
ANALYSIS OF MEMBER SATISFACTION LEVELS REGARDING THE QUALITY OF COOPERATIVE SERVICES: THE CASE OF THE KARYA MEKAR FARMERS' COOPERATIVE IN SELAJAMBE VILLAGE, SELAJAMBE DISTRICT, KUNINGAN REGENCY

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ABSTRACT

Indonesia comprises three key economic sectors: the state sector, private sector, and cooperatives, which collaborate to strengthen the economy. Cooperatives enhance member welfare and balance capitalism, focusing on improving farmers' incomes. Their success hinges on both financial and non-financial enhancements. Member satisfaction influences cooperative performance, affecting participation, loyalty, and overall success. This research examines service performance and member satisfaction in Karya Mekar Farmers' Cooperative, Selajambe Village, Kuningan Regency, from October to December 2024. The data includes primary sources from interviews and questionnaires and secondary sources from management reports, Annual Member Meetings, and related agencies, covering member numbers, cooperative growth, and structure. Service quality performance is assessed through Importance-Performance Analysis (IPA), which evaluates the importance and performance of service attributes based on five characteristics, utilizing a five-point Likert scale for attitudes such as agreement and satisfaction. Member satisfaction is measured using CSI and SERVQUAL methods, with SERVQUAL analyzing expectations versus performance and CSI determining satisfaction percentages.

Keywords: analysis, cooperative, member satisfaction, quality of service performance

INTRODUCTION

Indonesia has three main economic sectors—government, private, and cooperatives—that must work together to build a strong economy and a prosperous society (Wiloso et al., 2024; Zahari & McLellan, 2024; Zulham et al., 2025). Cooperatives, which play a vital role in the national economy, aim to enhance the welfare of their members through democratically managed enterprises and need professional guidance to bolster Indonesia's economy (Astuti et al., 2025; Taniu et al., 2024a; Valerio et al., 2024).

Cooperatives must develop themselves and compete with other business entities to strengthen the people's economy and create a fair and prosperous national economy. Indra (2021) stated that cooperatives are situated in the community alongside private companies and state-owned enterprises, competing to attract customers, where good service becomes the key to business success. Cooperatives are expected to act as a balance against capitalism that harms the micro-economy, as seen in the monetary crisis of 1997, when micro-cooperatives remained stable (Alfiani et al., 2023; Kurniawati et al., 2022; Subhan et al., 2018; Sutanty et al., 2022; Ubay Haki & Devi Fajriati, 2020). The development of cooperatives increased between 2021 and 2022, with a rise in the number of cooperatives, members,

workforce, capital, and profit-sharing, as well as an increase in the number of cooperatives from 205,781 units in 2021 to 208,373 units in 2022, which also impacted the increase in the workforce (Afifudin, 2020; Kader, 2018; Projo & Pontoh, 2022; Widjajani & Hidayati, 2014; Wijayati & Pusparini, 2024).

Farmer cooperatives are formed due to the existence of activities and economic interests of farmer groups that have already been developed. According to Jalali et al. (2023), farmer cooperatives are important to develop, considering the state of Indonesian agriculture, which is dominated by small-scale and dispersed enterprises, and are expected to improve bargaining positions, income, and the empowerment of farmers. Farmer cooperatives need to have an efficient organization and good performance to meet members' needs, with performance measurements that encompass both financial and non-financial aspects for the improving business and cooperative management.

The image of the Farmers' Cooperative can be affected by members' dissatisfaction with services, making the primary challenge the need to restore public trust through improved service quality (Kusnandar et al., 2023; Taniu et al., 2024b; Yuliando et al., 2015). Measuring member satisfaction is essential for uncovering their expectations, interests, and perceptions of the cooperative. Members are a crucial element for the cooperative, and efforts to maintain and enhance relationships with them must be undertaken through consistently high-quality services. Evaluating member satisfaction can help increase participation and loyalty and encourage members to invite other farmers to join. This research aims to identify areas where service quality improvements can directly lead to enhanced member satisfaction, fostering increased cooperative participation and ultimately boosting the economic well-being of the member farmers. The findings can be used to implement targeted strategies for service enhancement, contributing to the sustainability and growth of the cooperative and providing a model for other similar organizations.

Participation in the cooperative is reflected in the identity relationship between members and management, which materializes when services align with members' needs. Since needs and environmental challenges can change, services should be continuously adapted. Members should be able to influence management through General Members' Meetings. Member characteristics, such as age, education, gender, and crop yield acceptance, affect their satisfaction levels, which can vary even if the services remain the same.

METHOD

This research explores the quality of service performance and the members' satisfaction levels at the Farmers' Cooperative Karya Mekar in Selajambe Village, Kuningan Regency, West Java. Conducted from October to December 2023, the research employs a quantitative survey design to gather insights directly from cooperative members, explicitly chosen because no previous studies have examined member satisfaction in this cooperative. The decision to utilize a quantitative approach stems from the desire to obtain statistically significant and generalizable findings regarding the relationship between service quality and

member satisfaction. At the same time, qualitative methods could offer a rich, in-depth understanding of individual experiences, while a quantitative approach allows for data collection from a larger sample size, facilitating the identification of broader trends and patterns. The research utilizes a causal comparative approach with simple regression analysis to show how service quality (independent variable) influences member satisfaction (dependent variable). Established scales like SERVQUAL and CSI support quantitative analysis, enabling comparison and benchmarking against cooperatives or service organizations. Various statistical methods were applied, including normality and linearity tests, correlation analysis, and hypothesis testing, to ensure reliable results.

The research involved 469 individuals, comprising 456 cooperative members and 13 managers and employees. To fairly represent the, 53 participants were fairly selected using a Simple Random Sampling technique, while all managers and employees were included through a census method. The key focus of the research was to assess how service quality (the independent variable) impacts member satisfaction (the dependent variable). Data was gathered through questionnaires filled out by members and documentation obtained from managerial reports and relevant institutions, such as the West Java Cooperative and SMEs Office.

The collected data was analyzed both qualitatively and quantitatively. The qualitative aspect focused on describing the characteristics of cooperative members, managers, and employees, such as gender, age, education level, and family dependents. On the quantitative side, service performance and satisfaction levels were measured using the Importance-Performance Analysis (IPA), Customer Satisfaction Index (CSI), and SERVQUAL methods. The IPA method helped identify the importance and performance of various service attributes through a five-point Likert scale, while the CSI and SERVQUAL methods measured member expectations versus actual experiences. These approaches provided valuable insights into how well the cooperative meets its members' needs and where improvements can be made.

RESULTS AND DISCUSSION

Characteristics of Board Members and Employees

Age

In Table 1, it can be seen that the age group of members of the Karya Mekar Farmers' Cooperative that is most represented is the age range of 51-65 years, with a total of 20 individuals (50.00%). According to Rachmat et al. (2022), the age group still considered productive is between 15 and 59 years, while the population under 15 years and over 59 years is categorized as non-productive. Meanwhile, the most common age group among the board members and employees of the Mekar Karya Farmers' Cooperative is the age range of 36-50 years, with six individuals (46.15%). This indicates that the board members and employees can serve the Mekar Karya Farmers' Cooperative members quite well.

Table 1. Distribution of the Ages of Members, Management, and Employees of the Karya Mekar Farmers' Cooperative in 2024

No.	Age Group (Years)	Number (People)		Percentage (%)	
		Members of the Cooperative	Management and Employees of the Cooperative	Members of the Cooperative	Management and Employees of the Cooperative
1	21-35	6	5	15,00	38,46
2	36-50	14	6	35,00	46,15
3	51-65	20	2	50,00	15,39
Total		40	13	100,00	100,00

Source: Primary Data Analysis, 2024

Level of Education

The level of education referred to here pertains to the educational stages that members, management, and employees have completed. This level of education influences the employees' thinking, judgments, and perceptions regarding products or services. Educational background also affects the characteristics of the members. It is an important factor in this research, as the higher the level of education among members, the greater their knowledge and insights. This research focuses on the formal education undertaken by the members, management, and employees of the Farmers' cooperative Karya Mekar.

Table 2. Education Distribution of Members, Management, and Employees of Farmers' cooperative Karya Mekar Year 2024

No.	Education Level	Number (People)		Percentage (%)	
		Members of the Cooperative	Management and Employees of the Cooperative	Members of the Cooperative	Management and Employees of the Cooperative
1	Elementary School	24	2	60,00	15,39
2	Junior High School	9	2	22,50	15,39
3	Senior High School	6	7	15,00	53,84
4	Higher Education	1	2	2,50	15,38
Total		40	13	100,00	100,00

Source: Primary Data Analysis, 2024

Table 2 shows that members of the cooperative with an elementary school education constitute the largest group, with 24 individuals or 60.00%. This indicates that most cooperative members have an elementary school education level, suggesting a relatively low level of education among the cooperative members. Meanwhile, the board members and employees with the highest education level are high school graduates, totaling seven

individuals or 53.84%. Thus, it can be concluded that the education possessed by the board and employees is sufficiently adequate to meet the needs of the cooperative members.

Gender

Table 3. Distribution of Gender of Members, Board Members, and Employees of the Karya Mekar Agricultural Cooperative in 2024

No.	Gender	Number (People)		Percentage (%)	
		Members of the Cooperative	Management and Employees of the Cooperative	Members of the Cooperative	Management and Employees of the Cooperative
1	Male	32	9	80,00	70,00
2	Female	8	4	20,00	30,00
	Total	40	13	100,00	100,00

Source: Primary Data Analysis, 2024

In Table 3, it can be observed that the majority of respondents from Farmers' cooperative Karya Mekar are male, totaling 32 individuals (80.00%). This indicates that the number of males is higher than females, who only total 8 (20.00%). Meanwhile, the number of male managers and employees in Farmers' cooperative Karya Mekar is 9 (70.00%), which is greater than the number of female managers and employees, totaling 4 (30.00%).

Number of Family Dependents

The number of family dependents is closely related to the income obtained by the members. This motivates them to continually increase their income to meet their family's needs.

Table 4. Distribution of the Number of Dependents of Members, Managers, and Employees of Farmers' Cooperative Karya Mekar for the Year 2024

No.	Number of Family Dependents (Individuals)	Total (Household)		Percentage (%)	
		Members of the Cooperative	Management and Employees of the Cooperative	Members of the Cooperative	Management and Employees of the Cooperative
1	1-2	19	8	47,50	61,53
2	3-4	12	5	30,00	38,47
3	≥5	9	-	22,50	-
	Total	40	13	100,00	100,00

Source: Primary Data Analysis, 2024

Table 4 shows that the highest number of family dependents among cooperative members is 1-2 individuals, with a total of 19 heads of families (47.50%). From this table, it can be concluded that the fewer family dependents there are, the smaller the necessary expenses will be, and vice versa. Meanwhile, the highest number of family dependents

among the cooperative's management and employees is 1-2 individuals, totaling eight heads of families (61.53%). From this table, it can also be concluded that the fewer family dependents there are, the smaller the necessary expenses will be, and vice versa.

Level of Service Quality Performance of Farmers' Cooperative Karya Mekar

The service performance provided by Farmers' cooperative Karya Mekar is not limited to supplying goods needed by members, such as savings and loans, but also encompasses various other services, such as the sale of pesticides, herbicides, electricity bill payments, provision of fertilizers, and social services that include good cooperation between the cooperative and its members to understand the members' interests. It is essential to evaluate the performance quality to determine whether the services provided meet the expectations and satisfaction of the members. Thus, the level of service performance provided by Farmers' cooperative Karya Mekar to its members can be considered satisfactory. Importance-Performance Analysis (IPA) is used to measure the quality of service performance.

Importance-Performance Analysis (IPA)

The measurement of members' perceptions of the service performance of Farmers' cooperative Karya Mekar uses the Importance-Performance Analysis (IPA) method to assess the level of importance and performance perception of service attributes. The assessment is based on 25 attributes grouped into five dimensions of service quality, using a Likert scale to evaluate the importance of each attribute. This research aims to observe the gap between the average values of importance and performance among attributes within a SERVQUAL dimension rather than ranking attributes based on importance or performance.

Level of Importance and Performance of the Tangible Dimension

The tangible dimension includes physical evidence that demonstrates an organization's performance, including the facilities and infrastructure that support services. Attributes in this dimension include the neatness of employee clothing, the availability of computers and phones, bulletin boards, meeting rooms, and office facility equipment such as lounges, restrooms, and parking areas. Table 5 shows the results of the calculations of the average importance and performance values of the tangible dimension of the Farmers' cooperative Karya Mekar.

Table 5. Results of the Calculation of Average Importance and Performance Values of the Tangible Dimension of Farmers' cooperative Karya Mekar Year 2024

No.	Tangible Dimension	Importance ($\bar{Y}$)	Performance ($\bar{X}$)	Description
1.	Neatness of employee clothing	4,20	4,40	Very Satisfied
2.	Computers and telephones as supporting technology for farmers'	4,35	4,45	Very Satisfied

cooperative activities				
3.	Availability of the farmers' cooperative bulletin board as an information medium for members	3,90	4,30	Very Satisfied
4.	Cleanliness of the farmers' cooperative meeting room	4,15	4,38	Very Satisfied
5.	Office facility equipment of the farmers' cooperative, such as the living room, toilet/restroom, parking area	4,18	4,33	Very Satisfied

Source: Primary Data Analysis, 2024

Table 5 displays the differences in the average values of importance and performance of five attributes in the Tangible dimension. The attribute with the highest importance value is the availability of computers and telephones (4.35), which is deemed important for supporting the cooperative's performance. The attribute with the lowest importance value is the bulletin board (3.90), which is evaluated to have less impact on the cooperative's performance. Other attributes, such as the neatness of employee attire, cleanliness of the meeting room, and office facility equipment, show a similar level of importance and are regarded as very important. Overall, performance in the tangible dimension is good. However, improvement is needed in service quality, especially concerning office facilities, cleanliness of meeting rooms, and neatness of attire, as these are still below the average performance of other attributes.

Level of Importance and Performance of the Reliability Dimension

Reliability measures the company's ability to provide services accurately and dependably as promised. The attributes assessed in this dimension include the timely distribution of profit sharing, the timely organization of the annual member meeting, the consistency of the cooperative's work schedule, cooperation with relevant parties, and the availability of inputs such as fertilizers and pesticides. Table 6 shows the results of the average importance and performance calculations for the reliability dimension.

Table 6. Results of Average Importance and Performance Calculations for the Reliability Dimension of Karya Mekar Farmer Cooperative for the Year 2024

No.	Reliability Dimension	Importance ($\bar{Y}$)	Performance ($\bar{X}$)	Description
1.	Timely distribution of remaining profit	4,48	4,53	Very Satisfied
2.	Timely organization of year-end meeting	4,28	4,15	Very Satisfied
3.	Consistency of the cooperative's work	4,40	4,43	Very

	schedule			Satisfied
4.	Cooperation of the Farmer Cooperative with local government, banks, and core companies	4,33	4,40	Very Satisfied
5.	Availability of inputs in the cooperative, such as fertilizers and pesticides	4,20	4,38	Very Satisfied

Source: Primary Data Analysis, 2024

Table 6 shows five attributes of the reliability dimension with varying average importance and performance scores. The attribute with the highest score is the timely distribution of remaining profit (4.48), which members consider important as it is a right that can supplement their income. The attribute with the lowest score is the availability of inputs such as fertilizers and pesticides (4.20), as members can obtain these outside the cooperative. Overall, the performance of the reliability dimension is good; however, the timely organization of the year-end meeting still does not meet members' expectations, as seen from the difference in the importance score (4.28) and performance score (4.15), indicating that members feel the organization of the year-end meeting is still inconsistent.

Level of Importance and Performance of the Responsiveness Dimension

Responsiveness measures the cooperative's ability to provide timely, fast, and precise services to its members. The attributes evaluated include prompt management, sanctions for members who violate the rules, the provision of easily understandable information, and efforts to expand the market to increase profits. Table 7 shows the results of the average calculation of importance and performance for the Responsiveness dimension of the Karya Mekar Farmers' Cooperative.

Table 7. Results of the Average Calculation of Importance and Performance for the Responsiveness Dimension of Karya Mekar Farmers' Cooperative in the Year 2024

No.	Responsiveness Dimension	Importance ($\bar{Y}$)	Performance ($\bar{X}$)	Description
1.	Promptness of management in serving members' needs	4,33	4,48	Very Satisfied
2.	Sanctions for members who do not comply with the rules	4,28	4,33	Very Satisfied
3.	Provision of information that is clear and easy to understand	4,25	4,35	Very Satisfied
4.	Responsiveness of the Cooperative in improving the quality of services	3,98	4,30	Very Satisfied
5.	Expanding the market for selling agricultural products to increase profits	4,30	4,45	Very Satisfied

Source: Primary Data Analysis, 2024

Table 7 shows that the attribute with the highest importance score is the promptness of management in serving members' needs (4.33), which the respondents consider very

important. Conversely, the attribute with the lowest importance score is the cooperative's responsiveness in improving service quality (3.98), which is not entirely regarded as the cooperative's obligation. Although overall, members are satisfied with the cooperative's services, as indicated by the performance score being higher than the importance score, there is still a need for continued improvement in the performance of the attributes within the Responsiveness dimension.

Level of Importance and Performance of the Assurance Dimension

Assurance, or guarantee and certainty, encompasses the organization's knowledge, courtesy, and capability to build customer trust. The evaluated attributes include the fair distribution of net income, management honesty in financial audits, security for members, assistance with hospital costs or medications, and management skills and knowledge. Table 8 shows the results of the average importance and performance calculations of the assurance dimension of the Karya Mekar Farmers' Cooperative.

Table 8. Results of Average Value Calculation of Importance and Performance of the Assurance Dimension of Karya Mekar Farmers' Cooperative for the Year 2024

No.	Assurance Dimension	Importance ($\bar{Y}$)	Performance ($\bar{X}$)	Description
1.	Fair distribution of net income	4,35	4,50	Very Satisfied
2.	Assurance of the honesty of management in financial audits	4,45	4,58	Very Satisfied
3.	Guaranteed security for members of the agriculture cooperative from any angle	3,85	4,20	Very Satisfied
4.	Assistance with hospital costs or medications as a form of health insurance guarantee from the Farmers Cooperative	4,08	3,90	Satisfied
5.	Capability and insight of management	4,38	4,40	Very Satisfied

Source: Primary Data Analysis, 2024

Overall, the average importance value in Table 8 shows that the differences between attribute values are not too far apart. The attribute with the highest score is the assurance of management's honesty in financial audits (4.45), which is considered very important by respondents as it enhances trust in the cooperative. Meanwhile, guaranteed security for members (3.85) is considered less important because respondents believe that the police are more authoritative in this matter. Although the performance of the assurance dimension is reasonable and provides satisfaction, the attribute of assistance with hospital costs or medications as a health insurance guarantee still does not meet members' expectations, as seen from the difference between the importance score (4.08) and the performance score (3.90), which indicates members' need for health insurance guarantees from the cooperative.

Importance Level and Performance of the Empathy Dimension

Empathy, or attention, is the sincere and individual attention given by the cooperative to its members by understanding their needs and desires. The attributes evaluated in this dimension include the giving of gifts/bonuses to active members, the friendliness of the management, the patience of the management in dealing with protests, the giving of gifts during the celebrations of significant days, and the management's knowing the names of the members. The results of the calculations of the average values of importance and performance of the Empathy dimension for the Karya Mekar Farmers' Cooperative can be seen in the table below:

Table 9. Results of Calculating Average Importance and Performance Values of the Empathy Dimension for the Karya Mekar Farmers' Cooperative in the Year 2024

No.	Empathy Dimension	Importance ($\bar{Y}$)	Performance ($\bar{X}$)	Description
1.	Giving gifts/bonuses to active members in the Farmers' Cooperative	4,20	4,35	Very Satisfied
2.	Friendliness of management in serving members	4,30	4,40	Very Satisfied
3.	Patience of the Farmers' Cooperative management in handling protests from members	4,38	4,45	Very Satisfied
4.	Giving gifts during celebrations of important events (Independence Day, Cooperative Anniversary)	3,75	3,80	Satisfied
5.	Farmers' Cooperative management knowing all the names of the cooperative members	4,20	4,33	Very Satisfied

Source: Primary Data Analysis, 2024

In Table 9, the attribute with the highest score is the patience of the management in handling member protests (4.38), which is deemed important to avoid disputes. The attribute with the lowest importance score is giving gifts during the celebrations of significant days (3.75), as members prefer these funds to be allocated to remaining profit (Net Income). The attribute with the best performance guarantees the management's honesty in financial audits (4.58), as the management consistently presents financial reports in annual member meetings. Conversely, the performance that needs improvement is giving gifts/bonuses to active members, which is considered insufficient. Overall, the average importance value is 4.22, and the performance value is 4.34, which will be used to map the attributes that need to be prioritized in the Importance-Performance Analysis (IPA) quadrant.

Based on the IPA analysis that uses five dimensions, Tangible, Reliability, Responsiveness, Assurance, and Empathy, Table 10 explains which dimensions have the highest levels of importance and performance.

Table 10. Average Values of Importance and Performance Levels of Each Dimension at Farmers' Cooperative Karya Mekar in 2024

No.	Service Quality Dimension	Importance Level	Performance Level	Description
1	Tangible Dimension	4,16	4,37	Very Satisfied
2	Reliability Dimension	4,34	4,37	Very Satisfied
3	Responsiveness Dimension	4,23	4,38	Very Satisfied
4	Assurance Dimension	4,22	4,32	Very Satisfied
5	Empathy Dimension	4,17	4,28	Very Satisfied
	Average	4,22	4,34	Very Satisfied

Source: Primary Data Analysis, 2024

From the analysis results, the reliability dimension is considered the most important by the Farmers' cooperative Karya Mekar members, which relates to trust in the cooperative's ability to provide accurate and reliable services. Overall, the cooperative's performance is rated very well, with average scores ranging from 4.28 to 4.38. The responsiveness dimension received the highest score (4.38), indicating excellent performance in demonstrating its presence to members. In contrast, the empathy dimension received the lowest score (4.28), showing that service according to promises still needs improvement.

Member Satisfaction Level with the Services of Farmers' cooperative Karya Mekar

The services provided by Farmers' cooperatives go beyond merely supplying the goods needed by members or offering lending and savings services; they also encompass social aspects, such as establishing a good cooperative relationship between the cooperative and its members. Thus, a high level of member satisfaction can be attained.

Analysis of Customer Satisfaction Index (CSI)

The Customer Satisfaction Index (CSI) method is used to measure members' satisfaction level regarding the services provided by Farmers' cooperative Karya Mekar in percentage form. The results show that the member satisfaction level is 86.93%, which falls into the "very satisfied" category according to CSI criteria. This indicates that the cooperative has successfully met the members' expectations. To maintain satisfaction, the cooperative needs to continuously evaluate and improve the quality of service. Ongoing improvements will enhance the cooperative's performance and attract the community to join. CSI is calculated based on each service quality attribute's importance and satisfaction levels.

Table 11. Results of Customer Satisfaction Index (CSI) Calculation for Farmers' cooperative Karya Mekar Year 2024

Attribute	MIS	WF	MSS	WS
Tangible Dimension				
1. Employee dress neatness	4,20	3,98	4,40	17,52
2. Computers and phones as technology	4,35	4,12	4,45	18,35
3. Availability of bulletin boards	3,90	3,70	4,30	15,90
4. Cleanliness of the cooperative meeting room	4,15	3,93	4,38	17,21
5. Office facilities equipment of Farmers' cooperative	4,18	3,96	4,33	17,12
Reliability Dimension				
Timely distribution of profit sharing (remaining profit)	4,48	4,24	4,53	19,19
Timely organization of member meetings (year-end meeting)	4,28	4,05	4,15	16,82
3. Availability of inputs in the cooperative	4,40	4,17	4,38	18,25
4. Regularity of the cooperative's work schedule	4,33	4,10	4,40	18,04
5. Cooperation of the cooperative with external parties	4,20	3,98	4,38	17,42
Responsiveness Dimension				
1. Agility of Farmers' cooperative management	4,33	4,10	4,48	18,35
2. Sanctions for non-compliant members	4,28	4,05	4,33	17,53
3. Clear information provision	4,25	4,03	4,35	17,52
Responsiveness in improving service performance quality	3,98	3,77	4,30	16,20
5. Expanding sales market	4,30	4,08	4,45	18,14
Assurance Dimension				
1. Fair distribution of profit sharing (remaining profit)	4,35	4,12	4,50	18,55
2. Honesty of management regarding finances	4,45	4,22	4,58	19,30
3. Security assurance for cooperative members	3,85	3,65	4,20	15,33
4. Assistance for hospital/medication expenses	4,08	3,86	3,90	15,06
5. Skills and knowledge of the management	4,38	4,15	4,40	18,25
Empathy Dimension				
1. Giving gifts to active members	4,20	3,98	4,35	17,32
2. Management's friendliness in service	4,30	4,08	4,40	17,93
3. Management's patience in dealing with complaints	4,38	4,15	4,45	18,66
4. Giving gifts on holidays	3,75	3,55	3,80	13,51
5. Management knows all members	4,20	3,98	4,33	17,22
Total MIS	105,50	100,00		434,66
CSI				86,93

Source: Primary Data Analysis, 2024

SERVQUAL Analysis

The SERVQUAL analysis is used to measure member satisfaction by calculating the difference between expectations and perceived performance at the Farmers' cooperative Karya Mekar. Unlike the IPA analysis, which computes the average scores of importance and performance, SERVQUAL measures the difference between levels of expectations and

performance, known as the GAP. This method categorizes the gaps in attributes into five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The more significant the gap, the more it indicates member dissatisfaction with the services provided.

Tangible Dimension

The tangible dimension, or physical evidence, measures the organization's ability to demonstrate its existence to members. This includes the quality of the cooperative's response to members' needs. This is also reflected in the skills and provision of physical facilities and infrastructure that support the cooperative's services.

Table 12. Gap Between Average Expectations and Performance in the Tangible Dimension of the Karya Mekar Farmers' Cooperative in 2024

No.	Attribute Tangible Dimension	Expectations	Performance	Gap	Description
1.	Neatness of employees' clothing	4,00	4,40	0,40	Very Satisfied
2.	Computers and phones as technology	4,18	4,45	0,28	Very Satisfied
3.	Availability of bulletin boards	4,15	4,30	0,15	Very Satisfied
4.	Cleanliness of the Cooperative Farmers' meeting room	4,15	4,38	0,23	Very Satisfied
5.	Office facilities and equipment of the Cooperative Farmers'	4,23	4,33	0,10	Very Satisfied
	Average	4,14	4,37	0,23	Very Satisfied

Source: Primary Data Analysis, 2024

In Table 12, there are five attributes in the tangible dimension, namely the neatness of employee clothing, availability of technology such as computers and phones, bulletin boards, cleanliness of the meeting room, and office facilities like the guest room, toilet, and parking area. Overall, the performance scores in the tangible dimension are higher than the members' expectations, with an average gap of 0.23. This indicates that members feel delighted with the service performance provided, which meets their expectations.

Dimension of Reliability

The dimension of reliability measures the organization's ability to provide services that align with its promises accurately and reliably. The dimension of reliability measures the organization's obligation to deliver the best services according to the promises made to its members. The gap between the average expected value and performance in the reliability dimension can be seen in Table 13.

Table 13. Gap Between Average Expected Value and Performance in the Dimension of Reliability

No.	Attribute of Reliability Dimension	Expectations	Performance	Gap	Description
1.	Timely distribution of profit sharing	4,23	4,53	0,30	Very Satisfied
2.	Timely implementation of the Annual Member Meeting (year-end meeting)	4,10	4,15	0,05	Very Satisfied
3.	Availability of inputs in the cooperative	4,20	4,38	0,18	Very Satisfied
4.	Regularity of the cooperative's work schedule	4,23	4,40	0,18	Very Satisfied
5.	Cooperation between the cooperative and external parties	4,18	4,38	0,20	Very Satisfied
	Average	4,19	4,38	0,18	Very Satisfied

Source: Primary Data Analysis, 2024

The reliability dimension includes service attributes such as the timely distribution of remaining profit, timely organization of year-end meeting, availability of inputs like fertilizers and pesticides, regularity of the cooperative's work schedule, and cooperation with external parties. The performance score (4.38) is higher than the expectation score (4.19), resulting in a positive gap of 0.18. This indicates that the Karya Mekar Farmers' Cooperative has successfully met the expectations of its members, instilling confidence in the cooperative due to services being delivered as promised.

Responsiveness Dimension

The responsiveness dimension measures the cooperative's ability to provide services, particularly by offering clear information to its members. Table 14 shows the average gap between expectations and performance in this dimension.

Table 14. Average Gap Between Expectation and Performance Scores for the Responsiveness Dimension of Karya Mekar Farmers' Cooperative Year 2024

No.	Attribute of Responsiveness Dimension	Expectations	Performance	Gap	Description
1.	The agility of cooperative management	4,20	4,48	0,32	Very Satisfied
2.	Sanctions for members who do not comply	4,15	4,33	0,18	Very Satisfied
3.	Providing clear information	4,23	4,35	0,13	Very Satisfied
4.	Responsiveness in improving the quality of service performance	4,00	4,30	0,30	Very Satisfied
5.	Expanding the market for the sale of	4,13	4,45	0,33	Very

agricultural products				Satisfied
Average	4,14	4,38	0,24	Very Satisfied

Source: Primary Data Analysis, 2024

The dimension of responsiveness includes service attributes such as the promptness of management in meeting members' needs, sanctions for members who violate rules, the provision of clear information, responses in improving service quality, and expansion of the market for agricultural products. Overall, the performance score (4.38) is higher than the expectation score (4.14), with a positive gap of 0.24. This indicates that the management of the Farmers' cooperative Karya Mekar can provide information services quickly and accurately.

Dimension of Assurance

The dimension of assurance measures the cooperative's knowledge, courtesy, and ability to build trust among its members. The gap between the average expectation and performance scores in this dimension can be seen in Table 15.

Table 15. Gap Between Average Expectation and Performance Scores of the Assurance Dimension of Farmers' cooperative Karya Mekar Year 2024

No.	Attribute of Assurance Dimension	Expectations	Performance	Gap	Description
1.	Fair distribution of profit-sharing	4,35	4,50	0,15	Very Satisfied
2.	Honesty of management in financial matters	4,30	4,58	0,28	Very Satisfied
3.	Security guarantees for cooperative members	4,15	4,20	0,05	Very Satisfied
4.	Assistance with hospital and medication expenses	3,80	3,90	0,10	Satisfied
5.	Skills and knowledge of management	4,25	4,40	0,15	Very Satisfied
	Average	4,17	4,32	0,17	Very Satisfied

Source: Primary Data Analysis, 2024

The assurance dimension includes service attributes such as the fair distribution of profit sharing, management honesty in finances, security guarantees, health care assistance, and management skills and knowledge. Overall, the performance value (4.32) is higher than expected (4.17), with a positive gap of 0.17. This indicates that the management of the Farmers' cooperative Karya Mekar has successfully built a sense of trust among its members, contributing to both member satisfaction and the cooperative's profits.

Empathy Dimension

The empathy dimension reflects the cooperative's concern for its members' needs by understanding and fulfilling their desires. Table 16 shows the gap between the average expected value and performance in this dimension.

Table 16. Gap Between Average Expected Value and Performance in the Empathy Dimension of Farmers' Cooperative Karya Mekar Year 2024

No.	Attribute of Empathy Dimension	Expectations	Performance	Gap	Description
1.	Awarding gifts to active members	3,98	4,35	0,37	Very Satisfied
2.	The friendliness of the management in providing services	4,25	4,40	0,15	Very Satisfied
3.	The patience of the management in facing protests	4,18	4,18	0,33	Very Satisfied
4.	Giving gifts during significant holidays	3,88	3,80	-0,08	Satisfied
5.	The management knows all the members	4,15	4,33	0,18	Very Satisfied
	Average	4,08	4,28	0,19	Very Satisfied

Source: Primary Data Analysis, 2024

The empathy dimension includes service attributes such as giving gifts to active members, the friendliness of management, patience in facing protests, giving gifts on special occasions, and management knowing the members' names. Overall, the performance value in this dimension is higher than expected, with a positive gap of 0.19. Although there is one attribute (giving gifts on special occasions) with a negative value (-0.08), the empathy dimension overall demonstrates excellent performance. However, service quality still needs improvement to ensure member satisfaction.

The calculation results show that most gaps have a positive value, although some slight negative gaps exist. Therefore, the Farmers' Cooperative should evaluate performance on attributes that remain below the members' expectations.

Table 17. Gaps in Each SERVQUAL Dimension of Karya Mekar Farmers' Cooperative for the Year 2024

No.	Dimension	Expectations	Performance	Gap	Description
1	Tangible	4,14	4,37	0,23	Very Satisfied
2	Reliability	4,19	4,38	0,19	Very Satisfied
3	Responsiveness	4,14	4,38	0,24	Very Satisfied
4	Assurance	4,17	4,32	0,15	Very Satisfied
5	Emphaty	4,08	4,28	0,02	Very Satisfied

Average	4,14	4,35	0,21	Very Satisfied
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Source: Primary Data Analysis, 2024

Table 17 shows the calculation of the gaps for each service dimension, which is useful for focusing improvements on dimensions with gaps that still do not meet members' expectations. Overall, the performance of the Farmers' cooperative Karya Mekar is good and satisfactory. The dimensions of reliability and responsiveness are the most satisfying, as their performance exceeds members' expectations, with positive gaps of 0.19 and 0.24, respectively.

CONCLUSION

In conclusion, this research provides a comprehensive assessment of service quality and member satisfaction at the Karya Mekar Farmers' Cooperative. The application of Importance-Performance Analysis (IPA) reveals valuable insights into areas where the cooperative excels and those requiring improvement. Overall, the cooperative demonstrates satisfactory service performance; however, prioritizing specific enhancements can significantly elevate member satisfaction and loyalty.

The tangible aspect deserves focus. Although computers and phones are appreciated, performance falls short in terms of office equipment and meeting room cleanliness. Thus, it is advisable to make specific investments in these areas. Encouraging employees to uphold a tidy and professional appearance will further enhance favorable perceptions among members.

Furthermore, the reliability dimension highlights the critical importance of timely distributing the remaining profit (SHU). The cooperative should maintain strong performance in this area and proactively communicate any potential delays. While the availability of inputs like fertilizers and pesticides receives a slightly lower importance score, ensuring a consistent and reliable supply is still essential for member satisfaction. This could involve strengthening relationships with suppliers or exploring alternative procurement strategies.

The Karya Mekar Farmers' Cooperative can enhance its service quality, strengthen member relationships, and foster greater participation by implementing these targeted improvements based on the IPA findings. This, in turn, will contribute to the long-term sustainability and success of the cooperative. Further research could explore the impact of these specific service improvements on member retention and cooperative growth over time.

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