



DIGITALIZATION OF COOPERATIVE MANAGEMENT: TECHNOLOGICAL LESSONS FROM ANGKASA MALAYSIA

Renita Astri¹, Alhamidi², Fitri Ayu³

¹Universitas Dharma Andalas

²Institut Teknologi Batam

³Sekolah Tinggi Teknologi Pekanbaru

Email: rethakamal@unidha.ac.id

ABSTRACT

Digitalization of cooperative management has become a key strategy to enhance efficiency, transparency, and competitiveness in the Industry 4.0 era. This article examines the technological learning process of ANGKASA (Angkatan Koperasi Kebangsaan Malaysia Berhad) as a successful model of cooperative digital transformation in Malaysia. Using a qualitative approach, field observations and in-depth interviews were conducted with cooperative managers and members involved in the digitalization program. The findings reveal that an integrated information system, the use of Android-based cooperative financial applications, and continuous digital training are the main pillars of ANGKASA's success. Technology implementation has not only streamlined member data management and financial reporting but also strengthened cooperative business networks at both national and regional levels. The lessons learned from ANGKASA provide valuable insights for Indonesian cooperatives in designing adaptive and sustainable digitalization strategies aligned with local regulations and needs. This study recommends stronger regulatory support, enhanced human resource capacity within cooperatives, and greater synergy among stakeholders to realize an inclusive and productive digital cooperative ecosystem. By emulating Malaysia's successful experience, Indonesian cooperatives can accelerate their digital transformation and strengthen community-based economic development.

Keywords: digitalization, cooperative management, ANGKASA, information technology, Indonesia-Malaysia

ABSTRAK

Digitalisasi manajemen koperasi menjadi strategi penting untuk meningkatkan efisiensi, transparansi, dan daya saing di era industri 4.0. Artikel ini mengkaji proses pembelajaran dari ANGKASA (Angkatan Koperasi Kebangsaan Malaysia Berhad) sebagai model sukses transformasi digital koperasi di Malaysia. Melalui pendekatan kualitatif, studi ini menggunakan observasi lapangan dan wawancara mendalam dengan pengurus serta anggota koperasi yang terlibat dalam program digitalisasi. Temuan menunjukkan bahwa keberhasilan ANGKASA didukung oleh tiga pilar utama: sistem informasi terintegrasi, penerapan aplikasi keuangan koperasi berbasis Android, dan pelatihan digital berkelanjutan. Implementasi teknologi ini tidak hanya mempermudah pengelolaan data anggota dan pelaporan keuangan, tetapi juga memperkuat jejaring bisnis koperasi baik di tingkat nasional maupun regional. Model ANGKASA memberikan pembelajaran berharga bagi koperasi di Indonesia dalam merancang strategi digitalisasi yang adaptif, berkelanjutan, serta selaras dengan regulasi dan kebutuhan lokal. Studi ini merekomendasikan perlunya dukungan kebijakan yang kondusif, peningkatan kapasitas sumber daya manusia koperasi, serta kolaborasi antar pemangku kepentingan—pemerintah, koperasi, dan penyedia teknologi—dalam membangun ekosistem koperasi digital yang inklusif dan produktif. Dengan mencontoh keberhasilan Malaysia, koperasi Indonesia dapat mempercepat transformasi digital demi penguatan ekonomi kerakyatan.

Kata kunci: digitalisasi, manajemen koperasi, ANGKASA, teknologi informasi, Indonesia-Malaysia

INTRODUCTION

The advancement of digital technology has significantly impacted various sectors, including the cooperative sector. In the era of Industry 4.0 and the transition towards Society 5.0, digitalization has become an urgent necessity for cooperative management to remain relevant, efficient, and competitive. As business entities grounded in the principles of economic democracy, cooperatives are expected to adapt to technological advancements to improve member services, enhance management transparency, and expand business networks (Raharjo, 2021; ILO, 2020).



At the regional level, Malaysia has demonstrated notable success in cooperative digital transformation through the proactive role of ANGKASA (Angkatan Koperasi Kebangsaan Malaysia Berhad). As the national apex cooperative body, ANGKASA functions not only as a policy driver but also as a technology enabler, facilitating affiliated cooperatives in adopting integrated information systems, digital financial applications, and cooperative e-commerce platforms (ANGKASA, 2022; KPDN, 2021). This digital transformation has enhanced operational efficiency and fostered cross-sectoral collaboration within the cooperative ecosystem.

In contrast, cooperatives in Indonesia continue to face multiple challenges in digitalization efforts, including limited technological infrastructure, low digital literacy among managers and members, and insufficient regulatory support (Kemenkop UKM, 2023). Therefore, a comparative study of ANGKASA's successful model is highly relevant and strategic as a reference for strengthening cooperative digitalization in Indonesia. This study aims to analyze the implementation of cooperative management digitalization by ANGKASA and to identify actionable insights that can be adapted to the Indonesian national context.

METHOD

This study employs a descriptive qualitative approach using a case study method to explore the practices of cooperative management digitalization implemented by ANGKASA (Angkatan Koperasi Kebangsaan Malaysia Berhad) in Malaysia. Data were collected through direct observation during a benchmarking visit, semi-structured interviews with managers of digital cooperatives under ANGKASA's umbrella, and document analysis of relevant policies, digital platforms, and technology-based cooperative management systems. Data validity was ensured through source triangulation, comparing interview results, official documents, and observational findings. Thematic data analysis was conducted following the interactive model of Miles and Huberman (1994), consisting of data reduction, data display, and conclusion drawing. This approach enables the researchers to gain an in-depth understanding of the digitalization strategies in cooperative management, implementation challenges, and the potential for replication within the Indonesian cooperative context. By focusing on a successful regional model, the study provides empirical insights into effective institutional and technological frameworks that can inform policy and practice in similar socioeconomic settings.

RESULT AND DISCUSSION

The benchmarking study reveals that ANGKASA (Angkatan Koperasi Kebangsaan Malaysia Berhad) has successfully implemented cooperative management digitalization through the development of an integrated digital system encompassing membership management, financial recording, profit distribution, and online-based services. The primary platform used by ANGKASA-affiliated cooperatives is the MyANGKASA Digital Cooperative System (DCS), which enables real-time financial reporting, efficient member data management, and integration with banking and other financial institutions. This digital transformation not only enhances transparency and accountability but also increases member engagement—particularly among younger generations—by providing easier and faster access to cooperative services (ANGKASA, 2022).

The success of ANGKASA's digitalization is supported by Malaysian government policies promoting cooperative digital transformation through the Ministry of Entrepreneur and Cooperative Development (MEDAC) and the Cooperative Commission of Malaysia (SKM). This is reinforced by intensive digital training and mentoring for cooperative managers, along with adequate information technology infrastructure. Lessons from Malaysia highlight that institutional commitment, targeted funding, and human resource capacity building are key elements in effective cooperative digitalization (Omar et al., 2020).

Furthermore, the digital cooperative system under ANGKASA enhances not only managerial efficiency but also enables national and international collaboration among cooperatives. Within the ASEAN context, this model is replicable with adaptations to respective national regulatory frameworks. In Indonesia, cooperative digitalization still faces significant challenges related to infrastructure, digital literacy, and policy harmonization among relevant institutions (Ministry of Cooperatives and SMEs, 2023). Therefore, ANGKASA's experience serves as a strategic reference for developing data- and technology-driven digital cooperative systems to strengthen the competitiveness of Indonesian cooperatives in the digital economy era.

Overall, ANGKASA's digital transformation demonstrates that technology-based institutional change is not merely a necessity, but a strategic opportunity to modernize cooperatives. This aligns with the principles of modern and inclusive cooperatives as emphasized by the International Cooperative Alliance (ICA, 2020), underscoring the need for cooperatives to embrace technological adaptation to remain relevant and competitive in a dynamic global economic ecosystem.

CONCLUSION

The cooperative management digitalization implemented by ANGKASA Malaysia demonstrates success in establishing more transparent, efficient, and technology-responsive cooperative governance. Through integrated digital systems such as the MyANGKASA Digital Cooperative System (DCS), cooperatives have enhanced financial performance, increased member participation, and strengthened cross-sectoral business collaboration. This study confirms that the key to successful digital transformation lies in institutional support, robust technological infrastructure, human resource capacity development, and enabling regulations. The ANGKASA model offers a critical reference for cooperatives in Indonesia to strengthen their digitalization agenda in a systematic, inclusive, and contextually relevant manner. Given the disparities in digital readiness across regions, a tailored and phased approach is essential to ensure equitable access and sustainable adoption. Therefore, strong synergy among the government, academia, and the cooperative movement is imperative to build a resilient and competitive digital cooperative ecosystem, not only at the national level but also within the broader ASEAN region. By fostering innovation, enhancing digital literacy, and aligning policies with technological advancements, Indonesia can leverage digitalization to revitalize its cooperative sector and reinforce its role in inclusive economic development.

REFERENCES

- ANGKASA. (2022). Laporan Tahunan ANGKASA 2022. Kuala Lumpur: Angkatan Koperasi Kebangsaan Malaysia Berhad.
- International Labour Organization (ILO). (2020). Cooperatives and the Future of Work. Geneva: ILO Publications.
- International Cooperative Alliance (ICA). (2020). Digitalization and the Cooperative Identity. Brussels: ICA.
- Kementerian Koperasi dan UKM Republik Indonesia. (2023). Peta Jalan Transformasi Digital Koperasi 2021–2024. Jakarta: Deputi Bidang Perkoperasian.
- KPDN (Kementerian Perdagangan Dalam Negeri dan Kos Sara Hidup). (2021). Dasar Koperasi Malaysia 2030 (DKOM 2030). Putrajaya: KPDN Malaysia.
- Miles, M. B., & Huberman, A. M. (1994). Qualitative Data Analysis: An Expanded Sourcebook (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Omar, S. S., Ariffin, A. M., & Hashim, N. H. (2020). Digital Transformation of Cooperative Enterprises in Malaysia: Challenges and Prospects. *Journal of Cooperative Studies*, 53(3), 45–58.



Raharjo, T. (2021). Transformasi Digital dalam Koperasi: Peluang dan Tantangan di Indonesia. Jurnal Ekonomi dan Kewirausahaan, 21(2), 101–110.