

THE EFFECT OF COOPERATION SERVICE PERFORMANCE AT UNIVERSITAS PALANGKA RAYA IN SUPPORTING THE IMPLEMENTATION OF THE TRIDHARMA OF HIGHER EDUCATION

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Abstract. This study aims to analyze the effect of information quality and service quality on user satisfaction and their implications for competitiveness of cooperation services at Universitas Palangka Raya. The increasingly strategic role of institutional cooperation requires universities to deliver high-quality services and information to support partnerships, collaboration programs, and institutional reputation. This research employs a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test both direct and indirect relationships among variables. Data were collected from 100 respondents who had utilized cooperation services at Universitas Palangka Raya through a structured questionnaire using a five-point Likert scale. The analysis was conducted using SmartPLS, involving evaluation of the measurement model and structural model, as well as testing mediation effects through bootstrapping. The results indicate that information quality has a positive and significant effect on user satisfaction and competitiveness, while service quality has a positive and significant effect on user satisfaction and competitiveness. Furthermore, user satisfaction significantly influences competitiveness. The mediation analysis reveals that user satisfaction partially mediates the relationship between information quality and competitiveness, as well as between service quality and competitiveness. Among the examined variables, service quality demonstrates the strongest direct influence on competitiveness. Overall, the findings highlight that improving service quality and information quality plays a crucial role in enhancing user satisfaction, which subsequently strengthens the competitiveness of cooperation services at Universitas Palangka Raya. This study provides managerial implications for improving cooperation service performance and contributes empirically to service quality and competitiveness literature in the higher education context.

Keywords: Service Quality, Information Quality, User Satisfaction, Competitiveness, SEM-PLS, Cooperation Services.

1. Introduction

Higher education institutions play a strategic role in producing high-quality human resources that are competitive and relevant to regional and national development needs. In this context, institutional cooperation serves as a crucial pillar in supporting the implementation of the Tridharma of Higher Education, encompassing education, research, and community service. Universitas Palangka Raya (UPR), as the largest public university in Central Kalimantan, is therefore required to establish and manage cooperation in a professional, effective, and sustainable manner with various partners, both domestic and international (Jain et al., 2023).

The cooperation unit at Universitas Palangka Raya plays a central role in facilitating the planning, implementation, and evaluation of various forms of institutional cooperation, including academic collaboration, joint research, community service programs, student and lecturer exchanges, as well as partnerships with government and industry (Shrestha, 2021). However, the success of such cooperation is highly dependent on the performance of the services provided, particularly in terms of service

speed, ministrative accuracy, procedural clarity, human resource professionalism, and the ability to provide effective solutions for service users (Shin & Zeevi, 2024).

In practice, several challenges remain in the delivery of cooperation services, such as the complexity of administrative procedures, differences in perceptions among organizational units, limitations in supporting information systems, and variations in satisfaction levels among internal users and external partners. If not properly managed, these conditions may adversely affect the effectiveness of cooperation implementation and the overall institutional image (Setiawan et al., 2020).

Moreover, current higher education policies, particularly the implementation of the Tri Dharma program, require universities to develop extensive and responsive cooperation networks. This further emphasizes the importance of improving the performance of cooperation services to support dynamic, adaptive, and collaborative academic needs (Balinado et al., 2021).

Based on these conditions, research on the performance of cooperation services at Universitas Palangka Raya is essential. This study is expected to provide empirical evidence regarding the current level of service performance, identify factors influencing it, and formulate strategic recommendations to enhance the quality of cooperation services. Consequently, the findings of this study may serve as a valuable reference for university leaders in strengthening cooperation governance and enhancing institutional competitiveness at both regional and national levels.

2. Literature Review

1) Service Performance

Service performance refers to the level of success of a service unit in delivering effective, responsive, and valuable service outputs to users. In the context of public organizations and higher education institutions, service performance is commonly reflected in processing speed, output accuracy, procedural consistency, reliability, and the ability of personnel or organizations to respond to user needs (Lestari, 2023). Conceptually, service performance is often understood as the outcome of perceived service quality, which subsequently contributes to user satisfaction (Jasin et al., 2023);(Utama et al., 2024).

Recent literature indicates that improvements in service quality and service performance are closely associated with increased user satisfaction and the success of public services. Studies in public service sectors (e.g., postal services) emphasize that service quality is a key driver of satisfaction, which ultimately influences user behavior toward service organizations. Similar findings have been reported in other public sectors, such as evaluations of public service quality linked to user satisfaction, reinforcing the notion that enhancing service performance should be grounded in service quality measurement and user experience. Implications for cooperation services at Universitas Palangka Raya (UPR): Service performance in the cooperation unit can be positioned as the unit's capability to provide administrative and facilitative cooperation services that are fast, clear, accurate, easily accessible, and solution-oriented for both internal users (faculties, study programs, lecturers, and supporting units) and external partners.

Commonly used operational indicators:

- Speed of service completion (processing time)
- Accuracy of documents (minimal errors, compliance with formats/regulations)
- Clarity of procedures and requirements

- Responsiveness of staff (communication and follow-up)
- Service consistency (uniform standards across cases)
- Assurance/trust and empathy (guidance and support)

2) User Satisfaction

User satisfaction is a subjective evaluation formed by users after comparing their expectations with actual experiences during service utilization. In information systems and digital service research, user satisfaction is often conceptualized as overall satisfaction influenced by system quality, information quality, and service quality (Eklof et al., 2020). Within the DeLone and McLean IS Success Model, user satisfaction is a critical outcome affected by information quality and service quality and may lead to net benefits. Recent e-government research in Indonesia (2025) demonstrates a significant relationship between service quality and user satisfaction (Shrestha, 2021), highlighting satisfaction as a bridging factor toward perceived benefits for both users and organizations (Riyanto et al., 2021). Other studies on public information disclosure (PPID) websites (2024) also confirm the role of information quality and service quality in shaping user satisfaction and service benefits. Implications for cooperation services at UPR: User satisfaction can serve as a primary evaluative variable, as it reflects the quality of experience of lecturers, organizational units, and partners in managing MoU/MoA/IA processes, program facilitation, and cooperation-related information services.

User satisfaction indicators:

- Satisfaction with service processes (workflow, time, communication)
- Satisfaction with service outcomes (completed, valid, and usable documents)
- Satisfaction with assistance and solutions provided
- Overall satisfaction with the cooperation service unit

3) Information Quality

Information quality refers to the degree of excellence of provided information whether in the form of documents, data, or digital content which determines whether the information is accurate, complete, timely, relevant, easy to understand, and useful for users. In modern organizational services, information quality plays a decisive role in ensuring user certainty in decision-making and administrative processes, particularly when procedures involve numerous documents and regulations (Abbasi-Moghaddam et al., 2019). Contemporary data and information quality literature emphasizes core dimensions such as accuracy, timeliness (currency), completeness, consistency, relevance, and fitness for use. Recent studies also highlight that information and data quality management strategies in modern organizations must strengthen these dimensions to ensure information is truly “fit for use” and capable of supporting service delivery (Ighomereho et al., 2022). Furthermore, current reference models of information quality reaffirm that accuracy and timeliness remain fundamental pillars of information quality governance. Implications for cooperation services at UPR: Information quality is critical because cooperation services heavily depend on information, including document templates, requirements, procedures, process status updates, partner lists, validity periods, and MoU/MoA archives. Poor information quality (unclear, outdated, or incomplete) typically results in delays, repeated revisions, and reduced user satisfaction.

Information quality indicators :

- Information accuracy (requirements, formats, legal validity)
- Information completeness (end-to-end guidelines, checklists)
- Timeliness/currency (updated policies, formats, validity periods)
- Clarity and ease of understanding (language, examples, FAQs)
- Relevance (information aligned with unit and partner needs)

4) Competitiveness

Competitiveness in higher education refers to an institution's ability to maintain and enhance its position in competition whether in attracting students and partners, producing academic outputs, or building institutional reputation and performance (Soesilowati et al., 2016). Competitiveness is generally associated with internal capabilities (human resources, governance, services) and the ability to create value for stakeholders (Lubis, 2022).

Studies on higher education competitiveness suggest that competitiveness can be measured through institutional indicators and capabilities that reflect performance and development potential (Chumphong et al., 2020). From a higher education management perspective, supporting services including cooperation services are integral components of governance that strengthen institutional capacity to build networks and reputation, ultimately influencing competitiveness at regional and broader levels.

Implications for cooperation services at UPR: High-performing cooperation services accelerate the formation and implementation of collaborations (research, MBKM, community service, exchanges), expand partner networks, and enhance institutional reputation—thereby strengthening competitiveness.

Competitiveness indicators :

- Strengthening networks and the number/quality of active partnerships
- Speed of realization of collaborative programs (MBKM, research, community service)
- Partner reputation and trust
- Institutional differentiation (unique programs, strategic collaborations)
- Contribution of cooperation to outputs (publications, intellectual property, joint programs)

Relationships among Variables in the Conceptual Model

This study examines four main constructs: Service Performance, Information Quality, User Satisfaction, and Competitiveness within the context of cooperation services at Universitas Palangka Raya. Conceptually, the relationships among these variables are developed based on service quality theory, user satisfaction theory, and perspectives on higher education competitiveness.

1. Relationship between Service Performance and User Satisfaction

High service performance reflects a unit's ability to deliver fast, accurate, responsive, and professional services. In higher education cooperation services, service performance determines the quality of user experience for both internal users and external partners. When procedures are clear, service time is efficient, and staff provide

effective solutions, users tend to experience higher satisfaction. Theoretically, this relationship aligns with the service performance concept, which positions service execution quality as a primary determinant of user satisfaction. Thus, higher service performance in cooperation services leads to higher levels of user satisfaction.

2. Relationship between Information Quality and User Satisfaction

Information quality is a crucial aspect of cooperation services, as all service processes depend heavily on the clarity and accuracy of information, including document requirements, workflows, agreement validity periods, and administrative regulations. Information that is complete, accurate, easy to understand, and up to date minimizes errors and accelerates service processes.

According to the DeLone and McLean IS Success Model, information quality has a direct effect on user satisfaction. In cooperation services, high-quality information enhances user trust and comfort, thereby positively influencing satisfaction levels.

3. Relationship between User Satisfaction and Competitiveness

User satisfaction serves not only as an evaluation indicator but also as a strategic factor in enhancing institutional competitiveness. Satisfied users tend to develop positive perceptions of the organization, increased trust, sustained service utilization, and positive recommendations to others. In the higher education context, satisfaction with cooperation services contributes to institutional reputation, smoother collaboration processes, and expanded partnership networks. These factors indirectly strengthen the competitive position of Universitas Palangka Raya at both regional and national levels.

4. Indirect Relationship (Mediating Role) of User Satisfaction

Beyond direct relationships, user satisfaction functions as a mediating variable that links service performance and information quality to competitiveness. This indicates that service performance and information quality do not directly enhance competitiveness on their own; rather, they first improve user satisfaction, which subsequently contributes to strengthening institutional competitiveness. This mediation model is relevant for explaining the internal mechanism through which improvements in operational services lead to competitive advantage in higher education institutions.

3. Research Methodology

This study employs a quantitative approach with an explanatory research design, aiming to examine the causal relationships among variables within the proposed conceptual model (Guenther et al., 2023). Data analysis was conducted using Structural Equation Modeling Partial Least Squares (SEM-PLS), as this method is appropriate for predictive model testing, moderate sample sizes (100 respondents), and models involving latent constructs with multiple indicators (Memon et al., 2021). The study was carried out at Universitas Palangka Raya, focusing on the Cooperation Services Unit, which is responsible for administering and facilitating institutional cooperation, including MoU/MoA/IA management, partner communication, and support for collaborative programs.

The research population consists of all users of cooperation services at Universitas Palangka Raya, including internal users and other parties involved in cooperation service processes (Hair et al., 2019). The sample comprises 100 respondents, determined to meet the requirements for SEM-PLS analysis. A purposive sampling technique was applied, with the following criteria:

1. respondents who have used the cooperation services of Universitas Palangka Raya at least once within a specific period (e.g., the last 12 months);
2. respondents who understand the service process (submission, document processing, or cooperation coordination); and
3. respondents who are willing to complete the research questionnaire.

PLS note: A sample size of 100 is considered adequate for SEM-PLS, particularly for simple to moderate models, and can be assessed using common rules of thumb (e.g., the 10-times rule) or power analysis if necessary.

Research Variables and Operational Definitions

This study involves four latent variables:

1. Service Performance (X1). Users' perceptions of the effectiveness of cooperation service implementation, reflected in service speed, accuracy, responsiveness, and professionalism.
2. Information Quality (X2). Users' perceptions of the quality of information provided by the cooperation unit, including accuracy, completeness, timeliness, relevance, and clarity.
3. User Satisfaction (Z). Users' overall evaluation after receiving the service, encompassing satisfaction with the process, outcomes, and service experience.
4. Competitiveness (Y). Users' perceptions of the contribution of cooperation services to strengthening the institutional position of Universitas Palangka Raya, reflected in reputation, partnership networks, and the ease of implementing collaborative programs.

Research Hypotheses

- H1: Service Performance has a positive and significant effect on User Satisfaction.
- H2: Information Quality has a positive and significant effect on User Satisfaction.
- H3: User Satisfaction has a positive and significant effect on Competitiveness.
- H4: Service Performance has a positive and significant effect on Competitiveness through User Satisfaction.
- H5: Information Quality has a positive and significant effect on Competitiveness through User Satisfaction.

Data Types and Data Sources

This study utilizes:

- Primary data: questionnaire responses from 100 cooperation service users.
- Secondary data (optional, for narrative enrichment): cooperation documents, service standard operating procedures (SOPs), cooperation activity reports, or data on the number of MoUs/MoAs.

Data were collected using a closed-ended questionnaire with a five-point Likert scale (1–5). The questionnaire was distributed either online (via Google Forms) or offline (printed), depending on respondents' accessibility (Sarstedt et al., 2022).

Data Analysis Technique

Data analysis was conducted using **SmartPLS** (or WarpPLS/PLS-Graph) through two main stages (Azeem et al., 2021):

A. Measurement Model Evaluation (Outer Model)

1. Convergent Validity Test: ideal outer loadings ≥ 0.70 and AVE ≥ 0.50
2. Reliability Test: Cronbach's Alpha ≥ 0.70 and Composite Reliability ≥ 0.70
3. Discriminant Validity Test: Fornell–Larcker criterion: the square root of AVE must be greater than inter-construct correlations. HTMT < 0.90 (or more stringent < 0.85)

B. Structural Model Evaluation (Inner Model)

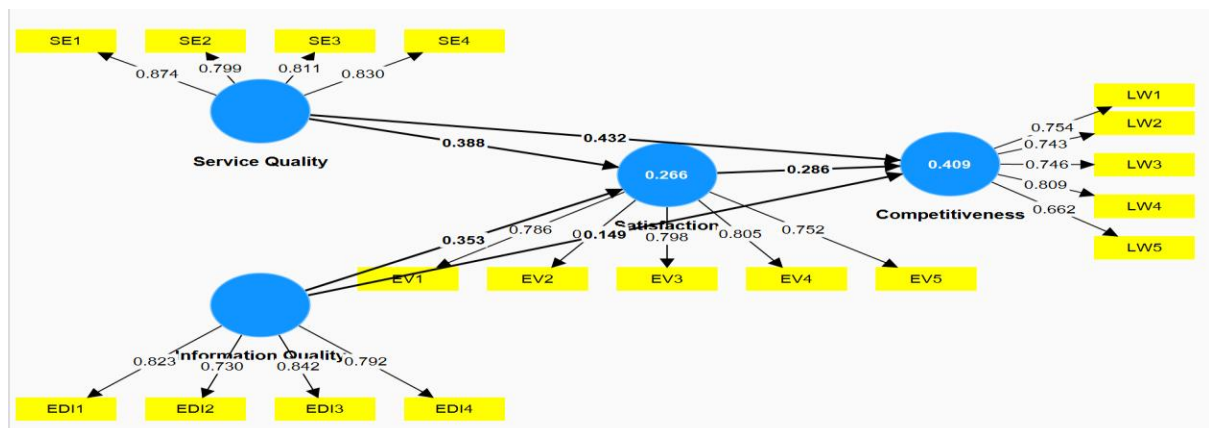
1. Coefficient of Determination (R^2) for User Satisfaction (Z) and Competitiveness (Y)
2. Predictive relevance (Q^2) using the blindfolding procedure
3. Effect size (f^2) to assess the magnitude of effects
4. Path coefficient significance testing using bootstrapping, with t-statistics > 1.96 ($\alpha = 0.05$, two-tailed) and p-values < 0.05
5. Mediation analysis (Indirect Effects): significance of indirect effects ($X \rightarrow Z \rightarrow Y$) tested via bootstrapping, with interpretation of mediation type (partial or full) based on the significance of direct versus indirect effects.

Research Findings

4.1 Overview of Data Analysis

Data analysis in this study was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software (Dewi et al., 2022). The analysis aimed to examine the effects of Information Quality and Service Quality on User Satisfaction, as well as their impact on the Competitiveness of cooperation services. In addition to direct effects, this study also tested the indirect (mediating) effects of user satisfaction.

Figure 1. Analysis Results



Sources: Authors, 2026

4.2 Structural Model Test Results (Inner Model)

4.2.1 Path Coefficients

The results of hypothesis testing among latent variables are presented through path coefficients, t-statistics, and p-values, as summarized below:

Table 1. Results of Direct Effects (Path Coefficients)

Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
Information Quality → Competitiveness	0.149	3.017	0.003	Significant
Information Quality → User Satisfaction	0.353	8.012	0.000	Significant
User Satisfaction → Competitiveness	0.286	5.732	0.000	Significant
Service Quality → Competitiveness	0.432	8.972	0.000	Significant
Service Quality → User Satisfaction	0.388	8.598	0.000	Significant

Significance criteria: t-statistic > 1.96 and p-value < 0.05

Sources: Authors, 2026

Table 2. Results of Indirect Effects (Specific Indirect Effects)

Mediating Path	Indirect Effect Coefficient	T-Statistic	P-Value	Decision
Information Quality → User Satisfaction → Competitiveness	0.101	4.345	0.000	Significant Mediation
Service Quality → User Satisfaction → Competitiveness	0.111	4.700	0.000	Significant Mediation

Significance criteria: t-statistic > 1.96 and p-value < 0.05

Sources: Authors, 2026

1. Effect of Information Quality on Competitiveness. Information quality has a positive and significant effect on competitiveness, with a path coefficient of 0.149, a t-statistic of 3.017, and a p-value of 0.003 (< 0.05). This result indicates

that the more accurate, complete, and up-to-date the information provided by the cooperation unit, the higher the institution's competitiveness.

2. **Effect of Information Quality on User Satisfaction.** Information quality has a positive and significant effect on user satisfaction, with a coefficient of 0.353, a t-statistic of 8.012, and a p-value of 0.000. This finding suggests that information quality is a crucial factor in shaping user satisfaction with cooperation services.
3. **Effect of User Satisfaction on Competitiveness.** User satisfaction is proven to have a positive and significant effect on competitiveness, with a coefficient of 0.286, a t-statistic of 5.732, and a p-value of 0.000. This indicates that higher levels of user satisfaction contribute to improved reputation, trust, and competitiveness of cooperation services at Universitas Palangka Raya.
4. **Effect of Service Quality on Competitiveness.** Service quality has a positive and significant effect on competitiveness, with the largest path coefficient of 0.432, a t-statistic of 8.972, and a p-value of 0.000. This finding confirms that service performance is the most dominant factor in enhancing institutional competitiveness.
5. **Effect of Service Quality on User Satisfaction.** Service quality also has a positive and significant effect on user satisfaction, with a coefficient of 0.388, a t-statistic of 8.598, and a p-value of 0.000. This means that fast, responsive, and professional services are able to enhance user satisfaction with cooperation services.

4.2.2 Coefficient of Determination (R^2)

Based on the structural model:

- User Satisfaction has an R^2 value of 0.266, indicating that 26.6% of the variance in user satisfaction can be explained by information quality and service quality.
- Competitiveness has an R^2 value of 0.409, indicating that 40.9% of the variance in competitiveness can be explained by information quality, service quality, and user satisfaction.

These values indicate that the model demonstrates a moderate explanatory power and is appropriate for hypothesis testing (Kristinae et al., 2023).

4.3 Indirect Effect Test Results (Specific Indirect Effects)

4.3.1 Mediating Role of User Satisfaction

The results of the indirect effect analysis indicate that:

1. **Effect of Information Quality on Competitiveness through User Satisfaction**
The indirect effect has a coefficient of 0.101, a t-statistic of 4.345, and a p-value of 0.000. This result confirms that user satisfaction significantly mediates the relationship between information quality and competitiveness.
2. **Effect of Service Quality on Competitiveness through User Satisfaction**
The indirect effect has a coefficient of 0.111, a t-statistic of 4.700, and a p-value of 0.000. This finding indicates that user satisfaction also serves as a significant mediator between service quality and competitiveness.

Because both the direct and indirect effects are significant, the type of mediation identified is partial mediation (Raudeliuniene & Matar, 2022).

4.4 Summary of Hypothesis Testing Results

Hypothesis	Variable Relationship	Result
H1	Information Quality → User Satisfaction	Accepted
H2	Service Quality → User Satisfaction	Accepted
H3	User Satisfaction → Competitiveness	Accepted
H4	Information Quality → Competitiveness	Accepted
H5	Service Quality → Competitiveness	Accepted
H6	Information Quality → User Satisfaction → Competitiveness	Accepted
H7	Service Quality → User Satisfaction → Competitiveness	Accepted

Sources: Authors, 2026

4.5 General Interpretation of Research Findings

Overall, the findings indicate that service quality and information quality are the primary determinants of user satisfaction, which subsequently leads to enhanced competitiveness of cooperation services at Universitas Palangka Raya. Service quality exhibits the strongest direct effect on competitiveness, while user satisfaction plays a crucial mediating role in explaining how improvements in service and information quality translate into institutional competitive advantage.

Conclusion

Based on the results of data analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method on 100 respondents who utilized the cooperation services at Universitas Palangka Raya, several conclusions can be drawn as follows:

1. Information quality has a positive and significant effect on user satisfaction. This finding indicates that the provision of accurate, complete, clear, and up-to-date information related to cooperation services enhances user satisfaction. The better the quality of information delivered by the cooperation unit, the higher the level of satisfaction experienced by service users.
2. Service quality has a positive and significant effect on user satisfaction. This result suggests that fast, responsive, professional, and procedurally compliant services play a crucial role in shaping user satisfaction with cooperation services at Universitas Palangka Raya.
3. User satisfaction has a positive and significant effect on competitiveness. User satisfaction is proven to be a strategic factor in strengthening institutional competitiveness, particularly through increased trust, positive institutional image, and smoother implementation of institutional cooperation.
4. Information quality has a positive and significant effect on competitiveness, both directly and indirectly through user satisfaction. This result confirms that information quality not only directly contributes to enhanced competitiveness but

also indirectly influences competitiveness through increased user satisfaction as a mediating variable.

5. Service quality has a positive and significant effect on competitiveness, both directly and indirectly through user satisfaction. Service quality exhibits the strongest direct effect on competitiveness and is further reinforced by the role of user satisfaction as a partial mediator. This finding indicates that improving service quality is a key determinant in strengthening the competitive position of cooperation services at Universitas Palangka Raya.

Overall, this study demonstrates that user satisfaction acts as a partial mediator in the relationship between information quality and service quality on competitiveness. Therefore, improvements in service quality and information quality should be directed toward creating satisfying service experiences in order to optimally enhance institutional competitiveness.

Discussions

1. Managerial (Practical) Recommendations

Based on the research findings, several recommendations can be proposed for the Cooperation Unit of Universitas Palangka Raya:

1. Improving the quality of cooperation service information. The cooperation unit is encouraged to provide more structured, easily accessible, and continuously updated information through official websites, cooperation information systems, and written guidelines. Procedural clarity, completeness of requirements, and transparency of process status should be prioritized.
2. Strengthening service quality through speed and responsiveness. Given that service quality has the most dominant influence on competitiveness, continuous efforts should be made to enhance staff competencies, simplify administrative workflows, and implement consistent service standards.
3. Focusing on user satisfaction as a key service performance indicator. User satisfaction should be adopted as a primary indicator for evaluating cooperation service performance, for example through periodic satisfaction surveys, feedback mechanisms, and follow-up actions on user complaints and suggestions.
4. Optimizing the role of cooperation services in supporting institutional competitiveness. Cooperation services should be positioned not merely as an administrative function, but also as a strategic unit that supports network strengthening, acceleration of collaborative programs (MBKM, research, community service), and enhancement of Universitas Palangka Raya's institutional reputation.

2. Academic Recommendations (Future Research)

1. Incorporating additional relevant variables. Future studies may include variables such as trust, cooperation information systems, human resource competencies, or organizational culture to improve the explanatory power of the research model.

2. Expanding the research scope and sample size. Subsequent research is encouraged to involve a broader range of respondents, including external partners (industry, government, and partner universities), to obtain a more comprehensive understanding of cooperation service performance.
3. Applying longitudinal or mixed-methods approaches. Longitudinal studies can be used to examine changes in user satisfaction and competitiveness over time, while qualitative methods can enrich insights into user experiences with cooperation services.

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