

OPTIMIZING MANAGEMENT AND SERVICE QUALITY IN IMPROVING MEMBER SATISFACTION: A CASE STUDY ON THE ITB AHMAD DAHLAN STUDENT COOPERATIVE

Muhamad Zulkifli¹, Aldy Wirawan²

^{1,2}Fakultas Ekonomi dan Bisnis Institut Teknologi Dan Bisnis Ahmad Dahlan Jakarta, Indonesia

Email: zulkifli.bongor@gmail.com

ABSTRACT

Artikel History:

Submitted articles: 01/10/2025

Revised article: 10/10/2025

Articles received: 31/10/2025

Keywords: Service

Management, Service Quality,
Member Satisfaction

Student cooperatives play a vital role in fostering economic empowerment and entrepreneurial development within higher education institutions. However, challenges such as high management turnover, low member participation, and suboptimal service management often hinder their ability to achieve member satisfaction. This study aims to analyze the influence of service management and service quality on member satisfaction in the Student Cooperative of ITB Ahmad Dahlan. Using a quantitative approach, data were collected through questionnaires distributed to active members, and the relationships among variables were examined using structural modeling analysis. The findings reveal that both service management and service quality have a positive effect on member satisfaction. The urgency of this research lies in the need to strengthen the managerial and service functions of student cooperatives to remain adaptive and relevant in the digital transformation era. The study contributes practically by providing recommendations for improving service governance and quality, and theoretically by enriching literature on service management within educational cooperatives. The novelty of this study lies in its integrative approach, combining managerial and service quality dimensions to explain member satisfaction, specifically in the context of student-based cooperative organizations.

INTRODUCTION

Cooperatives play a vital role in supporting community economic empowerment and serve as democratic business entities that prioritize the welfare of their members. In the academic environment, the Student Cooperative (Koperasi Mahasiswa/Kopma) functions not only as a provider of goods and services for students but also as a learning medium for entrepreneurship, financial management, and cooperative principles (Zulkifli, 2022). Through active participation, members can develop managerial and leadership competencies while contributing to the cooperative's operational sustainability.



Copyright © 2024 Dynamic Management Journal

This work is Licensed Under a Creative Commons Attribution-ShareAlike 4.0

The effectiveness of a student cooperative's performance depends largely on how services are managed and delivered to its members. Proper service management ensures that the cooperative operates systematically, transparently, and efficiently. When supported by high-quality services, it creates satisfaction that encourages members to engage more actively in cooperative activities. However, many student cooperatives still face challenges in maintaining service consistency due to limited human resources, frequent leadership rotation, and a lack of service standardization.

Several studies have highlighted the importance of service management and service quality in determining member satisfaction. found that service quality has a significant impact on member satisfaction in savings and loan cooperatives. Similarly, Wardani and Setyawan (2024) reported that both service management and service quality simultaneously influence the satisfaction and loyalty of cooperative members. Meanwhile, Ramadhani (2024) emphasized that improving service governance in student cooperatives contributes to member involvement and organizational growth.

Despite previous studies, limited research specifically examines how service management and service quality jointly influence member satisfaction in the context of student cooperatives within higher education institutions. The Student Cooperative of ITB Ahmad Dahlan serves as an ideal research setting because it represents a cooperative managed directly by students with a dynamic organizational structure.

Therefore, this research aims to analyze the influence of service management and service quality on member satisfaction in the Student Cooperative of ITB Ahmad Dahlan. The results are expected to provide theoretical insights into service management practices in cooperative organizations and offer practical recommendations for improving service performance and member satisfaction in student-based cooperatives.

LITERATURE REVIEW

Research on service management and service quality on customer satisfaction has been widely conducted in various service organization contexts.

Research by (Zulkifli, 2022) found that service quality has a positive effect on member satisfaction in savings and loan cooperatives, where the dimensions of reliability and responsiveness are the dominant factors.

Meanwhile, Wardani and Setyawan (2024) prove that service management and service quality simultaneously have a significant effect on the satisfaction of student cooperative members, with service quality being the most powerful variable affecting satisfaction.

In addition, Ramadhani (2024) shows that effective service management in student cooperatives can increase member engagement and encourage loyalty.

International research by Zeithaml, Bitner, and Gremler (2018) also confirms that service management excellence and service quality are two key factors that determine customer satisfaction in nonprofit and profit organizations.

From some of the results of the study, it can be concluded that service management and service quality have a strong and consistent relationship with customer and member satisfaction in various types of organizations, including student cooperatives.

Service Management Theory

According to Tjiptono (2019), service management is a systematic process that includes planning, implementing, supervising, and evaluating service activities in order to achieve quality standards that suit customer needs. In student cooperatives, service management includes human resource management, standard operating procedures (SOPs), and communication between administrators and members. The effectiveness of service management determines the level of trust and perception of members in the cooperative's performance.

Service Quality Theory

Service quality is defined as the extent to which the services provided meet or exceed customer expectations. Parasuraman, Zeithaml, and Berry (1988) developed the SERVQUAL model which consists of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This model is the main reference in assessing service quality in various fields, including student cooperatives, because it reflects the functional and emotional aspects of the service experience.

Member Satisfaction Theory

Member satisfaction is defined as a comparison between expectations and results received from services. According to Kotler and Keller (2021), customer satisfaction arises when the actual performance of a service meets or exceeds expectations. In the context of student cooperatives, member satisfaction reflects the success of the organization in providing added value, both through the quality of service and the effectiveness of its management. Member satisfaction has direct implications for the loyalty, active participation, and sustainability of the organization.

Frame of Mind

Based on the theory and results of previous research, the following framework of thought can be arranged:

Service Management (X_1) acts as an internal factor that regulates the effectiveness of service delivery to members. The better the management system implemented (planning, coordination, and evaluation), the higher the level of member satisfaction.

Service Quality (X_2) plays a role as members' direct perception of the cooperative services they receive. The higher the member's perception of service quality, the higher their satisfaction.

Member Satisfaction (Y) is the end result of the effectiveness of service management and service quality.

Thus, the relationships between variables can be described in the following framework:

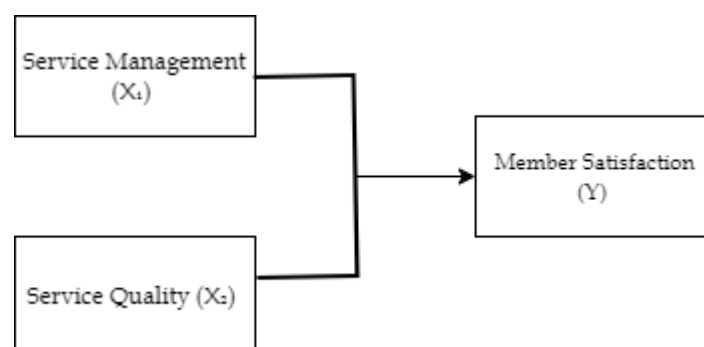


Figure 1. Frame of Mind

METHODS

This research employs a quantitative approach with an explanatory design, aiming to determine the causal relationship between service management, service

quality, and member satisfaction within the Student Cooperative of ITB Ahmad Dahlan. The study was conducted over the period of the 2024/2025 academic year.

Population and Sample

The population in this research consists of all active members of the Student Cooperative of ITB Ahmad Dahlan, totaling 230 individuals. Considering that not all members are equally active in cooperative activities, sampling was conducted using a purposive sampling technique, focusing on members who have been active for at least six months and have utilized cooperative services more than twice during the last semester. Based on the Slovin formula with a 5% margin of error, a minimum of 146 respondents were selected as the research sample.

Sampling Technique

The purposive sampling method was chosen to ensure that respondents have sufficient knowledge and experience regarding the cooperative's service quality and management practices. The sample was proportionally selected across different departments and study programs to represent the overall characteristics of student members.

Operational Definition of Variables

Service Management (X_1): refers to the planning, organizing, implementation, and control of cooperative service activities. Indicators include service standardization, staff competency, operational control, and feedback management (Tjiptono, 2019).

Service Quality (X_2): reflects the perceived performance of cooperative services based on the SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988).

Member Satisfaction (Y): refers to the level of member contentment resulting from comparing expectations and perceived service performance. Indicators include overall satisfaction, repeat service usage, and willingness to recommend the cooperative to others (Kotler & Keller, 2021).

Research Instrument

The data collection instrument used in this study is a questionnaire with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was

developed based on validated instruments from previous research and adapted to the cooperative context. The instrument's validity was tested using convergent and discriminant validity criteria, while reliability was measured through Cronbach's Alpha, with a threshold value of > 0.70 indicating acceptable reliability.

Data Collection Procedure

Primary data were collected through direct distribution of questionnaires to cooperative members via both printed and online forms (Google Forms). Respondents were given clear instructions, and anonymity was maintained to minimize bias. Secondary data were also obtained from cooperative documentation, annual reports, and member service records.

Data Analysis Technique

Data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with the software SmartPLS 3.0. This method was selected because it allows for simultaneous testing of complex models with multiple latent variables and indicators, even with relatively small sample sizes (Hair et al., 2022).

The analysis procedure consisted of two main stages:

1. Outer Model (Measurement Model) – assessing validity and reliability of indicators using loading factor (> 0.70), AVE (> 0.50), and Cronbach's Alpha (> 0.70).
2. Inner Model (Structural Model) – evaluating the relationships between variables through path coefficients, t-statistics, and p-values. The hypothesis was accepted if $p\text{-value} < 0.05$, indicating a statistically significant relationship between variables.

RESULTS

Descriptive Analysis

The results of the descriptive analysis show that the majority of respondents are active members of the Student Cooperative of ITB Ahmad Dahlan, aged between 19–23 years, and have been registered as cooperative members for at least six months. Most respondents have used the cooperative's services more than twice, indicating

that they have adequate experience in evaluating the service management and service quality provided by the cooperative.

The descriptive statistics also indicate that respondents generally perceive the cooperative's service management and service quality as good and satisfactory. The average response scores for all indicators are above 3.80 on a five-point Likert scale, showing that the cooperative's management system and service delivery are in line with member expectations.

Measurement Model (Outer Model)

The measurement model aims to test the validity and reliability of the indicators used in each latent variable. Based on the PLS-SEM analysis, all indicators of service management, service quality, and member satisfaction have outer loading values greater than 0.70, which indicates strong convergent validity.

Furthermore, the Average Variance Extracted (AVE) values for each variable exceed 0.50, confirming that more than half of the variance in each construct is explained by its indicators.

The reliability test results also show that all variables meet the reliability criteria, with Cronbach's Alpha and Composite Reliability (CR) values above 0.70. These results indicate that the research instrument is both valid and reliable, making it suitable for further structural analysis.

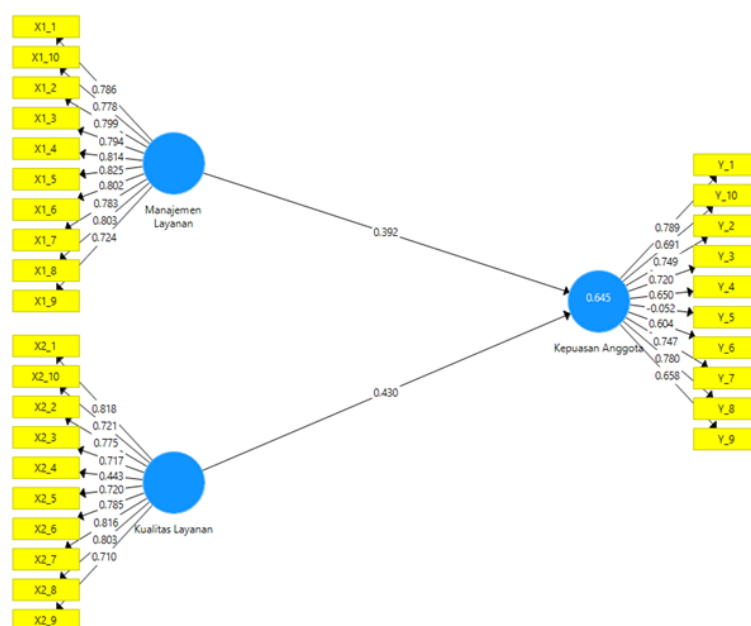


Figure 2. First Model Path Diagram

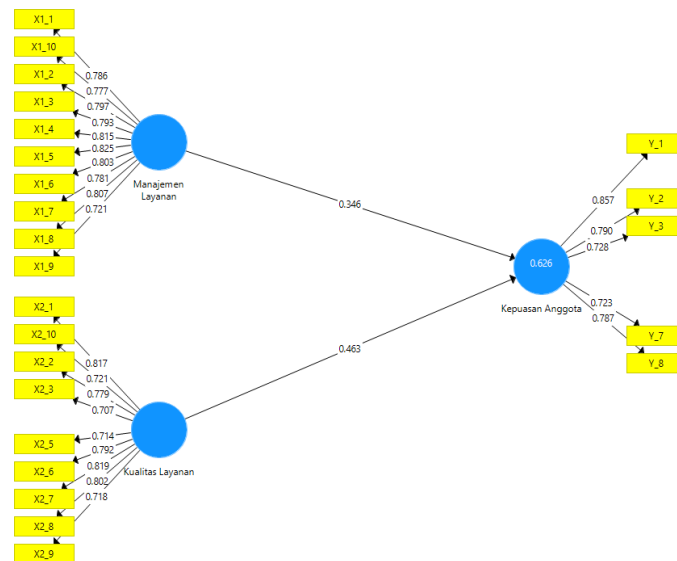
Source: Primary Data processed 2025

Table 1 First Model Path Diagram

Variabel	Kode Indikator	Nilai Loading Factor
MANAJEMEN LAYANAN (X1)	X1_1	0,786
	X1_2	0,799
	X1_3	0,794
	X1_4	0,814
	X1_5	0,825
	X1_6	0,802
	X1_7	0,783
	X1_8	0,803
	X1_9	0,799
	X1_10	0,778
KUALITAS LAYANAN (X2)	X2_1	0,818
	X2_2	0,775
	X2_3	0,717
	X2_4	0,443
	X2_5	0,720
	X2_6	0,785
	X2_7	0,816
	X2_8	0,803
	X2_9	0,710
	X2_10	0,721
KEPUASAN ANGGOTA (Y)	Y_1	0,789
	Y_2	0,749
	Y_3	0,720
	Y_4	0,650
	Y_5	-0,052
	Y_6	0,604
	Y_7	0,747
	Y_8	0,780
	Y_9	0,658
	Y_10	0,691

Source: Primary Data processed 2025

In table 1, there are 6 indicator items that do not meet the loading factor assessment criteria, namely indicators X2_4, Y_4, Y_5, Y_6, Y_9, and Y_10, so the next step is that the indicator must be eliminated from the model and recalculated



Gambar 3 Diagram Jalur Model Kedua

Source: Primary Data processed 2025

Figure 3 shows that the resulting values on all indicators have reached a loading factor value above 0.70

Table 2 Second Model Path Diagram

Variabel	Kode Indikator	Nilai Loading Factor
MANAJEMEN LAYANAN (X1)	X1_1	0,786
	X1_2	0,799
	X1_3	0,794
	X1_4	0,814
	X1_5	0,825
	X1_6	0,802
	X1_7	0,783
	X1_8	0,803
	X1_9	0,799
	X1_10	0,778
KUALITAS LAYANAN (X2)	X2_1	0,818
	X2_2	0,775
	X2_3	0,717
	X2_4	0,720
	X2_5	0,785
	X2_6	0,816
	X2_7	0,803
	X2_8	0,710
	X2_9	0,721
	X2_10	0,721
KEPUASAN ANGGOTA (Y)	Y_1	0,789
	Y_2	0,749
	Y_3	0,720

Y_7	0,747
Y_8	0,780

Source: Primary Data processed 2025

The results of Table 2 are known that all indicators have reached a loading factor value of >0.70 and are declared valid, so it can be concluded that all indicators in the example have met the loading factor value.

Table 2 above shows that the Average Variance Extracted (AVE) value obtained in all constructs is 0.5, so that the example can be said to have met the criteria for convergent validity evaluation.

Tabel 3 Nilai Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Manajemen Layanan (X1)	0,626
Kualitas Layanan(X2)	0,585
Kepuasan Anggota(Y)	0,581

Source: Primary Data processed 2025

Table 4 Composite Reliability and Cronbach's Alpha Values

Variabel	Composite Reliability	Cronbach's Alpha
Manajemen Layanan (X1)	0,944	0,933
Kualitas Layanan(X2)	0,927	0,911
Kepuasan Anggota(Y)	0,893	0,857

Source: Primary Data processed 2025

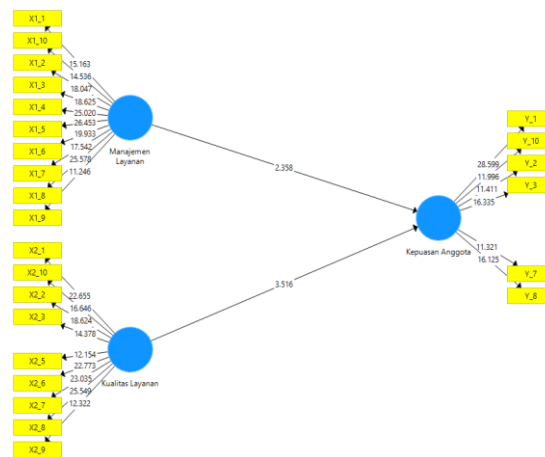
Uji Path Coefficients

Table 5 Test Path Coefficients

Variabel	Original Sample (O)
Manajemen Layanan -> Kepuasan Anggota	0,332
Kualitas Layanan -> Kepuasan Anggota	0,464

Source: Primary Data processed 2025

Hypothesis Testing Results



Gambar 3 Hasil Bootstrapping

Sumber: Data Primer diolah 2025

The hypothesis testing was conducted using bootstrapping in SmartPLS 3.0. The results are summarized in Table 6.

Table 6 Hypothesis Test

Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values
Manajemen Layanan -> Kepuasan Anggota	0,332	2,358	0,019
Kualitas Layanan -> Kepuasan Anggota	0,464	3,516	0,000

Source: Primary Data processed 2025

The results show that both hypotheses are accepted because their p-values are below 0.05, indicating significant relationships.

1. H₁: Service management has a positive and significant effect on member satisfaction. A higher quality of service management—through effective planning, organization, and supervision—leads to increased member satisfaction.
2. H₂: Service quality has a positive and significant effect on member satisfaction. Among the dimensions of service quality, reliability and empathy show the strongest contributions, suggesting that members value consistent and personalized service.

Moreover, the path coefficient for service quality (0.464) is higher than that for service management (0.332), which means that service quality has a more dominant influence on member satisfaction.

Summary of Findings

The findings confirm that effective service management and high service quality are both crucial in shaping member satisfaction within the Student Cooperative of ITB Ahmad Dahlan. The positive relationship between the two independent variables and member

satisfaction indicates that the cooperative's management and service delivery systems are performing well.

These results align with prior studies by Wardani and Setyawan (2024) and Ramadhani (2024), who also found that good service governance and consistent service quality play a decisive role in enhancing member satisfaction and loyalty in student cooperatives.

Overall, the results validate the conceptual model developed in this study and empirically demonstrate that strengthening service management systems and maintaining consistent service quality are key to sustaining cooperative performance and member engagement.

CONCLUSION AND SUGGESTION

The findings of this study provide empirical evidence that both service management and service quality play a crucial role in shaping member satisfaction within the Student Cooperative of ITB Ahmad Dahlan. The statistical analysis using the PLS-SEM method confirmed that service management has a positive and significant influence on member satisfaction. This indicates that effective planning, organizing, supervision, and evaluation of services create a structured system that enhances efficiency and fosters member trust. When services are managed in an orderly and responsive manner, members tend to feel more satisfied and valued as part of the cooperative community.

Furthermore, service quality was also found to have a positive and significant effect on member satisfaction, with a stronger influence compared to service management. This suggests that the way members perceive the quality of services – including reliability, responsiveness, assurance, and empathy – plays a dominant role in determining their level of satisfaction. When cooperative staff are responsive, friendly, and empathetic toward member needs, satisfaction levels rise significantly.

Taken together, these results demonstrate that service management and service quality are interdependent. Effective management supports the consistent delivery of high-quality services, while good service quality strengthens the credibility of management practices. Both factors jointly enhance member satisfaction and encourage loyalty toward the cooperative.

The findings align with previous studies by Wardani and Setyawan (2024) and Ramadhani (2024), which highlight that the success of student cooperatives largely

depends on the integration of efficient management and superior service quality. Thus, the Student Cooperative of ITB Ahmad Dahlan can further improve its service excellence by strengthening managerial coordination and continuously upgrading service delivery standards.

Based on the conclusions, several recommendations are proposed for both practical and academic development.

From a practical perspective, the cooperative's management should prioritize continuous improvement in service management. This can be achieved by developing comprehensive Standard Operating Procedures (SOPs), improving staff competence through regular training, and conducting periodic service performance reviews. A transparent and systematic management system will enhance operational consistency and increase member trust.

In addition, the cooperative should pay greater attention to enhancing service quality, particularly in the areas of responsiveness and empathy. These two dimensions have been identified as the most influential factors in shaping member satisfaction. Establishing a structured feedback system — such as online complaint forms or member satisfaction surveys — can help management identify weaknesses and respond promptly to member concerns.

Digital transformation is also essential. The implementation of digital service platforms, such as mobile applications for transactions and service information, can improve accessibility, efficiency, and member engagement. By integrating technology into service operations, the cooperative can provide faster and more reliable service experiences that align with student expectations in the digital era.

For future research, it is recommended to include additional variables such as member loyalty, trust, and perceived value, which may further explain the dynamics of satisfaction in cooperative environments. Expanding the study to different universities or regional cooperatives can also enhance the generalizability of findings and provide broader insights into cooperative service development in Indonesia.

Ultimately, this research contributes both theoretically and practically by confirming that the synergy between effective service management and consistent

service quality is the foundation for achieving sustainable member satisfaction and loyalty in student cooperatives.

BIBLIOGRAPHY

- Akbar, M. M. (2020). Service quality and member satisfaction in cooperative financial institutions: Evidence from developing countries. *Journal of Financial Services Research*, 58(3), 321–340.
- Aziz, H. A. (2021). Digital transformation and cooperative performance: Evidence from Indonesia. *Journal of Cooperative Studies*, 14(2), 115–132.
- Chan, A. &. (2021). Perceived value and satisfaction among cooperative members: A cross-country study. *International Journal of Cooperative Management*, 8(1), 45–63.
- Chanthawong, T. &. (2022). Service quality, trust, and member satisfaction in agricultural cooperatives. *Journal of Rural Studies*, 88, 123–135.
- Fauziah, N. H. (2024). Digitalization of cooperative services: Challenges and implementation at the local level. *Journal of Information Systems and Management*, 12(4), 201–215.
- Fitzsimmons, J. A. (2019). *Service management: Operations, strategy, information technology* (9th ed.). New York: McGraw-Hill Education.
- Ghozali, I. (2018). *Aplikasi analisis multivariete dengan program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J. F. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Thousand Oaks: SAGE Publications.
- Haryanto, D. &. (2023). Effectiveness of digital services in student cooperatives: Empirical evidence. *Jurnal Manajemen dan Koperasi Digital*, 6(2), 155–170.
- Hewitt, D. &. (2020). Member engagement and governance in university cooperatives. *Annals of Public and Cooperative Economics*, 91(4), 567–589.
- Kotler, P. &. (2021). *Marketing management* (15th ed.). Upper Saddle River, NJ: Pearson Education.
- Kotler, P. &. (2021). *Marketing management* (15th ed.). Upper Saddle River, NJ: Pearson Education.
- Liu, G. e. (2024). Fairness and member outcomes in agricultural cooperatives. *Agricultural Economics & Policy Review*, 35(1), 77–95.
- Mulyani, S. (2020). Service quality and member satisfaction: Evidence from Indonesian cooperatives. *Journal of Indonesian Social Studies*, 5(1), 44–59.
- Narinda, A. P. (2023). The influence of cooperative knowledge and service quality on student interest in cooperatives. *Indonesian Journal of Business Research*, 9(2), 88–101.
- Nurdany, A. &. (2020). Digitalization in Indonesian cooperatives: Is it necessary. *Journal of Developing Economies*, 5(2), 120–131.

- Olawuyi, O. S. (2024). Bibliometric trends in service quality research and implications for cooperatives. *Businesses (MDPI)*, 12(3), 210–230.
- Rahman, D. H. (2024). Member satisfaction and service quality in Indonesian cooperatives. *Journal of Management and Innovation*, 8(4), 75–90.
- Ramadhani, N. (2024). Special service management of the student cooperative (KOPMA) in improving member satisfaction. *Journal of Cooperative Development Studies*, 15(1), 22–33.
- Sari, D. &. (2023). Service quality, satisfaction, and loyalty in campus cooperatives: A regional case study. *Jurnal Manajemen Koperasi*, 1, 1(3), 210–227.
- Setiawan, R. &. (2022). Evaluating service quality dimensions in student cooperatives: An empirical study from Indonesia. *International Journal of Management Research*, , 11(3), 201–214.
- Swanson, M. &. (2021). Service management capabilities and member perceptions in non-profit cooperatives. *Service Industries Journal*, 41(5–6), 385–406.
- Tannady, H. E. (2023). Management capability and organizational commitment in digital context. *Journal of Economics and Business UBS*, 12(2), 1373–1380.
- Tjiptono, F. (2019). *Service management: Mewujudkan layanan prima*. Yogyakarta: Andi.
- Voigt, L. &. (2024). HRM practices and member satisfaction in cooperative enterprises: A systematic review. *Journal of Cooperative Studies*, 18(1), 5–29.
- Wardani, D. K. (2024). Analysis of service quality and product quality on member satisfaction and loyalty in saving and loan cooperatives. *Journal of Cooperative and Business Studies*, 2(1), 45–56.
- Widiastuti, T. F. (2023). Cooperatives as catalysts for MSME development and financial inclusion. *Journal of Cooperative Development*, 12(3), 215–230.
- Zulkifli, M. &. (2022). Strategi Pengembangan Koperasi Simpan Pinjam Pembiayaan syariah (KSPPS) Sebagai Inkubator Bisnis Usaha Mikro Kecil Menengah (UMKM)(Studi Kasus KSPPS BMT Universitas Muhammadiyah Jakarta). *Jurnal Inovasi Manajemen Dan Bisnis (JIMB)*, 1(1), 1-16.