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Strengthening Human Resource Management in a Competitive Market to Assess Cooperative Opportunities and Challenges 4.0 in 2045 Indonesian Economy Battle



Abstract: - Through strengthening the role of human resource management in dealing with changes in the market environment facing the 4.0 competition war in the Indonesian economy in 2045, which causes changes in all aspects of digitalization that occur in cooperative organizations, the purpose of this study is to conduct a study of the opportunities and challenges facing cooperatives in the industrial era 4.0. The alterations also call for business intelligence in evaluating high-tech developments in the interchange of knowledge relating to design and innovation, as well as information collected from the behaviour of suppliers and customers, which will be continuously transmitted in Industry 4.0. The research method that was used for this study was the troubling method approach, which involves an in-depth examination of causal relationships, listening to information from a variety of parties, and the discovery of appropriate solution ideas through a narrative study that is articulated qualitatively. According to the findings of this study, the formation of cooperatives in Indonesia has yet to reach its full potential and still needs to be strengthened in terms of planning and funding. This breakthrough will become the foundation upon which the Indonesian economy will be built in 2045 to attain economic goals based on cooperative endeavours. Because of this, cooperatives want confidence regarding their place in the ecosystem of the digital platform transformation, which necessitates tight collaboration that is mutually advantageous for both the suppliers and the customers.

Keywords: opportunities, challenges, cooperative, digital, collaboration, mutual cooperation

Introduction

Cooperatives, being one of the critical economic foundations, have the potential to enhance community resilience in the face of a potential global economic disaster in 2023. However, they also come with their own set of opportunities and problems. Cooperatives have the potential to enhance community resilience in the face of a potential global economic catastrophe in 2023. Per Battilani and Schoter (2012), the cooperative enterprise has a lengthy history, particularly in Europe during the Middle Ages, where it held significant economic influence. They maintained political autonomy, separate from both the aristocracy and religious organizations, while engaging in collaborative endeavours rooted in the principle of cooperation. During that period, worker unions and trade associations were established by utilizing the cooperatives of the Hanseatic League to foster mutual collaboration. These organizations encompassed numerous cooperative members residing in various cities around Europe. This technique was founded upon the cooperatives of the Hanseatic League. The presence of cooperatives in Europe today is a testament to their historical significance in medieval economics.

These cooperatives are remnants of the economic history of the medieval period. Throughout the history of this Swiss cooperative, and ongoing to the present, there has been and will continue to be a strong focus on collaborative efforts among its members. This cooperative form is an artefact from the economic age of the medieval period.

Furthermore, as stated by Battilani and Schroter (2012), several cooperative enterprises within the realm of cooperatives have been persistently functioning since the inception of human civilization. However, with the advent of economic capitalism during the modern era, specifically as a response to the emergence of the first industrial revolution, industrial capitalism came into existence. Despite the challenges posed by the Industrial Revolution, cooperative collaboration continued to be an option for those who remained committed to it, alongside the problems caused by capitalism.

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Cooperative institutes have a unique approach to managing their income, differentiating them from non-profit organizations. Consequently, cooperative institutes are unable to disperse their gains to shareholders. Within cooperatives, the profits generated from activities are allocated among the cooperative members through a profit-sharing system that is based on the proportional contribution made by each member. Battilani and Schroter (2012) assert that the distinction between for-profit and non-profit organizations resides in the absence of distributing a percentage of their earnings to their supporters in the latter. This differs from the establishment of firms or companies.

The emergence of cooperatives in America, specifically Latin America, focused on the autonomous fulfilment of food orders in the industrial sector. This was true in both the United States and Latin America.

Knupfer (2013) states that cooperatives have played a significant role in numerous cooperative movements throughout history, and they are currently exhibiting heightened involvement in the food industry. The movement's origins in the United States of America can be traced back to a minimum of 180 years ago. In the early 1830s, labourers initiated the formation of consumer cooperatives and industrial cooperatives to ensure self-sufficiency. Subsequently, the exchange of commodities such as garments, furnishings, coal, and provisions ensued. During the 1800s and late 1800s, farmers in these countries formed producer and consumer cooperatives in rural regions. These cooperatives experienced continuous growth until the 1930s, engaging in various sales activities such as selling food and creamer ingredients, fire insurance, telephone company cables, electrical equipment, constructing grain warehouses, and operating gasoline and oil stations.

At that time, the global occurrence of the Great Depression was observed. Simultaneously, savings and loan activities emerged as the predominant operation in various other forms of cooperative ventures, which experienced ongoing growth nationwide. Indeed, the cooperative movement in the United States remains actively operational at present. These operations encompass many services in areas such as child care, credit savings and credit services, agricultural equipment, energy, telephone, burial services, health care, housing, insurance, marketing of agricultural products, and food.

According to estimates, there were over 47,000 cooperatives in operation in 2010, boasting a collective membership of 130 million individuals. According to the International Cooperative Alliance (ICA), 25% of the population in the United States are members of a cooperative. What factors have contributed to the growing prominence of the history of cooperatives in the United States?

According to Knupfer (2013), food cooperatives are collective enterprises where members jointly own and run the business while engaging in activities to generate income by selling food products. These cooperatives are managed by the resources and labour of their members, who function as cooperative workers. Additionally, democratic decision-making processes are employed to determine policies, products, and the organizational structure of the cooperative. Most of the activity, although not all, aligns with the principles established by a group of weavers in 1844 when they established their initial cooperative and named it the British Rochdale Society of Equitable Pioneers. Rochdale's cooperative has a historical tradition of actively welcoming new members, regardless of their religion or ethnicity, and upholding democratic control by granting each member one vote, regardless of their share ownership. Only cash ownership of shares is allowed, while credit ownership is prohibited.

Additionally, member education is a mandatory requirement. The calculation of capital gains is contingent upon the proportionate ownership of shares held by each individual. Political and religious affiliations are permissible, but they cannot endorse political parties or religions that advocate specific political objectives. However, there are still some cooperatives that need to strictly conform to the above conditions, especially regarding the granting of credit to their members.

This could endanger the ongoing existence of cooperatives. In the domain of politics, impartiality is rarely always adhered to. For example, certain cooperatives in Rochdale, England, affiliated themselves with the British Labour Party after deliberating on the trajectory of their own cooperative political party and subsequently exerting control over its orientation. While most cooperatives in the United States do not financially support political candidates, many actively engage in party politics.

Meanwhile, Rakopoulos (2018) argues that detractors of cooperatives frequently state that, similar to other legal entities, cooperatives have numerous mechanisms to stimulate economic transformation. This information is based on Rakopoulos' research findings. Their collaborative, entrepreneurial endeavours were purportedly accountable for the societal transformations occurring, along with the promotion of egalitarian ideals and the economic advancement of cooperative communities, as aspirations and objectives of the ideology striving for prosperity. The concept of cooperative is presently regarded as the culmination of -ism, with cooperatives in practice representing socialist principles that coexist within society but have reached their conclusion.

Consequently, it is peculiar that the ideology of cooperativism exerts a more pronounced impact on the existence and well-being of its members. However, similar to other ideological movements, the ideology of co-operativeism exerts a significant impact on both individual lives and society as a whole.

Researchers in the social sciences and humanities who specialize in cooperatives and are concerned with collaboration and cooperatization often criticize cooperatives for not adhering to the fundamental features they deem necessary for cooperatives. The objective of this critique is to provide a novel perspective on cooperatives. However, the critique is based on the premise that cooperatives are inspired, to some degree, by Marxist ideology. The criticism of cooperatives highlights the ongoing development of cooperatives as efforts are made to interpret their ethnographic significance. This is seen in the discrepancy between the perceived importance of cooperatives by their administrators and their actual societal status. This critique aligns with the principles of Marxism and illustrates the ongoing progress of cooperatives.

Nevertheless, this critique (Rakopoulos, 2018) examines explicitly the exploitation of workers and laborers in economic activities within the context of the fight against neoliberalism. It highlights the cooperative movement's efforts to bring about social change under the current conditions. However, the critique acknowledges that the movement's struggle is not excessive and does not exploit its internal members. Observers in the field of ethnographic anthropology have noticed that cooperatives are often more deeply involved in the intricate personal experiences of their members than their managers or officials usually acknowledge. The covert and inconspicuous execution of internal welfare alignment can foster the development of a distinct ideological movement that serves as the foundation for cooperatives, ultimately transforming into an anti-mafia initiative.

The fundamental principles behind cooperatives encompass societal values that extend beyond cooperative collaboration. These values are rooted in kinship networks and encompass upholding a reputation of honour, preserving self-dignity for the environment, and organizing family homes. By examining the unaddressed aspects of cooperation, such as the internal dynamics of the cooperative and the impact on the lives of its members, as well as the broader scope of cooperation that extends beyond work and includes financial obligations, we can gain a comprehensive understanding of the cooperative's functioning. Cooperatives, when linked with the concept of cooperatives, can change into commercial enterprises that impact the economics of an individual's personal life.

Carolan (2018) suggests that implementing cooperative programs for workers and members can help maintain low labour costs and foster strong member engagement. This, in turn, leads to tangible benefits for cooperatives and their members, surpassing those of other commercial entities.

However, some critics argue for its elimination based on the fact that it violates legal regulations regarding minimum wages and compensation criteria for employees. They claim that wages paid by cooperatives are lower than the industry average. As the cooperative enterprise grows, the level of complexity in doing so also increases. Cooperative workers are commonly considered encompassed within the legal term of "workers" in civil law, particularly concerning the Fair Labor Standards Act (FLSA). The cooperative worker question pertains to the inclusion or exclusion of employees with the same position as workers in other business fields within the definition of cooperative workers and whether their status differs from that of other workers. The Fair Labor Standards Act regulation defines an employee as an individual employed by an employer at the time of its drafting. However, in the context of common law, translations refer to statutory provisions that are established through judicial decisions. These decisions often offer partial protection for cooperative member workers' programs. For instance, the court case in Hawaii mentioned earlier allowed for volunteering up to twenty-five hours per month. This case clarifies the functioning of co-op worker programs at the federal level.

According to legal experts experienced in reading civil law, the worker of the cooperative member program is currently in a legally ambiguous position. Therefore, Congress must provide political support to address this issue. Observers of civil law view this as an essential requirement.

Ratner (2013) highlights the importance of focusing on the following topics in order to explore cooperation and ensure certainty: (1) the overall concept of cooperation in cooperatives; (2) the socio-psychological aspects involved in cooperation; (3) the connection between cooperatives and individuality; (4) the promotion of human rights, freedom, culture, and personal identity; and (5) the relationship between cooperatives and the environment. The term "wide sense" in this context denotes explicitly the tangible level of collaboration that has developed gradually.

Cooperation can be perceived as uncomplicated (Ratner, 2013), for example, when two individuals engage in a specific sequence of activities to raise a weighty item. However, this kind of collaboration is a manifestation of cooperative behaviour that pertains to the organizational structure of cooperatives and is different from the cooperative behaviour exhibited by a group of animals working together to hunt or give sustenance to plants. The cooperative form in cooperation forms is a novel and inherent relationship that emerges as a direct consequence of cooperating. Then, it evolves as an essential element of social, cultural, and civilizational existence. Collaborative efforts lead to the emergence of various adaptations to environmental changes, interpersonal connections, innovative modes of communication, novel activities, specialized tasks, ontogenetic advancements, enhanced psychological and behavioural abilities, and, notably, new anatomical and physiological organs. In order to fully grasp the relationship between different facets of human existence, it is essential to acquire a comprehension of collaboration. Similarly, the adoption of collaboration is crucial for attaining reciprocal advancement.

Ratner (2013) argues that the social system follows an analogue pattern within the context of the new cooperative paradigm. This pattern illustrates the analogies between two entities belonging to distinct categories, yet sharing a mutual connection in terms of particular attributes or functionalities. The cooperative sector is currently facing a profound social crisis characterized by escalating conflicts between administrators and members. These conflicts are interconnected intensifying, and pose significant challenges for resolution and prevention within the cooperative paradigm. This is due to the interconnectedness of the wars and crises. Unconventional actions, such as providing bailout cash, stimulating settlements, or implementing austerity measures, are ineffective in cooperatives compared to their effectiveness in resolving conflicts within firms during a scientific paradigm collapse. This is because cooperatives function based on a democratic and egalitarian framework. Cooperation is essential as a social model to establish the new cooperative paradigm, which is founded on the principles of collaborative construction. The present collaborative system may or may not be the central focus of this step's endeavours, but the ultimate objective must be to maintain it in one way or another.

A solitary instance might exemplify this fundamental change in perspective. Contrary to the perspective of conservative economists, who argue in favour of implementing austerity measures, contemporary liberal economists propose expanding the public sector workforce to alleviate a recession. The broadening of perspectives on the correlation between expanding government-sponsored job opportunities and mitigating the impacts of the last economic downturn. Nevertheless, the surge in government job opportunities proved to be a short-term remedy. This policy action is evident in the recession in the United States in 1981, with the explicit intention of facilitating another recession in 1990.

Simultaneously, the government once again augmented job opportunities, providing temporary relief but ultimately contributing to another economic downturn 2001. Currently, government jobs are beneficial. However, they only contributed to the onset of the Great Recession six years later. Currently, liberals believe the situation may be enhanced with a resurgence in employment. Liberal economists argue that although this approach has successfully reduced past economic downturns, it overlooks its insufficiency as a recovery strategy and recurring necessity. Furthermore, they should have acknowledged the past economic recovery's sluggishness and its limited success in restoring lost employment and income for workers. Both of these facts were omitted.

Conversely, each recession and subsequent economic recovery has resulted in the creation of employment opportunities that predominantly favour low-skilled occupations with correspondingly low earnings. These tasks

have been generated notwithstanding their occurrence. Furthermore, the duration for job recovery following a successful economic rebound is prolonged; for instance, in 1982, a recessionary recovery driven by the growth of work opportunities was accomplished within two months.

It took five years, until 1996, for employment levels to reach the same levels as before the recession, which ended in 1991. The growth of job opportunities reached its lowest point in 1991, remaining at that level for 18 months, before increasing again. Job availability significantly declined in 2001, lasting for 23 months, before gradually recovering. However, it did not regain the pre-recession levels before the onset of the subsequent recession.

Following the Great Crisis of 2009, it took an additional 23 months for employment to initiate a recovery. However, it is projected that employment will not return to pre-crisis levels until the imminent arrival of the next recession. Furthermore, the GDP growth rate decelerated in each subsequent recovery compared to previous recoveries.

In the event of an economic transition from one recession to another, even with the implementation of all known rescue measures (Ratner, 2013), their effectiveness will gradually diminish and result in fewer recoveries. This underscores the significance of disseminating reform measures to address the persistent recession and identify fundamental remedies, such as promoting cooperative-based economic solutions, to eradicate social issues at the foundational level of society.

The pressing need for cooperation in cooperatives, as a manifestation of social values and perspectives, arises from the necessity to counteract the detrimental impacts of recessions and crises on society and the environment. Ratner (2013) defines *cooperatives* as entities that embody social principles.

This perspective on collaboration is shaped by the noble principles that guided the pioneers who originally founded cooperatives in the past. Jose Arizmendiarietta, the founder of the Mondragon Cooperative, stated that cooperation within cooperatives represents a genuine integration of intrinsic value for individuals in economic and social processes. He warned that if this cooperation is allowed to persist, it may lead to the establishment of a new social order that exploits and subjugates human beings. Collaboration encompasses more than just a cordial interpersonal connection; it is a whole system that encompasses socioeconomic, political, and psychological aspects. Collaboration among the global population is imperative to guarantee universal access to necessities such as sustenance, potable water, housing, healthcare, education, and security. The global population's role in the economy is essential for maintaining a conducive human environment and safeguarding the well-being of humans and other species. Establishing cooperatives is essential for human existence, as it enables the attainment of peace, security and the fulfilment of psychological, spiritual, and moral needs.

Unlike Pestoff, Huckfield (Huckfield, 2021) argues that social service corporatization entails collaborative efforts to fulfil social objectives, specifically by delivering services that families rely on due to the economic strain on the public sector, enabling parents to engage in employment. Huckfield derives this proposition from Pestoff's study. Cooperatives are employed to offer services that other sectors cannot deliver to the public sector due to their distinct legal position and productive economic activities. Cooperative services are highly widespread in French social and economic life as a model for providing social services. They can act as a reference point during periods of economic decline. This encompasses organizations that actively engage in the for-profit sector. Cooperatives, as a part of social and economic activities, function as commercial entities distinct from the firms now operating in the market.

Furthermore, according to Huckfield (2021), social cooperatives have gained popularity in Italy due to their ability to offer employment opportunities, especially for women who have lost their jobs during times of economic downturn. These cooperatives engage in activities such as laundry services and developing new services for the community.

According to Huckfield, this contributes to the rising popularity of social cooperatives in Italy. The social cooperative movement in Italy originated in the 1970s and has grown substantially since then. Experts in cooperatives approximate that the number of cooperative members in Italy is approximately 3,000. These members have around 100,000 cooperative service providers as associates who offer job-specific services to

hundreds of thousands of additional individuals. In 1991, Italy was subsequently emulated by other nations. In Portugal, cooperative services were implemented based on the Portuguese model. This model, established in 1998, involved the collaboration of affluent cooperative members, well-compensated skilled workers in the service industry, and cooperative members who willingly contributed to the production of cooperative services. In France, the national government, led by the Secretariat of State for Civic and Economic Solidarity, established a cooperative based on an economy of solidarity between 2000 and 2002. This cooperative provided cooperative services.

This occurred for the inaugural time during the period from 2000 to 2002. This collaborative endeavour involves establishing shared services based on the supply and demand of services, such as laundry work or other household tasks, with specific objectives. It aims to benefit not only individual consumers within a personal functional framework but also to integrate cooperative services for all citizens. These services are discussed within the political arena and among community and family members in informal settings.

While the legal framework for cooperatives was provided by the UK Industrial and Provident Society Acts in 1852 and 1893, the formation of cooperatives as independent institution with legal rights in England has yet to materialize. However, it should be noted that the legal structure of cooperatives was established by the requirements of those Acts (Huckfield, 2021).

Possessing a position in the British legal system or fulfilling a role within the country's political or social economy. Simultaneously, the labour movement was seeing a decline in influence. At the same time, the Labor Representational Committee in 1900 witnessed a decrease in its authority relative to the Labor Party, which garnered backing from various groups and cooperatives. Cooperatives are crucial in a socioeconomic system closely linked to European political objectives, especially in France. The phrase "which cannot cover the existence of redistribution and reciprocal links between support and political interests" indicates that the connection with the market is just one aspect of the economy within the "economic framework." Hence, collaborative initiatives inside civil society "possess political significance within the public domain of contemporary democratic democracies." The conflict of interests is exemplified by the dilemma faced by cooperatives in the UK from the 1970s and 1980s. The economic scale of cooperatives was significantly increased by regulations enacted in 1976 and 1978, which were implemented by local Cooperative Development Agencies and the Industrial Common Ownership Movement (ICOM).

However, state support for cooperatives in Britain and continental Europe needed to be increased. The papers published by open universities on cooperatives enhance the entrepreneurial function of cooperatives by offering crucial legal and policy assistance in response to conservative government policies aimed at diminishing the financial influence of local government cooperative expansion. The cooperative research articles from open universities primarily focus on these policies.

Despite being referred to as cooperatives, most are officially registered as cooperative members, functioning as companies with the assurance of ICOM. Consequently, it is commonly believed that most cooperatives do not differ much from other enterprises, as they function within the exact social domains and employ workers in a similar manner as conventional companies. Hence, the advancement of analytical reasoning regarding cooperatives has emerged as a crucial element of scholarly inquiry, requiring further exploration into the determinants contributing to the downfall of social cooperatives established as legal companies.

Hunt (2022) asserts that the origins of the Cooperative Alliance in the United States can be attributed to a series of assaults on black cooperatives throughout the late 1800s. These attacks were disregarded at the time. In 1889, this cooperative collaboration faced a severe assault. Upon its demise, the Colored Farmers Cooperative Alliance and Cooperative Union held the distinction of being the most significant producer cooperative in the recorded history of African Americans. The demise of the group occurred following a violent incident at its headquarters in LeFlore, Mississippi, which was generally characterized as a "bloodbath." During that period, the cooperative held the distinction of being the most extensive black organization in the history of the United States, asserting a membership of over one million individuals spanning all Southern states. The resounding animosity within the realms of judgment results in the demise of collaborative leaders or their expulsion upon the menacing sound of a firearm, leaving members and their offspring devoid of any lawful safeguard for their standing within the

cooperative. In 1892, three years later, the executives of a consumer cooperative called the People's Grocery Store in Memphis, Tennessee, were hanged for obtaining an unjustifiable advantage in the marketplace.

This event reportedly impacted Black Memphis, South America, the African-American press, and Ida B. Wells. This event gained historical significance due to the execution of a man named Wells, who happened to be a close associate of Thomas Moss, the future leader of the movement to eliminate capital punishment. This event not only acted as a spark for the anti-lynching movement, but it also highlighted the enduring link between cooperatives and the letters penned by African-American cooperative directors. Nevertheless, as Du Bois advocated, engaging in cooperative endeavours like this has the potential danger of jeopardizing the economic well-being experienced by the members of the cooperative African American community. This is primarily due to the response of the white race, as seen by reports in the mass media that criticize any endeavours associated with black individuals who exhibit excessive self-reliance through cooperative initiatives. Instances of extensive assaults on cooperative members suspected of benefiting financially from purchasing clubs, newsstands, insurance groups, and various other small businesses that originated from cooperatives are dismissed with indifference due to the absence of severance compensation and the lack of potential for substantial expansion.

In their study on Cooperative Economic Cooperation, Du Bois and his research team discovered that when individuals who wholeheartedly support the economy of cooperative ventures face failure, it leads to recognition among all members of the cooperative effort. A profound faith in the cooperative enterprise characterizes this recognition. Du Bois possesses a profound comprehension of the essential elements that lead to success in cooperative enterprises, surpassing that of any other individual.

These relationships encompass the fascination with fire-setting that can progress into a debilitating psychological disorder, along with the influence wielded by its administrators who strive for truth. Du Bois, who dedicated a significant portion of his life to benefiting from and advocating for the cooperative movement, endeavoured to "raise up," as he termed it, to revitalize and foster it. This action was undertaken to counteract the fatalities from the black cooperative movement in the nineteenth century. Informed readers are informed that he asserts that failure is unattainable as long as one is a genuine stakeholder and that errors in cooperative management will only occur if earnings are distributed proportionally to individual contributions. Do not allow fear to control you! We must consider the high vulnerability of cooperatives if the government enforces sanctions. Cooperatives, due to their legal formation and ease of dismantlement, are susceptible to being conveniently targeted. Du Bois' discoveries, as seen in his novels, essays, and other forensic ephemera, are based on a stimulating impact on current circumstances rather than any optimistic anticipation of a desired future.

Market System 4.0 Challenges and Cooperative Digitalization Opportunities

According to Spronk (2021), the emergence of free markets as a choice within progressive democratic capitalism and socialism during the two decades preceding the 20th century was indicative of the growing influence of new liberalism. Consequently, the inability of free markets to adequately provide welfare has been a significant drawback. The emergence of new liberalism has heightened uncertainty in the free market, resulting in an escalation of privatization and a deepening interdependence of financial solutions. Consequently, this has widened economic inequality, spurred institutional control initiatives, and further incentivized poverty reduction efforts to reach lower levels.

The climate and environmental emergency increasingly exacerbate the challenges faced by most market participants. These conditions, vital for human life on earth, render millions homeless and vulnerable to extreme weather events like hurricanes, droughts, and floods. The emergence of the free market in the new liberal ideology presents significant obstacles that are more difficult for most market players. These issues are exacerbated by the ongoing climate and environmental crisis, essential for sustaining human life. The individuals who bear the least responsibility for this situation are the ones who have been compelled to endure the most severe consequences due to the implementation of the new liberal policies.

According to Spronk (Spronk, 2021), the capitalist system refers to a set of social systems where productive wealth is privately held and utilized only to produce profits for capitalism. Spronk further asserts that the capitalist

system was unprecedented. Capital owners, sometimes referred to as capitalists, do not allocate their funds in a manner that fulfils human necessities or advances social objectives.

Suppose this conduct is carried out to fulfil human needs. In that case, the subsequent question arises as to whether the fulfilment of these needs serves a legitimate societal objective or if it is only a pretext for satisfying specific interests.

Furthermore, Spronk (2021) contended that the ongoing discussion regarding the merits of democratic socialism versus progressive capitalism in addressing human needs is evident in the competition for electoral platforms in the United States. This competition aims to determine the Democratic Party's nominee to challenge President Donald Trump in the 2020 election.

This argument was presented within the framework of selecting a Democratic Party candidate to challenge President Trump in the Democratic Party's election. Spronk's theory was based on the notion that the clash between the two ideologies might be viewed as a contest for electoral concepts in the United States. At now, democratic socialism closely resembles progressive capitalism, a variant of capitalism that is practised in the United States with specific objectives.

However, it is essential to note that democratic socialism and progressive capitalism are typically depicted as being on opposite sides when it comes to the debate on how to effectively meet the interests and requirements of society.

Pelc (2022) argues that within a free market system, anxiety can arise from the pursuit of economic benefits. This anxiety is particularly evident when groups of capitalist supporters compete to achieve goals that may have a significant social impact. These individuals often seek to showcase their luxurious social lives due to their work while expressing a fondness for socialism. The ultimate aim is to achieve results that align with both their capitalist endeavours and their socialist ideals. The concealed person agenda necessitates a confrontation between individual incentives and societal objectives to achieve justice. Undoubtedly, it is motivating to select the optimal choice by evaluating projects completed inside the framework of the capital flow game.

However, ensuring fairness necessitates individual motivations. Consider: Which aspects could be enhanced? Consider individuals who are fixated on attaining desired outcomes and diligently apply their expertise throughout the day, engaging in tasks such as writing papers, coding in computer languages, conducting research, and evaluating potential returns from capital investments. These individuals assert that they have never experienced a day without work. I extend my sincerest wishes for their utmost success.

However, it is essential to note that all the work done in the project is derived from the same effort as others. The key lies in integrating work with hobbies, as this approach is a distinctive strategy for each individual. It differs from persons who work with professions and hobbies, except those who rely on chance from the investment outcomes of their cash flows.

The advent of this cohort of innovative labourers has led to the classification of these workers as members of a creative socioeconomic stratum. These professionals integrate their employment and hobbies, participating in activities for personal enjoyment and financial sustenance. Consequently, these developments have inevitably affected the market incentives in industries encompassing the entire population.

Within the context of the socialism vs capitalism debate (Pelc, 2022), the utilitarian model resolves the issue of ensuring a sufficient number of employment opportunities with secure conditions. This solution entails the computation of the impact of each activity on the collective well-being of society. Nevertheless, scholars argue that the absence of internal conflict arising from the clash between socialism and capitalism is the very reason for the narrow perspective on both economic systems and social equality. This limited viewpoint is responsible for the constraints on human nature and the inadequate comprehension of utilitarianism's philosophy.

Contrary to the utilitarian marketing theory, the latest advancements in marketing increasingly favour direct marketing. Miller and Washington (2021) define "Business-to-Business" (B2B) as the marketing practice of promoting and selling goods and services to other businesses. This marketing strategy allows for the resale of

products, their utilization as components in other products or services, their offering to the industry market, or their usage in supporting corporate operations. Business marketing, also called industrial marketing, encompasses the marketing activities conducted inside a business-to-business (B2B) framework, and both terms are sometimes used interchangeably.

Miller and Washington (2021) propose in their book "Business-To-Business Marketing 2020-2021" that the rapid growth of the eCommerce sector is the main driver behind the significant transformations in B2B supply chains. Previously, contracts that involved a significant amount of capital and spanned several years took time to accomplish. However, with the advent of digital marketing, these high-value contracts can now be achieved within a short timeframe. The marketing experience, previously conducted offline, is currently undergoing digital advancements, which are fundamentally transforming business-to-business marketing, particularly in the context of selling and marketing with larger contracts.

In marketing, B2B organizations (Miller & Washington, Business-To-Business Marketing 2020-2021, 2021) allocate substantial financial resources to engage in formal events alongside a specific set of their most important clients. An example of this can be seen in utilizing a client entertainment suite in a luxury hotel during the NCAA Final Four tournament. Sponsoring an event in the Final Four, primarily focused on the NCAA men's basketball championship, is a marketing pitch. This is done even though some of the finest games are likely played on cellphones, within opulent suites, and concealed behind the confines of corporate hospitality marquees. The event at the Final Four is a rare marketing promotion that targets more than just a few on-demand events for critical customers. This is because regional vice presidents and chief executives adhere to the Pareto Principle, which suggests that 80% of sales will come from the top 20% of clients. Therefore, it is crucial to make a strong impression on the most valuable customers. This event is part of the regular corporate calendar designed to achieve that goal.

According to Martynova (Martynova, 2021), the ongoing research aims to identify the challenges encountered in technology projects, specifically innovative developments from higher education institutions. These challenges are driven by the demands of key internal stakeholders, particularly students, in social marketing through online information technology, which involves significant contracts and obstacles.

This is due to integrating social marketing with information technology, which occurs primarily online and involves significant contracts and challenges. In addition to students displaying a relatively high level of motivation, it was discovered that they faced certain obstacles, particularly in developing non-cognitive skills, specifically in understanding software and cultivating expertise while maintaining a high level of self-discipline to surpass the achievements of others through individual growth and experience. This was uncovered with a profound recognition of the inquiries from prior investigations, specifically the initial study. This discovery prompts further inquiries about the capacities of universities, particularly in terms of how they surmount these obstacles related to non-cognitive skills. This phenomenon, stemming from students' lack of self-control and failure to acknowledge others' accomplishments, can pose challenges for universities. However, higher education institutions must be compelled to implement more inventive regulations to avoid these difficulties persisting. Hence, it is crucial for innovation managers in tertiary institutions to be aware of the factors associated with diminished non-cognitive skills in students. This understanding will enable them to develop effective methods for conducting new research projects. To effectively execute research via innovation projects at higher education institutions, it is imperative to ensure that the communication conducted by the community relations section of the school is meticulous and supported by clear and coherent reasoning. This is achieved by providing stakeholders with a comprehensive and rational explanation of the talents and capabilities in a manner that is both effective and sustainable. Another crucial aspect to consider is the necessity for the research to be conducted in a manner that allows for future replication. In innovative research, organizers in higher education must possess the capacity to incorporate cognitive abilities into their research endeavours. This involves employing mentally contrasting methodologies to anticipate future challenges, prioritizing self-discipline, and conducting research that acknowledges external and internal obstacles. Such efforts can significantly impact one's motivation for personal growth and development in research. This is a prerequisite for the research organizers to achieve success.

According to Suvalova, Troitskiy, and Zhaxybayeva (2021), the theory of generations, commonly referred to as the classification of generations X, Y, and Z, categorizes each generation based on the prevailing cultural values of the previous century. These generational categories gained popularity in the early 1990s and are characterized by distinct inherent traits. This idea of generations was formulated in correlation with the prevailing behavioural patterns exhibited by different generations. This thesis is based on the fundamental values that were upheld within the existing circumstances at that time.

Classification is based on a timeframe that is considered to occur conditionally. The generation commonly referred to as Generation X is characterized as a generation that experienced a period of stagnation. The period between 1965 and 1985 was characterized by the governance of the Soviet Union, which adopted a negative approach towards the economic, political, and social policies in effect during that time.

Next, we have Generation Y, commonly referred to as the "perestroika generation," which denotes the restructuring of the political and economic systems in the Soviet Union, leading to the conclusion of the preceding age of stagnation. The years 1985 to 2003 encompass the millennial generation, also called Generation Y. The term "millennial" is derived from "millennium," representing the shift from the preceding generation to the generation known as "millennials." Individuals born during this period are characterized by their pursuit of multidimensional personal progress and unlimited choices in living conditions, distinct from the hardships faced by their ancestors. The millennial generation is characterized by their ability to make choices in various aspects of life, as well as their freedom of thought and action. This is due to their belief in their independence and the absence of restricting constraints. The millennial generation demonstrates this freedom through their capacity to live their lives aligned with their ideals.

Generation Z refers to the cohort born between 2004 and the present day. This generation is distinguished by their extensive utilization of the internet and their proficiency in communicating through digital platforms. The individual who is 20 years old in the year 2020 will be the most developed member of the present generation Z. Due to recent advancements, there has been speculation about the emergence of a new generation known as the Alpha Generation. This generation is commonly described as being in the process of becoming closely connected to a range of artificial intelligence technologies that have emerged since 2015.

In another section, Suvalova et al. (Suvalova et al., 2021) contend that the present generation, specifically young professionals, possess qualities that make them highly valuable in terms of their capacity to advance and make significant contributions to the successful execution of promising projects within their respective organizations. This thesis is predicated on the observation that their prioritization of professional pursuits distinguishes the present cohort of young professionals. Seeking methods to accommodate the requests of these high-priority professionals for flexible working hours and remote work by modifying their job responsibilities. However, it is crucial to note that not all employers acknowledge the qualifications for this specific form of work despite its availability. Indeed, an employee who primarily works remotely but occasionally travels to the primary office may be seen as something other than a genuinely integral team member. As a result, some individuals may need help to engage with their team members, resulting in limited participation in corporate operations.

Employment with a company that provides flexible working hours undoubtedly facilitates a more favourable equilibrium between work and personal life. Opting for workplace flexibility is the most effective solution for achieving a harmonious equilibrium between handling professional responsibilities and having plenty of leisure time to enjoy one's personal life. For Generation Z, the younger generation, the primary factor in choosing a company to work for is the requirement for flexible work arrangements that promote a harmonious work-life balance. The progress in information technology and other accessible communication tools has significantly shaped the increasing desire for flexible working hours and workplaces.

Osipov and Rončević (2021) argue that the current economy and market, in the era of the fourth industrial revolution, operate under an open-access order market structure. This system was distinguished by economic agents who consistently pursued innovation across various aspects, including the development of novel products and the exploration of new sources of raw materials. They achieved this by leveraging continuously advancing technology and generating cutting-edge innovations. Osipov and Rencevic argue that the state has always been a protector of private ownership rights, an enforcer of anti-monopoly policies, and a facilitator of affordable

transaction costs for the population. Additionally, the state is responsible for creating institutions that ensure the smooth functioning of all economic activities.

Countries worldwide will strive to embrace the culture and business tools of the fourth industrial revolution to effectively carry out their governmental functions as they adapt to the evolving landscape of this technological advancement. This change is being made to facilitate the implementation of a new public administration system, enabling countries worldwide to adapt to the framework of the fourth industrial revolution's advancements. This is endorsed by numerous countries that implement laws promoting passivity and incentivizing business entities, specifically micro, small, cooperative, and medium-sized firm owners, who engage actively in economic endeavours. This is endorsed by numerous countries that implement policies that render them more passive. The open-access order market system is characterized by an upward economic movement from lower levels to higher levels to enhance state policies in the era of the fourth industrial revolution. The United States, England, France, and the Netherlands, together with other liberal Western European countries, are the developed nations frequently mentioned in a substantial body of study.

Upon examining the references of countries that manage economies and marketplaces, we discover that there are additional countries that are regarded as participants in the fourth industrial revolution. According to Osipov and Roncevic (2021), these nations inherently have governments that took the lead in the Fourth Industrial Revolution.

These nations, found in South America and Africa, exemplify countries inherently responsive to the fourth industrial revolution. These countries can be identified by their republican political systems, which were founded after the collapse of the Soviet Union.

According to Osipov and Rencevic (2021), China is dominant in addressing the fourth industrial revolution, possessing complete authority. This is evident from its significant advancements in the export of high-tech products and its current domination of the global economy. China's export volume of high-tech items surpasses that of Germany, the country with the second highest level of technological innovation in products, by a factor of three and a half. All ten countries that display the highest level of technology and innovation in the things they create are developed nations.

Furthermore, Eastern European countries, including the Czech Republic, Poland, and Hungary, boast a prominent presence in the high-tech industry with their advanced products. In contrast, the countries once part of the Soviet Union had a disadvantaged position regarding the progress of advanced technologies. Especially in high-tech exports, which are quantified in terms of their monetary value in US dollars. It is crucial to acknowledge that the series of changes made by several persons in the high-tech innovation area, with the backing of existing institutional organizations, dramatically contributes to the manufacturing and improvement of high technology. In industrialized countries, technical innovation is predominantly driven by established institutional entities, whereas in developing and transitional countries, high-tech innovation relies heavily on the contributions of numerous individuals. A specific cohort of emerging and transitional nations is characterized by their minimal technological advancement in high-tech exports, as quantified in US currency.

Kovalchuck (2021) states that the export growth of these advanced technology items highlights the crucial role of technical innovation and high-tech design as essential investment elements in fulfilling the product development needs of high-tech industrial firms. During this time, the advancement of high technology was widely recognized for its ability to enhance process management in the manufacturing business. It was also seen as a crucial aspect alongside non-capital-intensive management processes.

This concept has existed for an extensive duration. So far, this perspective has been demonstrated to be correct, as it is necessary to completely reorganize the production process using advanced technology. This includes not only adjusting the technical equipment but also adapting management processes to accommodate new decision-making data, such as new information systems and the Internet of Things.

Yukhno (2021) states that the Fourth Industrial Revolution resulted in a transformation caused by technological improvements. A proliferation of communication system methods across diverse economic and commercial environments marked this transformation. This transition resulted from technical advancements that transformed manual operations into digital ones.

All activities related to information and communication technology encompass the rapid progress of technological improvements in communication systems (ICT). They serve as a strategic approach that profoundly modifies the operations of the economy and the market, offering firms the chance to create either substantial gains or losses within a relatively brief timeframe. These needs are interconnected between suppliers and customers, necessitating enterprises to have a digital strategy in a platform that cannot function in isolation. This platform should be examined independently in each ecosystem and light of rising competition.

In today's high-tech economy, companies must be able to swiftly adapt their operations to meet the fluctuating demand for goods or services. Hence, the company's utilization of digital platforms allows for the alteration of conventional industrial limits and the exploration of new competitive domains previously accessible through digital resources. Companies in the industry will continue to communicate needs for knowledge exchange and information gathering from the behaviour of suppliers and customers. Therefore, organizations must possess complete assurance regarding their position within the digital platform's transformation ecosystem. This ecosystem necessitates a strong partnership between businesses to ensure that it benefits suppliers and customers. This collaboration is facilitated by synthesizing insights from the collective sharing of information and expertise. Once this collaboration is established within a digital platform ecosystem, it will become the primary focus for designing the most effective company strategy. This will enable a broader interchange of knowledge and information. The necessity for an optimal company strategy implies that the board of directors must possess the necessary expertise to assess the strategies adopted by competitors and their potential impact on the company's external environment, as well as the strategies pursued by the company itself. This implication necessitates the active involvement of the board of directors in the process of devising and implementing the strategy that will provide the most tremendous success.

Furthermore, it allows for the supervision of firm operations to ensure compliance with the set development plan. Currently, numerous instances exist of utilizing digital resources to expand the range of corporate business strategy during the strategy development process. One example is the employment of GE devices or platforms connected to the internet and offered by GE. These platforms can be utilized in medicine, specifically remotely monitoring a patient's treatment progress in real-time. GE provides its gadgets or platforms that are connected to the internet. Sony and Nike also utilize digital product devices or platforms comparable to this one, and both companies gain support from Apple's Mac-based applications and iOS's Android applications. Please pay attention to the significance of Amazon, as it is the sole online store that provides a platform for reading books, commonly referred to as the Kindle application. Amazon is currently engaged in the development of Amazon Web Services (AWS), a cloud platform that offers 165 comprehensive services in the realm of data storage, widely utilized globally. Developing a business strategy approach in this manner is seen as impracticable and illogical due to the disparities that exist between business domains in terms of digital technology across different companies. This is due to the disparities between the advancements in digital technology and the conventional framework employed in formulating a corporate plan. Gaining a holistic view is necessary to grasp how the development of the digital world, science, information, and communication technology influence the strategic actions organizations will take in their business strategies. Understanding the location of digital relationships between them is crucial for advancing digital technologies.

Gutnik (2021) defines knowledge, information, and communication data within the context of business intelligence data. According to the Data Warehousing Institute (TDWI), business intelligence is an area of expertise that transforms data with records into valuable insights. This pertains to the administration of knowledge, information, and communication documented as firm data.

Gutnik (2021) states that this implies the utilization of business intelligence. The results of this business intelligence yield advantages for end users by converting business information into an analytical method that is organized within an application and evolves into a cloud-based data infrastructure. "business intelligence" (BI) often encompasses the following activities: Business intelligence converts analytical data and information into documented knowledge, which is kept in a cloud-based system. It also involves using intuition to expedite this knowledge and achieve benefits in decision-making. Secondly, business intelligence refers to an analytical methodology and toolset encompassing data collection, information consolidation, and facilitating access to cloud-based data storage systems. Additionally, business intelligence involves the capability to analyze and

interpret business data obtained through thorough data analysis, ensuring the validity and reliability of the resulting insights.

Research Method

This study employs the troubling method, a qualitative research technique that involves conducting a thorough investigation into the causal relationships among different factors. It includes gathering feedback from a diverse range of individuals and determining the most effective solution ideas through a qualitative narrative investigation question. The Troubling Method is an approach that acknowledges both the inherent problem and the subsequent repercussions that arise from a specific context and time due to the problem. This includes inevitable situations that occur naturally or have universally recognized consequences.

This strategy acknowledges not only the inherent issue but also the subsequent ramifications that emerge in a particular context and timeframe due to the issue. This approach allows unrestricted thinking when perceiving the problem, considering certain constraints based on human cognition that arose in the late 20th century. This period was characterized by a shift from interpretive and linguistic approaches in the social sciences, leading to divergent understandings known as "representational crises.

The ongoing crises persistently challenge the conventional modernist epistemological paradigm, which scrutinizes the essence of knowledge while also presenting novel inquiries.

The concept of the troubling method entails the continued prioritization of humanism, grounded in both epistemological and ontological foundations. This premise is founded on the continuous notion that the events experienced by humans can represent events occurring in different regions of the world. This is achieved through study, language, data, sound, the capturing of experiences, and storytelling.

Discussion

The existing vision forms the basis for the Indonesia 2045 vision. The Indonesia 2045 vision, as stated by Bappenas (Bappenas, 2019), aims to achieve a self-governing, progressive, equitable, and prosperous Indonesia, operating within the framework of the State of the Republic of Indonesia. The projected global population in 2045 is estimated to be 9.45 billion people. Over half of this population will come from the African and Asian Regions, which currently have the highest population and account for 55% of the total.

Within economics, Asia and America are projected to account for around 84% of the population residing in the upper middle class. Nevertheless, the anticipated rise in demand for natural resources will surpass their supply, even with technological advancements that enhance resource efficiency.

However, technology will enhance the efficiency of natural resources simultaneously. It is expected that countries with emerging economies will contribute 71% of the overall economic output, with the Asian Region playing a pivotal role in driving this trend. Investments in human resources and infrastructure, along with structural reforms and enhancements to the business climate, can foster economic growth that is simultaneously highly competitive and sustainable.

To achieve the Indonesia 2045 vision (Bappenas, 2019) from 2016 to 2045, it is projected that the Indonesian economy will grow at an average annualized rate of 5.7 per cent. Subsequently, there will be the execution of structural reforms that depend on demographic dividends and technical advancements, together with a rise in economic competitiveness. If Indonesia continues to make success in the field of cooperatives, it is expected to achieve high-income status by 2036 and become the world's fifth-largest economy by 2045. The objective is to achieve inclusive economic growth, resulting in a projected 70% increase in the middle-income population of Indonesia by 2045, as well as an expansion of the middle and upper-middle-income classes globally. Critical features of Vision 2045 include heightened workforce participation, particularly among female workers, enhanced workforce education levels, reduced reliance on informal labour, and a declining agricultural workforce coupled with increased welfare. To achieve a high level of workforce competence from 2026 to 2035, it is imperative to enhance work transitions and competency-based training, as well as bolster the relevance of information technology. These three things are indispensable.

Furthermore, as stated by Bappenas (Bappenas, 2019), the industrial sector plays a crucial role in driving economic growth through the modernization of industries. This modernization focuses on processing natural resources in specific areas and establishing industrial centres integrating supply and value chains from upstream to downstream. To achieve this, innovation and a highly skilled workforce are essential. It is also emphasized that various industries should actively participate in the global value chain, with priority given to sectors such as food and beverage, automotive, electrical, and chemical and pharmaceutical industries.

The OECD (OECD, 2021) survey findings indicate that favourable demographics contribute to economic growth only when the supply of skills, represented by the working-age population, matches the demand in the labour market. While not the foremost problem faced by international corporations in Indonesia compared to other labour countries in the region, they have expressed apprehension regarding the calibre of the Indonesian workforce.

There is an excess of unskilled labourers and a shortage of skilled individuals, leading to mismatches that impact around 25 per cent of the workforce and are expected to persist in the foreseeable future. There is a pressing demand for engineers and workers in the information and communications technology sector. Prior to the outbreak of COVID-19, the tourism sector was also adversely affected by a dearth of skilled personnel. A similar event may occur shortly, harming the efforts to promote Indonesia as a high-end tourism destination. There is a potential for a deficit of 1.3 million individuals with exceptional qualifications by 2020, which might increase to 3.8 million by 2030.

(constituting around one-third of the highly skilled workforce at that time). Furthermore, alongside the scarcity of workers, there exists a discrepancy between job requirements and worker credentials. Allen (2016) estimates that 51.5% of workers must possess the requisite qualifications, while 8.5% have excessive experience in their current positions.

Tulus (2022) asserts that the significant impact of European colonial powers on cooperatives in Asian countries, including Indonesia, has had a lasting influence on their development. This influence remains relevant until cooperatives make a tangible economic contribution in Asia. This is due to the significant impact that cooperatives have had on the progress of cooperative development in Asian nations. Longstanding cultural traditions and religious values influence the legal norms in Asian countries and the cultural values in society. These traditions play a crucial role in enhancing the performance of cooperatives in most Asian countries. Traditional and religious values such as Gotong Royong in Indonesia and Bayanihan in the Philippines are examples of cooperative traditions that promote selflessness and mutual assistance in overcoming obstacles. These longstanding traditions contribute to the conducive development of these societies. Both situations involve cooperatives that adhere to these principles. However, ensuring the future expansion of cooperatives necessitates deliberate support, which can only be achieved by prioritizing the political interests of specific groups when interpreting these Asian values. These interpretations are conducted by politicians and authorities in positions of power, often prioritizing their capitalist political agendas.

The concept of cooperative development was initially presented in Indonesia during the early 1970s. The emergence of the Village Unit Cooperatives (KUD), also referred to as KUD was a result of the implementation of the 1973 Presidential Instruction.

Following that, the establishment of the Ministry of Cooperatives and Small and Medium Enterprises took place to oversee the implementation of cooperative policies (Battilani & Schroter, 2012). Consequently, the Ministry of Cooperatives and Small and Medium Enterprises assumed the responsibility of executing these policies (Knupffer, 2013). This cooperative predominantly centres around diverse agricultural activities (Carolan, 2018). It provides a range of services (Knupffer, 2013) to its farmer members, such as agricultural credit from Bank Rakyat Indonesia (BRI), extension services, provision of agricultural inputs, processing and marketing of agricultural products, and more (Ratner, 2013). The objective of KUD's service is to enhance agricultural productivity, namely in the food subsector (Huckfield, 2021), increase the earnings of small-scale farmers to foster agricultural expansion and achieve self-reliance in staple crops to assure food security (Knupffer, 2013). The KUD transformed into a larger cooperative that operates in multiple sectors due to its expansion (Ratner, 2013). Consequently, the KUD

currently holds a prominent position in all other economic activities occurring at the sub-district level, encompassing both agricultural and non-agricultural pursuits.

The KUD model received additional endorsement when the KUD Mandiri Program, a government initiative, was launched in 1989. This program facilitated the inclusion of those not engaged in farming activities to join KUDs (Huckfield, 2021). The supremacy of KUD was further substantiated by its economic ties with the private sector (Tulus, 2022), which led to KUD having exclusive control over the acquisition of cloves as an agricultural commodity during that profitable era. Furthermore, the government is promoting the establishment of urban cooperatives among professional employees, military services personnel, and police officers, in addition to pushing membership in KUD. Establishing professional and employment-based cooperatives is seen as a governmental intervention aimed at countering these professionals and agricultural entities, resulting in a decrease in the number of cooperatives in rural and urban regions across Indonesia.

For the cooperative movement to effectively compete in the Indonesian economy by 2045, it is crucial to establish a robust legal framework with rigorous rules and regulations. Following the Constitutional Court's ruling on May 28, 2014, the Law Number 17 of 2012 Concerning Cooperatives was deemed unconstitutional. As a result, the Law Number 25 of 1992 Concerning Cooperatives (<https://koperasi.kulonprogokab.go.id/>, 2023) remains in effect until a new law on cooperatives is enacted.

This event occurred following the nullification of Law Number 17 of 2012, which pertains to Cooperatives, by the Constitutional Court. However, currently, there is a growing movement to generate interest in cooperatives, recognizing that Law No. 25 of 1992 needs to be more adequately aligned with the requirements of cooperatives in the modern digital age (Battilani & Schroter, 2012). Thus far, the impetus to generate interest in cooperatives has the potential to serve as a novel catalyst. The concept of requiring regulation for cooperatives in the new provisions includes enhancing the cooperative environment by implementing regulations for a dedicated deposit insurance institution. This legislation establishes a board with supervisory jurisdiction over savings and loan institutions, as well as a committee responsible for restructuring cooperatives. Both entities are designed to provide fairness and justice in cooperative organizations (Bilo, 2021).

Battilani and Schroter (2012) assert that non-profit organizations and cooperatives in Indonesia are separate entities. It differs from a limited liability firm and resembles a cooperative organization that follows cooperative principles and accepts new members regardless of ethnicity, religion, or personal beliefs.

Furthermore, it is governed democratically, where each member is granted one vote (Knupfer, 2013).

Within the cooperative, members are responsible for fulfilling their obligations and carrying out their responsibilities. These obligations include working for wages and maintaining relationships outside of the cooperative. However, these responsibilities are limited to the scope of cooperative membership. Like cooperatives seen in other global locations, the objective of the economic activities conducted by the members is to enhance their financial circumstances (Rakopoulos, 2018). This income generated through collaboration results from members mutually aiding one other in their cooperative efforts when they require assistance. This form of currency is created through collaborative transactions with consumers and suppliers. The *gotong royong* is a method that focuses on fostering interpersonal relationships and open communication to encourage consensus deliberation (Samad & Utama, Evaluation of Ideology of Pancasila Development Program for Millennial Generation, 2022). It explicitly emphasizes agricultural activities based on available opportunities (Samad et al., Business Analysis of Food Security Investment Program in Pinrang Regency, 2022) and also involves capacity building through collaboration (Ratner, 2013). The cooperative program emphasizes the development of competencies (Bappenas, 2019), which can be achieved through university research (Martynova, 2021). This will ultimately yield tangible benefits for cooperatives and their members, who will belong to Generation Z in 2045 (Suvalova et al., 2021). Generation Z is known for their exceptional competencies in information and communication technology (Yukhno, 2021), which sets them apart from other business units (Carolan, 2018).

When establishing cooperatives, it is crucial to thoroughly explore all potential options while keeping a firm and unwavering position (Ratner, 2013).

In 2045, the social paradigm indicates that competencies acquired through higher education, as defined by Bappenas (2019) and Ratner (2013), enable individuals to make discoveries through research, particularly in the field of marketing cooperative products (Miller & Washington, *Business-To-Business Marketing 2020-2021*, 2021). These competencies are distinct from other economic activities and are utilized to offer services. The practice of cooperativeism, primarily driven by cooperative services, is crucial in maximizing the social and economic potential of a community (Huckfield, 2021).

Miller and Washington (2021) state that cooperativeism undergoes significant transformations in the supply chain of cooperative products through the implementation of a business-to-business (B2B) mechanism product system (Miller & Washington, *Business-To-Business Marketing 2020-2021*, p. 39). The system is propelled by the market-driven eCommerce, which will progressively advance in business intelligence applications (Gutnik, 2021). These apps will be able to convert data that encompasses knowledge, information, and communication. Contracts of higher monetary worth were executed, as documented in the publication "Miller & Washington, *Business-To-Business Marketing 2020-2021*, 2021". Additionally, Generation Z Human Resources implemented more extensive digital marketing strategies. The study's authors are Miller and Washington and Suvalova, Troitskiy, and Zhaxybayeva (2021).

Regarding cooperative social marketing utilizing information technology and operating online with significant contracts and substantial challenges (Martynova, 2021), the objective is to identify the optimal solution by researching and determining the appropriate formula. This discovery raises additional questions about the strategies they plan to employ to overcome the challenges related to non-cognitive skills that future cooperative administrators may encounter. Administrators must be aware of the factors that can lead to a decrease in non-cognitive skills. This awareness is necessary to identify the necessary innovations and develop methods for launching sustainable research initiatives.

Yukhno (2021) states that the competence of current cooperative administrators is enhanced through the development of science and information technology. The continuous advancements in communication systems and activities related to Technology, Information, and Communication have a profound impact on economic and market activities. These changes provide cooperatives with opportunities to generate profit or loss value quickly.

Cooperative operations must adapt to fluctuations in demand for goods or services closely connected to suppliers and customers. This requires implementing digital strategies on application platforms that cannot function independently. These platforms need to be analyzed within the context of each ecosystem and the emerging competition. This is a response to the growth of the high-tech ecosystem in recent times, which technological advancements have driven. The utilization of digital platforms by cooperatives enables them to transcend traditional industrial limits and venture into new competitive sectors that were previously dominated by digital resources.

The need to exchange evolving knowledge and information between suppliers and customers in the industry will persist and further advance. Therefore, businesses must have a clear understanding of their place within the digital platform of the evolving ecosystem. This necessitates a tight partnership between customers and providers that is mutually advantageous. This close collaboration is achieved through the cultivation of ideals derived from the exchange of information and knowledge.

Subsequently, this will be the basis for formulating the most efficient approach for cooperatives when fostering collaboration inside a digital platform ecosystem. This will facilitate a broader exchange of knowledge and information. The necessity for an optimal corporate strategy implies the requirement for cooperative managers who possess the necessary expertise to assess the strategies adopted by competitors, which can influence the company's operations in the external environment. This evaluation encompasses the strategies pursued by economic actors within the organization as well as those implemented by other competitors. Acquired by rival participants. Developing an optimal corporate strategy necessitates the presence of cooperative managers who possess the necessary expertise to assess the strategies adopted by competitors.

Conclusion

In 2045, the prominence of cooperatives will be determined by the extent of knowledge acquired through advanced education, enabling the ability to generate novel findings through research. This will mainly apply to the realm of marketing cooperative products, which will be differentiated from other productive economic endeavours and will serve as a means to offer services that the government's public sector will be unable to do. Using cooperatives enhances the social and economic life, which is governed by the cooperative services offered by the human resources of Generation Z, leveraging their diverse talents.

The primary focus from 2026 to 2035 will be on developing competencies, particularly those of cooperative administrators, in line with Indonesia's projected position as the world's fifth-largest economy by 2045. This will ensure that the current human resources are equipped with the necessary skills to effectively engage in present and future collaborations.

The capacity of Generation Z's human resource management to engage in collaborative interactions with customers and suppliers through digital platform apps will dictate the obstacles and prospects that will arise in the advancement of cooperatives by the year 2045. The expertise of the Generation Z workforce in the sectors of communication and information technology will decide this ability.

To ascertain the role of cooperatives in the industry, additional investigation is necessary to understand the connection between the knowledge generated and the information acquired from the interactions among suppliers and customers. This information is consistently shared among companies in the industry.

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