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Human Resource Transformation of the Merah Putih Cooperative in Sinjai Regency

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Abstract

Human resource (HR) transformation is a major challenge in developing the Merah Putih Cooperative in Sinjai Regency, particularly in responding to digitalization and strengthening cooperative institutions. Low digital literacy, limited managerial capability, weak innovation culture, and slow leadership regeneration have hindered the cooperative's optimal development. This study aims to analyze the condition of HR transformation, identify the challenges faced by the cooperative, and formulate strategies for strengthening HR at the Merah Putih Cooperative in Sinjai Regency. A qualitative approach with a case study design was employed. Research informants consisted of cooperative administrators, cooperative members, cooperative assistants, and representatives of the Sinjai Regency Cooperative and MSME Office. Data were collected through in-depth interviews, observation, documentation, and Focus Group Discussions (FGDs), and were analyzed using the Miles, Huberman, and Saldaña model. The findings indicate that cooperative HR transformation has not yet been implemented optimally. Most cooperatives continue to rely on manual administrative systems and have limited digital capability. However, some cooperatives have begun to transform through digital training, social media use, and collaboration with universities. The study

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also found that transformational leadership and member participation are important factors supporting successful cooperative transformation. The study concludes that strengthening digital competence, adaptive organizational culture, and innovative leadership is essential for developing modern and competitive cooperatives. Its implications emphasize the need for sustainable training programs and multi-stakeholder collaboration to support cooperative HR development.

Keywords: Human Resource Transformation; Merah Putih Cooperative; Cooperative Digitalization; Transformational Leadership; Institutional Strengthening

INTRODUCTION

The transformation of cooperatives in Indonesia has progressed significantly with the launch of the Red and White Cooperative program(Kartika et al., 2023). This initiative is designed to enhance the people's economy by focusing on villages and local communities(Gadola et al., 2026; Mannan & Pek, 2026). In light of the challenges posed by economic digitalization, shifting market behaviors, and heightened business competition, cooperatives can no longer depend exclusively on traditional management methods(García-Lafuente et al., 2026; Ofstad et al., 2026; Siswanto et al., 2024). They must embrace a transformation in human resources (HR) that is adaptive, professional, and proficient in digital skills(Nugraha, 2024). HR transformation plays a crucial role as the effectiveness of collaborative management influences the organization's ability to embrace innovation, enhance governance, and boost the economic competitiveness of the community(Cao et al., 2026; Gadola et al., 2026; Steinegger & Gerber, 2026; Wardhani et al., 2023).

In a regional context, Sinjai Regency possesses significant potential for the development of cooperatives, as it is backed by the agricultural, fisheries, local trade, and village micro, small, and medium enterprises (MSMEs) sectors(Nashoha et al., 2025). Nonetheless, this potential encounters several structural challenges, particularly the limited capability of cooperative human resources in management, digital literacy, service innovation, and the ability to adjust to the changes brought about by the digital economy(Pajri & Sa'ida, 2026; Zulkifli & Rachim, 2025). The majority of cooperative managers continue to implement conventional administrative practices with minimal reliance on technology(Fatimatuzzahro et al., 2025; Wardana et al., 2025). Consequently,

cooperatives have not been effective in enhancing service efficiency, ensuring organizational transparency, or broadening access to digital markets. This situation indicates that cooperative transformation is not solely connected to the modernization of systems; it is also significantly linked to improvements in the quality of human resources, which play a crucial role in driving cooperative organizations(Fauziah et al., 2026).

The primary concern of this research is the lack of readiness among cooperative human resources to address the changes brought about by institutional transformation and the digitalization initiatives of cooperatives. Programs aimed at strengthening cooperatives typically emphasize regulatory frameworks, funding, and infrastructure(Jia et al., 2026; Novkovic & Rodrigues, 2025; Piasecki et al., 2026). However, the aspect of developing human resources has not been given the same level of attention. Indeed, insufficient digital skills, a lack of innovative culture, weak transformational leadership abilities, and limited capacity for organizational adaptation are the primary barriers to achieving successful cooperative transformation. This issue is also evident in the management of cooperatives in Sinjai Regency, where challenges persist regarding the professionalism of management, the development of human resources, and the limited proficiency in information technology within cooperative services(Bilen-Gürçay, 2026).

This study is based on the premise that the transformation of human resources is the essential basis for the success of contemporary cooperative transformation(Swandewi et al., 2024). Organizational transformation will not be successful unless it is paired with improvements in individual skills and changes in the organizational culture(Ciampi et al., 2021). From this viewpoint, cooperatives require personnel who not only grasp the principles of cooperation but also possess skills in digital technology, the ability to work collaboratively, a focus on innovation, and the capacity to adapt to changes in the business landscape(Muchtasar, 2026). Consequently, the transformation of human resources at the Red and White Cooperative in Sinjai Regency should be viewed as a strategic endeavor. This process encompasses enhancing skills, altering the workplace culture, boosting technological knowledge, and fostering transformational leadership. The goal is to establish a cooperative that is both competitive and sustainable.

Prior studies indicate that the digital transformation of cooperatives has the potential to enhance service efficiency and boost organizational performance(Fatimatuzzahro et al., 2025; Fauziah et al., 2026; Junaidin et al., 2025; Kartika et al., 2023; Siswanto et al., 2024; Wardana et al., 2025; Wardhani et al., 2023).

Nevertheless, the majority of studies focus on the technological elements and the broad concept of cooperative governance(Nashoha et al., 2025; Zulkifli & Rachim, 2025). Research on the development of cooperative human resources in relation to specific regions, particularly concerning the implementation of the Red and White Cooperative in Sinjai Regency, remains quite scarce. In addition to that, earlier studies have not combined various elements of digital competence, organizational culture, and leadership in the collaborative transformation of human resources.

The uniqueness of this study is found in the creation of the Red and White Cooperative HR transformation model, which is founded on digital skills, a flexible organizational culture, and transformational leadership, specifically within the local context of Sinjai Regency. This study utilizes Human Capital Theory, which highlights human resources as a strategic asset for organizations(Aydin et al., 2024). Dynamic Capability Theory describes an organization's capacity to adjust to changes in its environment. Transformational Leadership Theory emphasizes the significance of leadership in facilitating organizational change. The idea of Digital Transformation refers to a thorough alteration in the ways work is conducted and the overall culture within an organization.

This study examines the status of the human resources at the Red and White Cooperative located in Sinjai Regency. Challenges of cooperative HR transformation. Plan for enhancing digital skills and collaborative leadership. Locality-based cooperative HR transformation model. This study seeks to examine the status of the human resources transformation at the Red and White Cooperative located in Sinjai Regency. Identifying factors that influence cooperative HR transformation. Develop a flexible and sustainable model for transforming human resources through cooperation.

METHODS

This study employs a descriptive qualitative method to gain a comprehensive understanding of the human resources transformation process at the Red and White Cooperative located in Sinjai Regency. A qualitative approach was selected as it effectively describes social phenomena, organizational behavior, and the dynamics of cooperative human resource management within a specific context in a detailed manner. The research design employed is a case study. The study concentrated on the Red and White Cooperative located in Sinjai Regency, aiming to examine the state of human resources, the

obstacles associated with digital transformation, the organizational culture, and the strategies for enhancing the skills of both cooperative management and its members.

The case study design was selected due to its capacity to offer a comprehensive understanding of the phenomenon of organizational transformation within the local context. The research population consists of all administrators, managers, and active members of the Red and White Cooperative in Sinjai Regency. The sampling method employed was purposive sampling, which involves the intentional selection of participants based on specific criteria. These criteria included direct participation in cooperative management, knowledge of digital transformation, and experience in enhancing cooperative human resources. The participants in the research included: administrators of the cooperative; the manager responsible for administration and finance of the cooperative; members of the cooperative; an assistant or instructor affiliated with the cooperative; and a representative from the Cooperative Service of Sinjai Regency.

The primary tool utilized in this research is the researcher themselves, serving as the human instrument. This is further supported by: guidelines for in-depth interviews, an observation sheet, documentation, and field notes. Data collection was conducted using interviews, observations, and document analysis to gather information on human resources competencies, digital adaptation, cooperative leadership, and strategies for organizational transformation. The data analysis method employs the interactive model developed by Miles, Huberman, and Saldaña, which consists of two main components: Data reduction, which refers to the process of selecting and streamlining research data; and Presentation of data, which involves organizing the data in a narrative, table, or matrix format to enhance clarity and comprehensibility.

Drawing conclusions and verifying information involves identifying patterns, relationships, and significance from the gathered data. Data validity is ensured by employing source triangulation techniques, method triangulation, and member checks to enhance the reliability of the research findings.

RESULTS

This study was conducted at ten Red and White Cooperatives located throughout Sinjai Regency, which comprises the North Sinjai, East Sinjai, and South Sinjai Districts. The study included 35 participants, which comprised cooperative administrators, engaged

members, cooperative assistants, and representatives from the Sinjai Regency Cooperative and MSME Service. Data collection was conducted through comprehensive interviews, on-site observations, and documentation over the course of three months of research. The findings of the research indicate that a majority of cooperatives continue to encounter challenges related to insufficient human resource capacity, particularly in the areas of digital technology proficiency and the advancement of modern management practices. Approximately 70% of cooperatives continue to rely on manual administrative record-keeping, while merely 30% have begun to adopt basic digital applications.

Table 1. Level of Mastery of Cooperative HR Competencies

No	Assessment Aspects	Percentage(%)	Category
1	Digital Literacy	42%	Low
2	Managerial Capability	55%	Medium
3	Service Innovation	48%	Medium
4	Member Participation	60%	Well
5	Adaptive Leadership	50%	Medium

This data shows that member participation is the highest aspect because cooperatives still have strong social relations in society. However, digital literacy is the lowest aspect because most cooperative administrators are not yet able to use digital administration applications, online marketing, or technology-based financial systems. The results of interviews with cooperative heads in East Sinjai District show that cooperative administrators still experience difficulties in: using digital bookkeeping applications; cooperative social media management;online product marketing;preparation of application-based financial reports. Most cooperative administrators are over 45 years old so the ability to adapt to technology is relatively slow. Apart from that, the low involvement of the younger generation means that the organizational regeneration process is not running optimally.

Studies indicate that 70% of cooperative administrators have not engaged in comprehensive training focused on digitalization within cooperatives. The majority of the training offered by local governments continues to emphasize institutional administration and has not addressed the enhancement of information technology skills. According to the findings from the interviews, the majority of cooperative administrators view digitalization as a complex process that entails significant expenses. Consequently, the process of change within organizations is gradual, and cooperatives often continue to follow traditional work practices.



Graph 1. Obstacles to HR Transformation

Many cooperatives are beginning to make changes by: training in digital management; using social media for promotion; working together with universities; getting support from technology-based cooperatives; and creating a team for managing cooperatives digitally. Cooperatives that have flexible and welcoming leaders tend to grow more successfully than those with old-fashioned leadership styles.

Table 3. Forms of Human Resource Transformation Carried Out

No	Program Transformasi	Dampak
1	Digital Training	Increase Administration Capability
2	Social Media Promotion	Increase Sales Product
3	Cooperatives Mentoring	Increase quality of management
4	Management Workshop	Fixing Organization Governance
5	College Collaboration	Increase Cooperative Innovation

DISCUSSION

The findings of the research indicate that the human resource transformation of the Merah Putih Cooperative in Sinjai Regency is currently in the transitional phase towards modern cooperative management. The limited digital skills of cooperative administrators pose a significant barrier to the process of organizational transformation. The majority of cooperatives continue to rely on manual administration methods for managing financial records, overseeing member activities, and providing cooperative services. This situation leads to work processes that are inefficient, sluggish, and lack transparency.

Research findings indicate that a limited number of cooperatives have started to adopt digital technology in their management practices. This includes the use of basic financial applications and social media for promoting their businesses. Nevertheless, the

implementation of this digitalization has not been ideal because there are limited skills among human resources for operating the technology, along with an absence of continuous training.

Alongside digitalization, the research also discovered that the management abilities of cooperative administrators remain at a moderate level. Cooperative administrators typically have substantial experience in organization; however, they have not yet succeeded in creating business innovations and strategies for cooperative development that are based on the digital market. The majority of cooperatives continue to concentrate on conventional savings and loan services and have not yet succeeded in effectively diversifying their business operations.

In terms of organizational culture, research shows that cooperative work patterns are still administrative and conventional. Organizational decision-making tends to be centered on the cooperative chairman so that member participation in developing organizational innovation is not optimal. This condition causes the organizational change process to be slow and less adaptive to technological developments and market needs. On the other hand, research found that cooperatives with transformational leadership showed better development. Cooperative managers who actively participate in training, are open to change, and build collaborations with the government and universities adapt more quickly to the digitalization process and cooperative business development. This shows that the success of cooperative transformation is greatly influenced by the quality of leadership and the capacity of the organization's human resources.

The results of this study are in line with the research of (Nambisan et al., 2017) who emphasized that an organization's digital transformation is greatly influenced by human resource readiness, organizational adaptability, and innovation culture. In the context of the Merah Putih Cooperative in Sinjai Regency, the low digital literacy of cooperative administrators is a major obstacle in the institutional modernization process. These findings indicate that digitalization of cooperatives is not only a technological issue, but also relates to the ability of human resources to accept and manage organizational change.

This study also supports the results of the study by (Verhoef et al., 2021) which states that digital transformation requires integration between technology, organizational strategy, and HR capacity development so that organizations are able to survive in a

dynamic business environment. This study found that cooperatives with management that is adaptive and open to change implemented digital administration systems more quickly than cooperatives with traditional leadership patterns.

In addition, the research results strengthen (Teece, 2018) research on dynamic capability, which explains that organizations must have the ability to sense, seize, and transform in facing changes in the business environment. In this study, cooperatives that actively participate in training, build collaborations with the government and universities, and begin adopting digital technology demonstrate better organizational adaptability than other cooperatives that still maintain conventional work patterns.

The research findings are also relevant to the study by (Sousa & Rocha, 2019) which emphasized the importance of transformational leadership in the success of an organization's digital transformation. Research in Sinjai Regency shows that cooperatives led by administrators with participatory and innovative leadership patterns have higher levels of member participation and are more prepared to undertake organizational change.

On the other hand, this research supports the concept of Human Capital Theory developed by (Hinings et al., 2018) that the quality of human resources is a strategic asset in increasing organizational productivity. The low digital competence and managerial capabilities of cooperative administrators in Sinjai Regency have a direct impact on the slow pace of service innovation and cooperative business development.

However, this study has differences with several previous international studies. Most previous studies have focused more on the digital transformation of modern business companies and organizations in developed countries, while this study specifically discusses the transformation of local-based cooperative human resources in the implementation of the Red and White Cooperative in Sinjai Regency. In addition, this study integrates aspects of digital competence, organizational culture, transformational leadership, and cooperative social capital into a more contextual analytical framework for the condition of cooperatives in the region.

Theoretically, this research strengthens the concept of Human Capital Theory and Dynamic Capability Theory which places HR as the main factor in organizational success in facing change. Cooperative transformation cannot be achieved simply through changes in systems and technology, but must be accompanied by strengthening human resource capacity and adaptive organizational culture. This study also shows that transformational

leadership has a significant influence on the success of cooperative organizational change. Therefore, the development of a cooperative transformation theory needs to integrate aspects of leadership, organizational culture, and digital competence simultaneously.

This study offers a few important suggestions for developing the Merah Putih Cooperative in Sinjai Regency. One key recommendation is that the local government should continuously enhance the training program for digitalizing cooperatives. Cooperatives should create digital management systems to improve how they operate and to be more open and clear. To improve cooperative management, we need to engage the younger generation who have skills in technology and innovation. Universities can work together with cooperatives to help them build their workforce and create new business ideas. Cooperatives should create a work environment that is more welcoming, encourages teamwork, and can easily adjust to new changes. The research results indicate that the involvement of cooperative members is a key part of social capital that helps ensure the success of changes within an organization. So, we need to keep working on getting more members involved in making decisions and developing the business together.

This study has several limitations that need to be considered in further research. First, the research was only conducted on several Red and White Cooperatives in Sinjai Regency so that the research results cannot be generalized to all cooperatives in Indonesia with different characteristics. Second, the research uses a qualitative approach so that the research results emphasize more on understanding the phenomenon in depth and have not measured the relationship between variables statistically. Third, the limited time of the research meant that the observation process of the implementation of the cooperative's digital transformation could not be carried out longitudinally to see the long-term development of the organization. Fourth, research focuses more on the perspective of cooperative managers so that the perspectives of cooperative members and the surrounding community have not been explored more widely. Therefore, further research is recommended to use a mixed methods or quantitative approach with a wider regional coverage to obtain a more comprehensive picture of the transformation of cooperative human resources in Indonesia.

CONCLUSION

The transformation of human resources at the Merah Putih Cooperative in Sinjai Regency continues to encounter several challenges. These include low levels of digital literacy, a lack of a strong culture of innovation, insufficient managerial skills, and a slow process of renewing the management of the cooperative.This study indicates that the effectiveness of cooperative transformation is greatly affected by the quality of human resources, the presence of transformational leadership, and a culture within the organization that is adaptable. Cooperatives that participate in digital training, receive organizational mentoring, and collaborate with external partners show greater institutional growth compared to those that follow conventional work methods.Consequently, a sustainable approach is essential for enhancing collaborative human resources by means of :cooperative digitalization training, improving managerial competency, strengthening the culture of organizational innovation, the revitalization of cooperative management through the involvement of the younger generation cooperation among the government, educational institutions, and the community. Through the incorporation of human resource development, the Merah Putih Cooperative in Sinjai Regency has a considerable chance to evolve into a modern, self-sufficient, and competitive cooperative in the era of the digital economy.

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