefore, the total SHU received by the member is Rp3,750,000, demonstrating a fair and proportional distribution based on the member's contribution.

Savings member formula:

$$\left(\frac{\text{total individual member savings services}}{\text{total savings services for all members}} \right) \times \text{allocation SHU} \times \text{total SHU}$$

Loan member formula:

$$\left(\frac{\text{total individual member loan services}}{\text{total loan services for all members}} \right) \times \text{allocation SHU} \times \text{total SHU}$$

1. Earnings from Savings Services:

The SHU allocated for savings services is 20% of the total SHU, amounting to Rp30,000,000. The member owns 5% of the total savings (Rp5,000,000 out of Rp100,000,000), thus they are entitled to 5% of Rp30,000,000, which equals Rp1,500,000.

2. Earnings from Loan Services:

The SHU allocated for loan services is 30% of the total SHU, which is Rp45,000,000. With a loan amount of Rp10,000,000 out of a total of Rp200,000,000 (5%), the member receives 5% of Rp45,000,000, amounting to Rp2,250,000.

3. Total SHU Received:

Therefore, the total SHU received by the member is Rp3,750,000, consisting of Rp1,500,000 from savings services and Rp2,250,000 from loan services.

CONCLUSION

This article seeks to evaluate the practice of distributing the Remaining Operating Results (SHU) in XYZ Cooperative by examining how the process aligns with cooperative values such as justice, transparency, and member involvement in decision-making. It explores the practical implementation of SHU allocation, including how members' financial contributions are acknowledged and how distribution decisions are made collectively through the Annual Members' Meeting (RAT). In addition, the article aims to demonstrate

how a systematic and accountable distribution process can enhance member trust, encourage engagement, and support their economic well-being. Through this discussion, the article aspires to offer insights and recommendations for other cooperatives aiming to improve the management and effectiveness of their SHU distribution systems.

This study has several limitations. First, its focus is limited to Cooperative XYZ, which means the findings may not fully represent the conditions of other cooperatives in general. Therefore, future research is recommended to involve multiple cooperatives from various sectors and regions to produce broader and more generalizable results. Additionally, the discussion in this study mainly emphasizes the technical aspects of SHU distribution in a descriptive manner. Hence, future studies should consider applying analytical methods to assess the impact of SHU distribution on member welfare and engagement, in order to generate more comprehensive and insightful findings.

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