

## Evaluation of Opportunities and Challenges for Cooperatives in Development HR in the Market 4.0 Competition War Environment towards Indonesian Economy 2045

Abdul Wahab Samad<sup>1\*</sup>, Muhammad Ishaq<sup>2</sup>, Dominica Dini Afiat<sup>3</sup>

<sup>1</sup>Institut Bisnis Dan Informatika Kosgoro 1957

<sup>2</sup>Universitas Muslim Indonesia

<sup>3</sup>STIE Bhakti Pembangunan

**Corresponding Author:** Abdul Wahab Samad: [w\\_abdoel@yahoo.com](mailto:w_abdoel@yahoo.com)

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### ARTICLE INFO

*Kata Kunci:* Oppurtunities, Challenges, Cooperatives, Digital, Collaboration, Mutual Cooperation

*Received :* 10, April

*Revised :* 12, May

*Accepted:* 27, June

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### ABSTRAK

This research aims to conduct a study of the opportunities and challenges of cooperatives in the industrial era 4.0 by strengthening the role of human resource management in facing changes in the market environment facing competition war 4.0 in the Indonesian economy in 2045 which causes changes in all aspects of digitalization that occur in cooperative organizations. The changes that occur also require business intelligence in evaluating high-tech advances in the exchange of knowledge related to design and innovation and information obtained from supplier and customer behavior which will be continuously communicated in industry 4.0. The research method in this study is a troubling method which examines cause and effect relationships in depth, listening to input from various parties and finding appropriate solution ideas through studying narratives expressed qualitatively. The results of this research found that cooperative development in Indonesia still needs to be improved to become stronger in planning and financing. This development will be the basis for the Indonesian economy to achieve the goal of an economy based on mutual cooperation in 1945.

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## INTRODUCTION

Opportunities and challenges for cooperatives as one of the economic pillars that can increase community resilience against the threat of the global economic crisis in 2023. According to Battilani and Schoter (Battilani & Schröter, 2012) the idea of cooperative businesses is very old; in Europe at that time, cooperatives were a very strong economic activity, especially in the Middle Ages. Trade unions and trade associations at that time, through the Hanseatic League cooperatives were built on the idea of mutual cooperation and involved many cooperative members in European cities who were politically independent from the aristocracy or religious groups who carried out cooperative activities based on the principle of cooperation. . Cooperation in cooperatives was found in the Swiss nation from the past until now, which is a historical legacy of the medieval economy which can still be found in various cooperative activities in the form of cooperatives in Europe today. However, Battilani and Schroter (Battilani & Schröter, 2012) argue that various cooperative efforts in the form of cooperatives have existed since the beginning of civilization, but when the modern capitalist economic movement began, especially in response to the development of the first industrial revolution which gave birth to industrial capitalism, it still left work behind. with cooperatives for those who still care even though the problems of capitalism created by the industrial revolution continue to develop, which in turn, with cooperative cooperation, creates various private companies and public companies for the protection of security and equality in greater cooperation and is even reborn for facing increasingly strong changes in capitalism.

Cooperatives are different from non-profit organizations because of the different treatment of profits earned. In cooperatives, business profits are paid to members in the form of profits proportional to the contribution of each member of the cooperative. Non-profit organizations, of course, are different because the profits obtained are not distributed to members (Battilani & Schröter, 2012). It is also different from a limited company or something similar.

The history of the development of cooperatives in America (Latin America) was mostly based on independent food supply business activities at first. According to Knupfer (Knupfer, 2013) cooperatives operating in the food sector are a cooperative movement in history that shows greater activity. This movement is at least 180 years old in America. In the early 1830s, workers began to run producer cooperatives and consumer cooperatives to meet their own needs, which was then followed by trading in clothing, furniture, coal and foodstuffs. Throughout the 1800s until the end of the 1800s in rural areas, farmers in these countries also formed producer and consumer cooperatives, which continued to grow until in the 1930s they included sales ranging from creamer foods, fire insurance, sales from telephone companies. cables, sales of electrical equipment, building grain storage warehouses, providing gas and oil stations. Savings and loan activities also became the main activity in other forms carried out by cooperatives, which continued to spread nationally during the world's Great Depression at that time. It is recognized that today, the American

cooperative movement continues to exist, in activities that provide services in child care, financial services, savings and loans, agricultural equipment, electricity, telephone, funeral services, health care, housing, insurance, marketing of agricultural products, and, of course also food. In 2010, it was estimated that there were more than 47,000 cooperatives, with 130 million members. According to the International Co-operative Alliance (ICA), one in four Americans is a member of a cooperative. Why have cooperatives become a growing part of American history?

Food cooperatives (Knupfer, 2013) are cooperatives that sell food products that are owned collectively by members who carry out activities to collect money from sales and are run by the resources of their members as cooperative labor, and at certain times make democratic decisions regarding policies, products, and their business organizational structure. Many of the activities undertaken, but not all, still follow the principles practiced by a group of weavers who started the first cooperative, for themselves, under the name of the Rochdale Society of Equitable Pioneers of England, in 1844. Historically, the principles Rochdale Cooperative is accepting membership openly, regardless of ethnicity or religion and belief. Democratically controlled, which allows each member to have one vote, regardless of how many shares they own; Returned profits are calculated based on each member's share ownership; only cash ownership of shares is permitted while credit ownership is not permitted; member education requirements; Political and religious orientation is also not at issue, but they cannot collectively support certain parties or denominations of certain political interests. However, some cooperatives currently do not all follow the principles mentioned above, especially in disbursing credit to members, which sometimes endangers the survival of the cooperative. Neutrality in politics is also not always practiced. For example, several Rochdale co-operatives in England set out on their own co-operative political party and later affiliated with the British Labor Party. Although most cooperatives in America do not support political candidates, they do engage in some form of political party activity.

Meanwhile, according to Rakopoulos (Rakopoulos, 2018), criticism of cooperatives according to Rakopoulos (Rakopoulos, 2018) is often stated that cooperatives, like most legal entities in general, often claim to do a lot to create change. Their administrators claim social change taking place in society, or any type of achievement of egalitarianism, or the economic prosperity of cooperative communities as goals to aspire to or strive to achieve. Like all ideological movements, cooperativism shows a greater influence on the lives and livelihoods of its members; However, this is considered strange, because the ideology of cooperativism has now been seen as the end of -ism, cooperatives in practice as a socialist practice that lives in society has ended. Sociologists and anthropologists who are concerned with cooperation and cooperativization in cooperation often criticize cooperatives for not operating in accordance with what they recognize as cooperatives. This criticism of course aims to provide a different perspective on cooperatives - and this criticism arises because the

assessment of cooperatives comes from a part of the ideology that is slightly inclined towards Marxism. In line with that, criticism of cooperatives in general shows how cooperatives are currently developing, through efforts to interpret the ethnographic meaning of cooperatives which is shown by the fact that cooperatives seem to have a smaller position than what is claimed by their administrators.

However, this criticism (Rakopoulos, 2018) focuses on the attention of workers/laborers and their exploitation in the struggle against neoliberalism, which leaves many records of the struggle of the cooperative movement in a context that is internally interpreted as fighting for social change in the current conditions, but is acknowledged. If the movement is not excessive, does not exploit the internal context of the cooperative, it will certainly not have an impact. This is why ethnographic anthropology observers see how cooperatives tend to be more fully involved in the complexities of the internal lives of their members than their administrators often admit. This siding with internal welfare without publicity is carried out secretly and invisibly which can actually emerge into a specific ideological movement that is the basis of cooperatives, which in this case, becomes an anti-mafia movement. The seeds of social values embedded in cooperatives consist of life values that live outside cooperative cooperation and are carried out in kinship networks, maintaining a reputation of honor, maintaining self-dignity for the environment and family household organizations. By discussing what has not been touched by observer critics of cooperativism: in the context of the internal life of cooperatives, in the sense of the lives of cooperative members, then, within the framework of cooperation which includes relationships outside of work and wages for work within it, binding obligations on members, life in the scope of a series of cooperative cooperation obligations. In this way, cooperatives become business activities that determine the economy of personal life with the idea of cooperativism.

Meanwhile, according to Carolan (Carolan, 2018), cooperative programs for workers and members can keep labor costs low and can maintain member commitment high, which ultimately provides real benefits for the cooperative and its members, superior to other business units. However, some critics want to remove it on the grounds that working with cooperative wages that are below the standard wage violates statutory provisions regarding minimum wages and compensation requirements for workers. It is becoming more and more complex as the growth of cooperative businesses increases. In civil law, especially the Fair Labor Standards Act (FLSA), it is widely understood who is a worker, including cooperative workers. Or is a cooperative worker an employee whose status is the same as workers in other business fields or not? In the legal position of the FLSA, the definition of a worker is "any individual employed by an employer. However, on the other hand, the translation into common law - legal provisions that are determined through the results of judicial decisions - reveals a lot of one-sidedness in decisions that provide protection for cooperative member worker programs, such as the judicial case in Hawaii mentioned previously. volunteers up to a total of twenty-five hours of work per month which then provides clarity



on how the cooperative worker program is enforced at the federal level. In the view of civil law observers, who are accustomed to working in interpreting the law. The view is that this area, especially the co-op employee program, is so gray that it needs something like support from Congress.

The discussion that needs to be underlined according to Ratner (Ratner, 2013) is that the aspect of cooperation in cooperatives generally means cooperation that is important to explore by providing certainty; (1) general concepts about the meaning of cooperation in cooperatives, the social-psychological relationships carried out, the relationship between cooperatives and individuality, the fulfillment of human rights, freedom, culture and human values; (2) social and psychological benefits resulting from cooperation, for example the competencies needed to run a cooperative after the cooperation is implemented; (3) a set of competencies related to core work that must be developed significantly in cooperatives to realize cooperation; (4) agree to carry out cooperation that continues to develop, along with the cooperative development process by developing the cooperation itself; (5) general aspects of cooperation are not the entire cooperation, but are only part of the cooperation within the framework of running a cooperative. The general aspect referred to refers to the real aspect of cooperation that has historically developed.

Collaboration may seem simple (Ratner, 2013), such as performing limited actions by two people to lift a heavy object; However, this cooperation is essentially a form of cooperation in life which is related to the cooperative order of existence, which is different from the life of a group of animals in working together to hunt down prey or provide food for plants. The form of cooperative cooperation forms new life relationships resulting from this cooperation which then develops as part of social, cultural and civilizational life. Cooperation creates new ways of adapting to the environment, new relationships between individuals, communication with new activities, activity specialization, new ontogenetic development, increased psychological/behavioral capacity, and in certain parts new anatomical and physiological organs. Understanding cooperation is very important to understand the relationship between the elements of human life. Likewise, implementing cooperation is very important to achieve mutual progress.

Regarding the new paradigm (Ratner, 2013), social systems follow an analogous pattern which shows similarities between two things of different classes but which still have mutual attention in certain aspects or functions. The social paradigm existing in cooperatives is seen as having produced crises and conflicts that are tiered, intensifying and difficult to resolve in disputes between management; This crisis cannot explain the cooperative paradigm precisely, resolve it, or prevent its occurrence. Extraordinary measures, through additional, emergency measures (such as bailout funds, stimulants for settlement, or austerity measures) do not work, in cooperatives as in the case of the collapse of the scientific paradigm in conflict resolution in companies. A cooperative social paradigm is needed in new cooperative cooperation which is based on new cooperative construction. Even though I can't

It is certain that this step is trying to save the current cooperative system, the aim is to save it. One example illustrates this paradigm shift. Today, liberal economists call for expanding the government's availability of jobs as a means of ending the recession better than conservative views emphasizing austerity measures. Liberalization reflects the fact that the expansion of job availability provided by the government helped improve previous recessions. However, this expansion in the availability of government jobs only helps temporarily. This can be seen in the 1981 recession in America, this step only made way for another recession in 1990. Then, at the same time, the government again expanded the availability of jobs, which then briefly helped, which then paved the way. to another recession in 2001. It can be seen then that government jobs helped, only to give way to the Great Recession six years later, which liberals now say can be fixed with a return to employment. Economic liberals say that this strategy succeeded in fixing previous recessions, but fail to realize how inadequate this strategy is and how often it must be used. They also fail to mention that the previous economic recovery was very weak and resulted in very little job recovery and lost income for workers. Each recession and economic recovery on the other hand also results in employment skewing toward low-skill, low-wage jobs. Moreover, any successful recovery takes longer to restore jobs: the recessionary recovery from the expansion of job availability took only two months in 1982. In 1991, the expansion of job availability fell for 18 months past the bottom before reversing; Ultimately employment did not reach pre-recession levels until five years later, in 1996. In 2001, the expansion of job availability fell for 23 months past the trough before reversing; That job expansion did not return to pre-recession levels before the next recession hit. After the Great Recession of 2009, employment again took 23 months to start recovering and will not reach pre-recession levels before the next recession hits, soon. Moreover, GDP grew more slowly in each subsequent recovery than in the previous one.

An economy that swings from one recession to another, despite using all known rescue measures (Ratner, 2013) becomes less effective over time and produces less and less recovery. This encourages the importance of passing on a reform strategy against the ongoing recession and finding fundamental solutions such as an economy promoted by cooperatives that eliminates social problems at the base of society.

Cooperation in cooperatives (Ratner, 2013) as implemented social values, or social paradigms, which are used to eliminate or prevent the impact of recessions and crises that threaten social life and the environment is very necessary. This attitude towards working together was inspired by the noble ideals of the founders of the cooperative in the past. Jose Arizmendiarietta, as the founding father of the Mondragon Cooperative, said that cooperation in cooperatives is a real integration that has authentic value for someone in the economic and social process that will form a new social order."Cooperation in cooperatives is positioned as cooperation with different levels. slavery to humans. Cooperative cooperation is not just a friendly interpersonal relationship, but cooperatives are a socio-economic-political-psychological

system. Cooperative cooperation is needed in providing food, clean water, shelter, health services, education and security for the world's population, whose position in the economy is necessary to maintain a human living environment that is suitable for the benefit of humans themselves and the protection of other lives. Cooperatives are needed to achieve peace and security in human life, as well as to fulfill psychological and spiritual moral needs.

In contrast to Pestoff, Huckfield (Huckfield, 2021) uses Pestoff's analysis to suggest that cooperatization of social services refers to cooperation for social purposes. Cooperatives are cooperation carried out by developing the role of members in providing services, such as parents, in childcare service organizations, and which became a service used due to financial pressures on the public sector so that parents could work. With the legal status of cooperatives being different from productive economic activities, they are used to provide services that cannot be provided by the public sector of government. Social and economic life in France is dominated by cooperative cooperation services as a social service model that can, during a recession, become a reference in all socio-economic activities, including associations that operate in the corporate economy. Cooperatives as part of social economic activities thus become business entities that are not in the form of companies that are active in the market.

Furthermore, Huckfield (Huckfield, 2021) stated that in Italy, social cooperatives have become popular because the activities they run are able to provide services during a recession in the form of job creation for those experiencing layoffs, especially women, such as laundry work or the creation of new services. In Italy, social cooperatives first appeared in the 1970s and have grown rapidly since then. Cooperative observers such as Borzaga (1997) point out that the cooperative has around 3,000 members, has around 100,000 cooperative service providers and provides services for certain jobs to hundreds of thousands of other people in Italy. Other countries followed Italy in 1991. In Portugal cooperative services were carried out on the Portuguese model which in 1998 provided social cooperative services that brought together high-income cooperative members, highly paid skilled workers working in the service sector and/or cooperative members which voluntarily contribute to the production of cooperative services. In France, at the national level, the French government, initiated by the State Secretariat for civil affairs and solidarity economy, for the first time, ran a solidarity economy-based cooperative between 2000 and 2002 by providing cooperative services. These cooperative activities represent the development of shared services through supply and demand for services such as laundry work or other inter-service work for specific purposes not only to individual users as consumers within a personal functional framework but also integrating cooperative services to all citizens to discuss in the political arena and as members of communities and families in informal settings.

In England, (Huckfield, 2021) although the legal form of cooperatives was declared based on the provisions of the UK Industrial and Provident Society Acts in 1852 and 1893, the association of associations and mutually beneficial

cooperation between them was never established as an institution with their own legal rights. within the English legal system or as part of the political or social economy. As the Labor Representation Committee weakened in 1900 in relation to the Labor Party which had support from associations and cooperatives, the movement increasingly weakened. In contrast, in France and elsewhere across Europe, cooperatives as part of the social economic structure were directly linked to political interests. In the "economic structure" the relationship with the market is only one component of the economy, "which cannot cover the existence of redistribution and the reciprocal relationship between support and political interests". The cooperative initiatives of civil society thus "have political value in the public sphere of modern democratic societies. The position of co-operatives in the UK from the 1970s and 1980s onwards demonstrates this relationship of interest. Although there was little in the UK's political contribution to co-operatives or in mainland Europe it provided considerable legislative support for doubling the economic size of co-operatives in legislation enacted in 1976 and 1978 under local Co-operative Development Agencies and the Industrial Common Ownership Movement (ICOM) . Open university papers on cooperatives strengthen the entrepreneurial role of cooperatives through supporting legislative policies that are needed in the face of Conservative government policies, which seek to reduce the financial power of local government cooperative development. Even though they are called cooperatives, because most of them are actually registered as members of cooperatives as companies guaranteed by ICOM, it is considered that most of them are no different, operating with companies with new workers who are engaged in the same social fields as companies in general in later. The growth of structural thinking towards cooperatives has thus become a major part of research that requires further study regarding the antecedent neglect of social cooperative legal entities.

In the United States, according to Hunt (Hunt, 2022) the story of the Cooperative Guild began with a series of attacks on black cooperatives at the end of the nineteenth century that were manifestly unaccounted for. The greatest attack on this cooperative alliance occurred in 1889. The largest producers' cooperative in African-American history, the Cooperative Alliance of Colored Farmers and Cooperative Unions, was disbanded at its headquarters in LeFlore Mississippi by what the Black press group generally referred to as " massacre". The cooperative had over one million members in "every Southern state", making it the largest black organization in US history at the time. But when the sound of the gun threatens, the echoes of hatred echo in the pits of judgment, taking the lives of cooperative leaders or throwing them away, so that the members, and their children, end up without legal protection for their position in the cooperative. On the other hand, three years later in 1892, the administrators of a consumer cooperative in Memphis, Tennessee, the People's Grocery Store, were hanged because they were judged to be piling up competitive advantages. As history records, this event "shaken Black Memphis," the American South, the



African-American press, and Ida B. Wells. This incident became a historical milestone, because one of those hanged was Wells, a close friend of Thomas Moss who later pushed for a campaign to abolish the death penalty. This event became a catalyst for the anti-lynching campaign, and on the other hand, it became a special moment that proved the long-standing relationship between cooperatives and the letters of African-American cooperative administrators. But as Du Bois also fought for, cooperative activities like this posed a risk to the prosperity felt by black cooperative members, especially because of the reaction of the white race, which can be seen from mass media reports that attacked all activities related to black people who became too independent through cooperative activities. Note the widespread attacks on co-op members who supposedly received tobacco-sized prosperity from club purchases, newsstand purchases, insurance group purchases, so many small businesses from co-ops, looked down upon with a shrug of the shoulders because of no severance pay, and businesses that were without much hope of growth .

The enormity of the losses from this provocation against cooperatives is what Du Bois signaled when he and his research team acknowledged in their study of Cooperative Economic Cooperation a recognition that anyone could experience that the faith of people who devoted all their possessions in supporting the economy of cooperative businesses faced failure. "The cooperation between all members in this cooperative business is the most extraordinary." Perhaps no one knew better than Du Bois the fiery bonds of success in cooperatives, the pyromaniac jealousy that became a blinding pathological disorder and the control of its righteous administrators. In the fight against the emerging death of the nineteenth-century black cooperative movement, Du Bois, spending half his life in a better life reviving the cooperative movement, tried to rise as he said, to revive and encourage the cooperative movement. To the readers who saw the problem, he proclaimed, against all odds, no matter what happens, you cannot fail as long as you are the right shareholders, and they will always be right in running the cooperative as long as they share the profits according to their contribution. . Never be afraid! We must remember how cooperatives will be very fragile when there are sanctions from the government. Cooperatives are an open target: they have valid legal entities but are easily shut down. Du Bois' conclusions as demonstrated through novels, essays, and forensic ephemera, rely more on galvanizing influences on current conditions than on the hopes of an aspired future.

The development of a free market as an option in capitalism and progressive democratic socialism according to Spronk (Spronk, 2021) two decades into the 20th century, increasingly shows that capitalism in the form of new liberalism, for many people has failed to provide prosperity in a free market. Increasing uncertainty in the free market gives rise to greater privatization, and deepens the interdependence of financial needs which ultimately widens economic inequality, increases institutional control initiatives, and pushes poverty to a lower level. The development of the free market in the new liberalism represents a difficult challenge that becomes more challenging for

most market participants and is made even more difficult because it is exacerbated by the climate and environmental emergency that provides the daily needs for human life on earth, and this climate situation makes millions of people homeless people threatened by extreme weather events such as hurricanes, droughts and floods. Those who are least to blame for this situation are those who pay the highest price in the new liberalism.

Spronk (Spronk, 2021, p. 17) added that the capitalist system is a social system in which productive wealth is privately owned and used solely to generate profits for capitalism. Capitalists (capital owners) do not invest their capital to meet human needs for social purposes. If this is done to fulfill human needs, the question that arises then is whether the fulfillment of the needs carried out really has a real social aim or is it just made up for certain interests?

Furthermore (Spronk, 2021, p. 24) suggests that the debate over the interests between progressive capitalism and democratic socialism in meeting the needs of humanity can be seen in the battle of electoral ideas in the United States in deciding who will be the candidate to oppose President Donald Trump in the 2020 election for the Democratic Party. . Even though it is presented as a debate between two different camps in fulfilling the interests of society's needs, democratic socialism in its contemporary implementation (at the time of its implementation) has many similarities with progressive capitalism, which is carried out with certain interests in the United States.

In relation to the free market and freedom to obtain economic benefits according to Pelc (Pelc, 2022) the anxiety that arises from capitalism when groups supporting capitalists are involved in achieving goals that may have a greater social impact, by contributing to the view that luxury provides results which links the work done and the love of socialism to such an extent that the results achieved do not deserve real monetary compensation in the form of capital flows. Confrontation within the hidden individual which on the one hand requires individual incentives and on the other hand the social interest in providing justice which undoubtedly encourages the choice of the best option by finding work to be done as part of the game of capital flows. Consider, what could be done better? Think about people who are obsessed with the results to be achieved who do work with all their skills from morning to night starting from writing papers, coding into computer languages, to conducting research and the difference between those who can achieve profits by investing in the flow of capital, they declared, had never worked a day in its life. Good luck to them. However, of course, all work by doing the same work as others, they combine work into passions and combining work into passions becomes a salient strategy for each individual. Except for those who work with luck from the investment results of their capitalist capital flows, it is not the same as those who work with work and passion. The emergence of this group of creative workers makes them workers with a creative social class who combine work and passion, carrying out activities for their own interests which coincidentally also pay the bills, finance their needs which inevitably change market incentives in industries that involve everyone. person.

In the confrontation (Pelc, 2022, p. 190) between capitalism and socialism, the utilitarian model has a solution to the availability of employment options with stable terms, calculating the contribution of each action taken to the overall social welfare of society. However, Scholars believe that it is precisely the lack of inner turmoil resulting from the confrontation between capitalism and socialism that is to blame for the limited view between the two flows of capital, capitalism and social equality, namely the limitations of human nature, and deficiencies in understanding the philosophy of utilitarianism.

In contrast to the theory of utilitarianism, current marketing developments are more about direct marketing. In its definition, this marketing concept is known as Business-to-Business (B2B) according to Miller and Washinton (The Business Marketing Association, Business-To-Business Marketing 2020-2021, 2021), B2B as part of marketing promotions and sales of goods and services into a business that with such marketing, the product can be resold, use it as a component in a product or service offered back to industrial marketing, or use it to support company operations. Marketing with a business-to-business or B2B system is also sometimes referred to as business marketing or industrial marketing.

In its development, according to Miller and Washington (Miller & Washington, Business-To-Business Marketing 2020-2021, 2021, p. 39) dramatic changes are occurring in the B2B supply chain today, driven by the ever-growing eCommerce market. Contracts that were carried out over several years and with larger dollar values which were previously carried out without digital marketing meant that contracts with large dollar values could not be achieved in a short time, but now they are achieved in a short time. The marketing experience that was offline at that time, is now getting a digital upgrade that is revolutionizing marketing in a B2B way, namely selling and marketing with larger contracts.

B2B companies do marketing (Miller & Washington, Business-To-Business Marketing 2020-2021, 2021, p. 100) by spending large amounts of money to engage in ceremonial events with a small circle of their key customers. One example is the use of suite rooms in star hotels at NCAA Final Four events to entertain customers. Sponsoring events in the Final Four, which is more about the NCAA men's basketball championship, is a form of marketing promotion even though some of the best games may be played on smartphones, in luxury suites and behind the covers of corporate hospitality tents. The Final Four event was one of the few marketing promotions aimed at more than a handful of key customer-requested events that routinely occur in the company's calendar, as they, the vice presidents and regional chief executives believe in the Pareto Principle which states that 80% sales will come from the top 20% of clients so it is important to try to impress the most valuable customers.

In relation to social marketing through online information technology with large contracts and obstacles, according to Martynova (Martynova, 2021), the research that is currently developing is mostly designed to find out the obstacles faced in technology projects. innovative development of higher education institutions that emerged from the requests of the main internal

stakeholders, namely students. With high appreciation for the findings on questions resulting from previous research, especially the first research, it was found that despite the fairly high level of motivation of students, there were obstacles they faced, namely the ability to develop non-cognitive skills, namely skills in understanding. software and expertise with a high degree of self-discipline over the achievements of others through individual development over time and their experiences which is found to be less developed among students. These findings raise further questions about the capabilities of higher education institutions, how they overcome these non-cognitive skills barriers. This development, which arises from a lack of self-discipline among students and appreciation for the previous achievements of others, can create conditions that make it difficult for universities unless they force higher education institutions to implement more innovative policies. Thus, with awareness of the conditions related to the concept of decreasing non-cognitive skills among students, innovation managers in higher education can then design strategies for implementing innovative research projects. Another important issue that needs to be considered in implementing research in the form of innovation projects in higher education institutions is to be careful and full of arguments that can be understood in the communication explanations carried out by the higher education public relations unit, through a set of explanations about expertise and capabilities that are carefully and reasonably explained effectively and sustainably to stakeholders. For example, in the context of innovative research, those conducting research in higher education must be able to implement mental abilities in positive research by understanding future obstacles through mental contrasting methodology by prioritizing self-discipline or through research that knows the external and internal obstacles faced which can influence motivation for self-development in research.

In relation to current generational habits, according to Suvalova, Troitskiy and Zhaxybayeva (Suvalova, Troitskiy, & Zhaxybayeva, 2021) the theory of generations, known as the classification of generations based on the dominant values of the previous century but popular in the early 90s. This theory is based on the dominant values held in the context that occurred at that time. Classification is based on time frames that are recorded as conditionally occurring time frames. The generation classification that represents generation and the Soviet Union's economy in ending the previous era of stagnation. Generation Y is also called the millennial generation with a time period ranging from 1985 to 2003. The word millennial attached to this generation was developed from the word millennium, meaning the change of generation to the millennial generation. The conditions faced by this generation are different from previous generations, those born in this period are characterized by living conditions that strive to achieve multidimensional progress individually with unlimited choices. This millennial generation is characterized by the freedom they have in choosing the life choices they will live, think and act, based on their beliefs that are not dependent or have no restrictive restrictions. Next, generation Z was born in the period from 2004 to the present which was marked by



technological advances with active use of the internet and online communication. The most mature of the current generation Z in 2020 is 20 years old. Further developments in recent years, there has been a debate about the birth of a new generation called the Alpha Generation, with characteristics that are currently developing as a generation that is attached to various artificial intelligence-based technologies that were born since 2015.

In another part, Suvalova et.al (Suvalova, Troitskiy, & Zhaxybayeva, 2021, p. 82) stated that the current generation, those who are young professionals today are characterized by indicators as priority professionals who have the ability to develop and contribute to solving promising projects for their employing organizations. Interested in meeting the need for flexible working hours for these priority professionals and working remotely by updating each of their jobs. However, even though this option is available, it should be noted that not all employers agree with the eligibility conditions for this type of work option. In reality, an employee who works from the head office or only comes to the head office a few times by working from home in a month, can be considered not a full member of a team. This can cause these workers to have difficulty interacting with colleagues in the team, and ultimately cause them not to be fully involved in all activities carried out by the company. Working with flexible hours has the undeniable advantage of providing a pleasant work-life balance. Work flexibility is the optimal combination choice to overcome workload and maximize free time to fulfill personal life. And for the younger generation, generation Z, meeting the need for flexible work and life balance like this is an actual criterion for choosing a company to work for. The development of information technology and available communication facilities has contributed greatly to the demand for flexible working hours and places to work.

In facing changes in the world of work in its contribution to the economy and market, according to Osipon and Rencevic (Osipov & Rončević, 2021) the economy and market in the era of the fourth industrial revolution follow an open access order market system which is characterized by economic actors always looking for innovation in everything between other new products, new raw materials, using technology that continues to develop and produce new technology, new organizational governance mechanisms and new marketing space. The position of the state from the point of view of its existence is seen as guaranteeing private ownership rights to goods and services, establishing anti-monopoly policies in the economy, and setting affordable transaction costs for its population, as well as creating institutions to guarantee the movement of all elements of economic activity. In adapting to the framework of progress in the fourth industrial revolution, countries in the world are implementing new public administration. Countries throughout the world will try to adopt the culture of the fourth industrial revolution and business instruments in carrying out the activities of their government. This has resulted in many countries adopting passive policies and encouraging business entities, first and foremost, micro, small, cooperative and medium-sized entrepreneurs, to be more active in carrying out economic activities. The open access order market system is

characterized by down to top economic movements to institutionally strengthen state policies in the era of the 4th Industrial Revolution. The developed countries that are referred to in much literature are the United States, England, France, the Netherlands, and – more generally – all liberal Western European countries.

In looking at the references to countries that run economies and markets, there are other countries that appear to be part of the fourth industrial revolution. According to Osipov and Rončević (Osipov & Rončević, 2021, p. 68), these countries naturally run governments that act as initiators in the Fourth Industrial Revolution. These countries can be seen from countries in the form of republics that were formed after the collapse of the Soviet Union, countries in South America and Africa, which are also said to be countries that are naturally responding to the fourth industrial revolution.

The leader who has absolute power in response to the fourth industrial revolution according to Osipov and Rencevic, (Osipov & Rončević, 2021, p. 72) achieved progress based on the volume of exports of high-tech products, is China. China's export volume of high-tech products achieved a large output that was 3.5 times greater than the exports of the country with the second best technological progress in its products, Germany. The ten leading countries in the field of high technology in the products they produce are all developed countries. Besides that, European countries in Eastern Europe (such as the Czech Republic, Poland and Hungary) also have high-tech products that occupy a relatively high position, compared to former Soviet countries which have a poor position in the field of high-tech progress. especially in high-tech exports which are measured in US dollar terms. It is important to note that the changing trends carried out by a number of people in the field of high-tech innovation, and the support of established institutional institutions, have had a significant impact on the creation and development of high technology. Developed countries have a tendency to carry out technological development through established institutional institutions, while developing and transition countries depend on large numbers of people developing their high-tech innovations. A small number of developing and transition countries occupy the lowest position in technological innovation in high-tech exports as measured by US dollars.

The development of exports of high-tech products, according to Kovalchuck (Kovalchuk, 2021), in fact shows that technological innovation and high-tech design are significant/important investment components in meeting the product development demands of high-tech industrial companies. At the same time in the development of high technology, it has long been considered that not only improving process management in the manufacturing industry through high technology is a determining factor in addition to management processes that are not capital intensive. This view has so far proven to be correct, because a radical restructuring of the production process with high technology is necessary not only because the equipment is technically recalibrated but also in terms of adapting the management process to the support of fundamentally new decision-making data, including the latest information systems. and Internet of things

Apart from that, according to Yukhno (Yukhno, 2021) one of the consequences of technological progress is changing all manual processes to become digitalized which is a change brought about by the Fourth Industrial Revolution which is marked by the increase in communication system mechanisms in various ecosystems of economic and market activities. The ever-increasing innovation of communication systems and all activities related to Technology, Information and Communication (ICT), has become an approach method that radically changes economic and market activities, providing opportunities that enable companies to create profit or loss value. in a short time. Currently, the ecosystem of high technological advances requires company operations to respond quickly to changes in conditions of demand for goods or services and these demands are closely related to each other with suppliers and customers, so that companies are required to have a digital strategy in a platform that cannot stand still. each of them independently analyzed the ecosystem and emerging competition. Thus, the company's strategy in using digital platforms allows companies to change traditional boundaries in the industry and work in new competitive areas that were previously determined only by the use of digitalized resources. Demands for the exchange of knowledge developed and information obtained from supplier and customer behavior will continue to be communicated between companies in the industry. For this reason, companies need certainty, their position in the digital platform change ecosystem which requires close, mutually beneficial collaboration from suppliers and customers, which is done by creating value from every knowledge and information shared together. With the collaboration created through the ecosystem in the digital platform through a wider exchange of knowledge and information, it will then become the core of developing the most effective strategy for the company.

The implications of the need for the most effective company strategy require the ability of the Board of Directors to have sufficient competence to evaluate the competitors' strategies they are taking and have the potential to have an impact on the company in the external environment regarding the strategies taken by the company and the strategies taken by competitors. This implication requires real participation from the board of directors in creating and implementing the most effective strategy, and provides space for monitoring company activities that ensure their implementation is in accordance with the specified development plan. At this time, many examples of the use of digital resources developed to expand the scope of a company's business strategy in formulating strategies have been found: GE devices or platforms connected to the Internet provided by GE, provide a platform that can be used for medical purposes, namely monitoring remotely the patient's progress on his treatment in real-time. Digital product devices or platforms like this are also followed by Sony, Nike with support from Mac-based applications on Apple, Android on iOS. Don't forget Amazon, with e-commerce providing a platform for reading books, via the Kindle application. Amazon simultaneously developed Amazon Web Services (AWS) which is a cloud platform with 165 full-featured services in data storage used throughout the world. Developments in digital technology, the

traditional paradigm that is structured in developing a business strategy approach like this, is considered impossible and unreasonable because of the differences that occur between the business areas in digital technology for one company and another. Understanding the development of digital technology, where relationships occur digitally between them, requires a broader perspective of understanding, regarding how the digital world and science, information and communication technology develop and continue to have an impact on the business strategies that companies will take.

In relation to the management of science, information and communication recorded as company data, according to Gutnik (Gutnik, 2021) defines science, information and communication data as part of business intelligence data as discovered by the Data Warehousing Institute (TDWI), an understanding born from in-depth education about business intelligence, identifies the ability of business intelligence as the process of converting data containing the results of knowledge, information and communication into intellectual property of company knowledge, and then converting this intellectual property knowledge into opportunities business. The results of this business intelligence provide benefits to end users from making business intelligence an analytical business intelligence method that is compiled in an application, and becomes a cloud data infrastructure. Thus, it can be stated that business intelligence (BI) generally refers to the following processes: first, business intelligence includes the process of transforming analytical data and information into knowledge documented in a cloud storage system and intuition that accelerates this knowledge to obtain benefits in speeding up and improving decision making; Second, business intelligence is an analytical technique and tool that contains applications for collecting data, consolidating information, and providing access to the use of shared cloud data storage systems; (3) business intelligence is the ability to process business information received through data that has been analyzed in depth and the analysis of this information is confirmed and consolidated as valid business data.

## **METODOLOGY**

The method used in this research is the troubling method which examines cause and effect relationships in depth, listening to input from various parties and finding appropriate solution ideas through studying narratives expressed qualitatively. The Troubling Method recognizes not only the problem that arises itself as a problem but also recognizes the consequences of a particular time and place that arise as a result of the problem, even though they are unavoidable, occur naturally, or are consequences that are recognized as occurring universally. This method does not limit thinking in looking at the problem itself with certain limitations in accordance with human thinking which emerged at the end of the 20th century which was marked by changes in interpretative and linguistic thinking in the social sciences which then gave rise to differences in perception called the "representation crisis". "which always challenges the traditional modernist epistemological paradigm which questions



the nature of knowledge which is always objective and explains its relationship to any reality.

The concept of this troubling method continues to place the side of humanism on an epistemological and ontological basis which is based on the consistently held assumption that events experienced by humans can represent events that occur in various parts of the world through research, language, data, sound, capturing experiences and narratives. .

## RESULT

Indonesia 2045 is marked by the current vision which according to Bappenas (Bappenas, 2019) the entire Vision of Indonesia 2045 is directed at the realization of a sovereign, advanced, just and prosperous Indonesia within the framework of the Unitary State of the Republic of Indonesia. In the field of population, global demographics in 2045 will reach 9.45 billion, more than half of which comes from Africa and Asia, which still have the largest population at 55%. In the economic sector, the increasing role of Asia and America is estimated at 84% of the population becoming upper middle class but at the same time, the availability of natural resources is predicted to no longer be able to meet the increasing demand even though technology will increase the efficiency of natural resources. Countries with new economic emergence are estimated to reach 71 percent economic output with the Asian region as the main driver. Investments in human resources and infrastructure as well as structural and business climate reforms will encourage high, competitive and sustainable economic growth.

To achieve the vision of Indonesia 2045, (Bappenas, 2019) in the 2016 – 2045 period, the Indonesian economy is targeted to grow by an average of 5.7 percent per year, followed by structural reform, which relies on the demographic bonus and technological progress, as well as increasing competitiveness. Indonesia is a cooperative which is predicted to become a country with high income in 2036 and the 5th largest GDP in 2045. Economic growth as targeted above is inclusively expected to increase the number of middle income classes to around 70 percent of Indonesia's population in 2045. along with increasing the income class of the upper middle class throughout the world. Vision 2045 is also characterized by increased labor participation, including female labor, with improved education levels of the workforce, a decreased role of informal labor, and reduced labor in the agricultural sector with better welfare. To achieve high workforce capability, in 2026 - 2035, strengthening work transition and competency-based training as well as strengthening relevance in the field of information technology will be an absolute requirement.

Furthermore, according to Bappenas (Bappenas, 2019) Industry as a driver of economic growth is carried out by industrial modernization which is focused on area-based natural resource (SDA) processing industries and industrial centers with supply chain and value chain integration from upstream to downstream, supported by innovation, quality human resources (HR) in

accordance with the needs of partnerships between large, medium and small industries. Industry is encouraged to become part of the global value chain (Global Value Chain) with priority on the food and beverage, textile and apparel, automotive, electronics, and chemical and pharmaceutical industries.

According to an OECD survey (OECD, 2021) Favorable demographics generate economic growth only if the supply of skills (i.e. the bulge in the working age population) matches demand in the labor market. Foreign companies in Indonesia complain about the quality of employees, even though this is not the main obstacle they face, compared to other countries in the region. There is a surplus of unskilled workers and a shortage of skilled workers, with the mismatch affecting up to around 25% of the workforce and expected to persist for a long time. The shortage is particularly acute for engineers and in the ICT sector. Before COVID-19, a lack of qualified staff also hurt tourism. This could happen again in the medium term and hinder strategies to reposition Indonesia as a top-class tourist destination. More broadly, there could be a deficit of 1.3 million high-skilled workers in 2020, rising to 3.8 million in 2030 (representing about a third of the high-skilled workforce by then). In addition to shortages, there are job mismatches: Allen (2016) estimates that 51.5% and 8.5% of workers are underqualified and overqualified, respectively.

According to Tulus (Tulus, 2022) The extensive influence of European colonial powers to date on cooperatives, which has left a lasting imprint on cooperative development in Asian countries, cannot be ignored until cooperatives make a real contribution to the economy in Asia, including in Indonesia. The legal norms implemented in Asian countries and the cultural values that live in society are driven by cultural traditions that have been rooted in their lives since ancient times which are rich with their own traditional values and religious values that have become an important part. in improving the performance of cooperatives in most Asian countries. Traditional and religious values such as Gotong Royong which is practiced in Indonesia which contains joint activities to help each other selflessly when carrying out cooperation with each other and also Bayanihan in the Philippines, which contains a long-standing tradition of cooperation in society in the country. -countries to help each other in times of need, making these traditional values conducive to the development of cooperatives in the future. However, the development of cooperatives in the future needs careful support by ignoring the political interests of certain groups in interpreting Asian values, which are carried out by politicians and power-holding authorities who often only serve their own political interests of capitalism.

In Indonesia, the concept of cooperative development began in the early 1970s, marked by developing Village Unit Cooperatives, known as KUDs based on the 1973 Presidential Instruction, by establishing the Ministry of Cooperatives and Small and Medium Enterprises (Battilani & Schröter, 2012) which became the implementer. (Knupfer, 2013). This cooperative is basically based on multipurpose agriculture (Carolan, 2018) which provides various services to member farmers (Knupfer, 2013) such as agricultural credit through Bank Rakyat

Indonesia (BRI), field extension services, provision of agricultural inputs, as well as processing and marketing of agricultural products (Ratner, 2013). The idea is for KUD to increase agricultural productivity, especially in the food subsector (Huckfield, 2021), increase the income of small farmers, support agricultural growth and achieve self-sufficiency in staple products for food security (Knupfer, 2013). This development transformed the KUD into an expanded multisectoral cooperative (Ratner, 2013) to play a dominant role in all other economic activities at the sub-district level, both agricultural and non-agricultural based. activity.

The KUD concept was further supported by the launch of the Mandiri KUD Program (KUD Mandiri) in 1989, which allowed KUD membership to include non-farmers (Huckfield, 2021) at the sub-district level. KUD's dominance was further demonstrated by its business ties with the private sector (Tulus, 2022), so that KUD had a monopoly on the procurement of cloves as a lucrative agricultural product at that time. Apart from KUD, the government is promoting cooperatives in urban areas among professional workers, TNI and Polri. The establishment of professional and employment-based cooperatives is considered a form of government political intervention (Huckfield, 2021) against these professionals and agricultural entities, causing the decline of cooperatives in both rural and urban areas in Indonesia (Rakopoulos, 2018).

In relation to the ability of cooperatives to compete in the Indonesian economy in 2045, the cooperative legal system must be built with strong statutory regulations. After the Constitutional Court annulled Law Number 17 of 2012 concerning Cooperatives on 28 May 2014 and stated that Law Number 25 of 1992 concerning Cooperatives (<https://koperasi.kulonprogokab.go.id/>, 2023) was declared valid until with the formation of the new cooperative law, to date, the momentum to generate interest in cooperatives can become a new trigger, considering Law no. 25 of 1992 is no longer in accordance with the needs of cooperatives in the digital era (Battilani & Schröter, 2012). The concept of cooperatives which is regulated in the new provisions, includes strengthening the cooperative ecosystem with the support of a deposit insurance institution which has been specifically formed, has the authority to supervise savings and loans as well as a cooperative restructuring committee which aims to guarantee the sense of justice desired by the community in cooperatives (Bilo, 2021).

Cooperatives in Indonesia are different from non-profit organizations (Battilani & Schröter, 2012). It is also different from limited liability companies or similar companies according to the principles of cooperatives which accept membership openly, regardless of ethnicity or religion or belief. It is also run democratically, with each member having one vote (Knupfer, 2013). In the framework of internal cooperative interactions, cooperative members, including relationships outside of employment relationships with wages for work therein, but bind members' obligations, within the scope of cooperative membership. Like cooperatives in other parts of the world, the business activities carried out improve the economy of members' personal lives (Rakopoulos, 2018). This form of cooperation results from collaboration with suppliers and customers who then become part of mutual cooperation, helping members with cooperation when

needed. Mutual cooperation adopts a way of adapting to relationships between individuals, open communication that prioritizes deliberation and consensus (Samad & Utama, Evaluation of Ideology of Pancasila Development Program for Millennial Generation, 2022), specialization of agricultural activities with the opportunities they have (Samad, Hermawan, & Ishaq, Business Analysis of Food Security Investment Program in Pinrang Regency, 2022), through increasing new capacity with cooperation (Ratner, 2013). The cooperative program prioritizes competencies (Bappenas, 2019) which can be pursued through research in universities (Martynova, 2021) which will provide real benefits for cooperatives and their members who in 2045 will be generation Z (Suvalova, Troitskiy, & Zhaxybayeva, 2021), which is superior because of its ability to master information and communication technology (Yukhno, 2021) compared to other business units (Carolan, 2018). Formulating a cooperative is important to explore by providing certainty (Ratner, 2013).

Social paradigm in 2045 with the competencies possessed (Bappenas, 2019) as referred to by Ratner (Ratner, 2013) through universities which produce the ability to discover new discoveries through research as intended by Martynova et.al (Martynova, 2021) especially in the field of marketing cooperative products (Miller & Washington, Business-To-Business Marketing 2020-2021, 2021) which is different from other productive economic activities, is used to provide services that cannot be provided by the public sector of government. Social and economic life is fulfilled through cooperative practices which are dominated by cooperative services (Huckfield, 2021).

In the further development of cooperativeism, citing Miller and Washington (Miller & Washington, Business-To-Business Marketing 2020-2021, 2021, p. 39) dramatic changes in cooperatives occur in the supply chain of cooperative products with a B2B mechanism production system, driven by the market eCommerce will increasingly develop in the application of business intelligence (Gutnik, 2021) with the ability to transform data containing knowledge, information and communication as cooperative wealth. Contracts are executed at a greater dollar value (Miller & Washington, Business-To-Business Marketing 2020-2021, 2021) with greater digital marketing undertaken by generation Z Human Resources (Suvalova, Troitskiy, & Zhaxybayeva, 2021).

In relation to cooperative social marketing which uses online information technology with large contracts and obstacles, (Martynova, 2021), through research to find the right formula. These findings raise further questions about how they overcome the non-cognitive skill barriers of subsequent cooperative administrators. Awareness of conditions related to the concept of reduced non-cognitive skills by administrators to find innovations needed to design strategies for implementing innovative research projects in a sustainable manner.

In preparing the competencies of current cooperative administrators, citing Yukhno (Yukhno, 2021), in today's developments in science and information technology, innovation in communication systems continues to increase and all activities related to Technology, Information and



Communication, are radically changing economic activities. and markets, providing opportunities that enable cooperatives to create profit or loss value in a short time.

In responding to the ecosystem of high technological advances, cooperative operations require that they respond to changes in demand for goods or services which are closely linked to suppliers and customers, with a digital strategy in a platform that cannot stand alone which is analyzed independently by each of them regarding the ecosystem and emerging competition.

Thus, the cooperative strategy in using digital platforms allows them to change traditional boundaries in the industry and work in new competitive areas that were previously determined only in the use of digitalized resources.

Demands for the exchange of knowledge developed and information obtained from supplier and customer behavior will continue to be communicated between companies in the industry. For this reason, companies need certainty, their position in the digital platform change ecosystem which requires close, mutually beneficial collaboration from suppliers and customers, which is done by creating value from every knowledge and information shared together. With the collaboration created through an ecosystem on a digital platform, a wider exchange of knowledge and information will then become the core of developing the most effective strategy for cooperatives. The implications of the need for the most effective corporate strategy require the ability of cooperative administrators who must have sufficient competence to evaluate the competitors' strategies that they take and have the potential to have an impact on the company in the external environment regarding the strategies taken by the organization's economic actors and the strategies adopted. taken by other competitors.

## **CONCLUSIONS AND SUGGESTION**

The design is to develop competencies that will be the main concern from 2026 to 2035, including the competencies of cooperative administrators towards 2045 with Indonesia's economic strength being number 5 in the world so that participants have an orientation towards competency needs to respond to current and future collaboration needs.

The cooperative social paradigm in 2045 with competencies acquired through universities which produce the ability to discover new discoveries through research, especially in the field of marketing cooperative products which are different from other productive economic activities, is used to provide services that cannot be provided by the government public sector. Social and economic life which is fulfilled through cooperative practices is dominated by cooperative services by generation Z human resources with all the complexity of their competencies.

## FUTHER STUDY

Further research is needed using quantitative methods or a combination of quantitative and qualitative to measure the relationship between cooperatives and organizational/institutional environments outside the cooperative within the framework of mutual support such as cooperative support for political parties and political party support in the formation of laws and regulations that support cooperative activities in legislative and /or executive

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