



Servicescape Implementation: Its Influence on Personal Branding through The Competitive Advantage of Digital Cooperative

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ABSTRACT

The impact of economic integration, shifting consumer preferences, technological development, and changing societal needs have made most institutions face new threats and opportunities. Institutional changes need to be made so that an institution can continue to have a competitive advantage and survive. Financial institutions around the world are undergoing significant digital transformation. This transformation includes adopting new technologies to improve credibility and self-confidence among its members. In this context, preparing digital-based Standard Operating Procedures (SOP) is very important to ensure that the implementation of servicescape as one of the experimental factors is in line with technological developments and meets the expectations of service users. Servicescape is a concept that refers to the physical environment in which services are delivered and where service providers and customers interact. In developing Standard Operating Procedures (SOP), servicescape plays an important role because the physical environment can influence customer perceptions and experiences of the services provided. The implementation of Servicescape research results on assistance in preparing digital-based SOPs is relevant and useful for the CU Sawiran Cooperative financial institution to maintain a positive personal branding as a digital cooperative in town. This implementation ensures that the cooperative can manage digital servicescape elements effectively, improve service quality, and be customer-centric in meeting the members' expectations in the digital era.

Keywords: *Servicescape, Personal Branding, Competitive Advantage, Digital Cooperative.*

1. INTRODUCTION

The Cooperatives are institutions founded due to economic problems faced by people from common society groups, e.g., farmers, fishermen, and small/medium entrepreneurs [1]. Cooperatives, as one of the pillars of the people's economy in Indonesia, have an important role in improving the welfare of its members. However, many cooperatives still experience various obstacles regarding organizational management, which is not yet optimal [2]. One of the cooperatives that acts as a savings and loan financial institution is the Sawiran Cooperative, located in Malang City. The Sawiran Cooperative has been handling members since 1995 who work as cattle breeders in Nongkojajar, Malang Regency, Damri Bus Entrepreneurs, and society around Malang City. The establishment of the Sawiran Cooperative aims to change the economic conditions of cattle breeders who loan sharks ensnare. With the existence of the CU Sawiran cooperative, it is hoped that it will provide solutions for those society who need capital. Looking at the history of the founding of Sawiran, the member service process was carried out traditionally. However, as time went by, members of the Sawiran Cooperative began to spread to the general public with various age ranges, so it was no longer relevant if they still used traditional services.

During the 29 years that the CU Sawiran Cooperative has been established, it has experienced problems in organizational and management management. Limited human resources mean CU Sawiran's management cannot keep up with current developments. The management of CU Sawiran is having difficulty developing the cooperative, which has resulted in fewer cooperative members. Meanwhile, until now, the CU Sawiran Cooperative still applies traditional patterns, making its services less effective and efficient. Apart from that, the savings and loan scheme still uses the previous scheme, so it is not appropriate to target constantly changing members. Organizational and management constraints in cooperatives are caused by various factors, such as:

1. Lack of credibility of the human resources (HR) managing cooperatives, which can lead to inefficiencies in cooperative operations [3].

2. Insufficient knowledge and understanding among members, which affects their self-confidence in cooperative management and adherence to the principles of good cooperative management [4].
3. Absence of standardized systems and procedures in cooperative management, which can hinder effective operations [5].

These issues can result in distrust among cooperative members due to inefficient services and inadequate documentation of activities [6]. Furthermore, cooperatives may struggle to compete with emerging digital cooperatives proliferating in the market [7]. To address these challenges, a strategy for enhancing personal branding involves assisting cooperatives in implementing servicescapes to create digital-based Standard Operating Procedures (SOPs), which can help improve personal branding and provide competitive advantages [8];[9]. stated that a Standard Operational Procedure (SOP) is a rule of activities that must be carried out sequentially to complete a job and, if adhered to, will bring consequences such as orderly coordination, no overlap or duplication, the establishment of harmonious working relationships, clarity of authority and responsibility for each employee [10]. A Standard Operational Procedure (SOP) has the criteria of being effective and efficient, systematic, consistent, as a work standard, easy to understand, complete, written and open to change or flexible [11].

According to De Treville et al. [12], in an Operational Product (SOP), there are main things that must be there, including: 1) Efficiency, namely things related to work activities or activities that are expected to be more precise, not only fast, but in accordance with the goals or targets the results you want to achieve, 2) Consistent, namely things that are constant, or do not change, so they can be calculated correctly, 3) Minimize errors, namely Operational Products (SOP) become definite guidelines that guide each employee to carry out their work activities systematically, because of systematic What is clear is that cooperative members are expected not to make mistakes that could result in losses for the company, 4) Problem resolution, namely all parties who have submitted to the Operational Product (SOP) so that conflicts can be resolved relatively easily, 5) Labor protection, namely steps -definite steps which contain all the procedures to protect each resource from potential liability, and various personal problems, 6) Work map, namely the work pattern becomes more focused and does not spread everywhere, 7) Defense boundaries, namely Operational Products (SOP) can be likened to a strong fortress because procedurally all institutional or company activities are clearly arranged [12].

2. LITERATURE REVIEW

2.1 Servicescape

Organizational change is a planned or unplanned transformation in an organization's structure, technology, and/or people. Hoffman & Turley [13] define servicescape as a created, human-made environment, the physical environment of services, and other forms of tangible communication [13]. [14] stated that companies that effectively plan the use of their physical facilities are more profitable than companies that do not plan the use of physical facilities effectively because it impacts consumer purchasing decisions [14]. In their research, [13] stated various factors related to servicescape, including lighting, color, symbols, texture, arrangement, decoration, and so on [13]. Servicescape is divided into four dimensions: ambient factors, design factors, staff credibility, and self-confidence [15].

1. Surrounding conditions to increase credibility is more about environmental characteristics perceived by the five human senses [13]. Even without realizing these five characteristics, namely emotions, perceptions, attitudes, and behavior, consumers can still be influenced by the surrounding conditions where services are provided. These dimensions of ambient conditions include cleanliness and atmosphere.
2. Layout (design factors to increase self-confidence): According to [16], "It's a visual element related to aesthetic appeal." "the tangible cues which communicate information about an organization's beliefs and its ways of doing things " can be the shape of the knowledge and how it is arranged, as well as potential signs to guide consumers clearly to their needs [16].
3. Ambient situation

Table 1. CSF Models in Competitive Advantage

Critical Success Factor	Kotler (1996)	Pendlebury et al. (1998)	Paton and McCalman (2000)
Compelling need for change	Establishing sense of urgency	Mobilizing	Problem description
Visible, aligned and committed leadership	Creating guiding coalition	Handling power issues	Visible and tangible senior management
Clarity and direction of targets	Developing a vision and strategy	Defining vision	Formulating objectives and success criteria
Broad based participation	Empowering employees	Obtaining participation	Participation of those affected
Targeted and effective communication	Communicating change vision	Communicating actively	Communicate openly
Generating quick wins	Generating short wins		
Training and mentoring		Training and coaching	
Motivating people to change behaviour	Anchoring new approaches in culture	Handling the emotional dimension	Consolidation
	[38]	[39]	[40]

Defines servicescape models as role models created in competitive advantage (table 1), human-made environment, the physical environment of services, and other forms of tangible communication, it states that companies that effectively plan the use of their physical facilities are more profitable than companies that do not plan the use of physical facilities effectively because it has an impact on consumer purchasing decisions. Competently, the service environment defined by [13] in their research stated that various factors are related to servicescape, including lighting, color, symbols, texture, arrangement, decoration, and so on [13]. Idivided servicescape into a social dimension that defines social factors as human components in the service environment [15]. Social factors are grouped into two, namely staff credibility and staff self-confidence. Staff behavior is divided into employee willingness to be ready to help consumers at any time (customer-oriented) and employee communication skills (credibility) in providing solutions for consumers, which means employee credibility can be formed perfectly as a function of consumer affiliation (salespeople) with the goals of the organization represented by the employee (salesperson).

The second group is the staff self-confident image, where consumers assess employees as professional representatives of institutions or organizations or by dressing competently in the service environment. As defined by [13], "the expertise of service staff is derived from knowledge of the subject," and according to [17], "the importance of staff behaviour is to solve their problems" and be able to represent their cooperative in a self-confident way [17].

2.2 Competitive Advantage

The sequence of effective competitive advantage in change management has been widely discussed in various change models, but this research emphasizes only a few models. Some of these models were chosen to provide a more specific picture because there are many models of change. The theoretical basis of change management can be traced to Lewin's writings in 1947 [18]. He suggested that successful change can occur through unfreezing, moving to a new state, and refreezing [19]. After Kurt Lewin, several organizational change models explain the important sequences to follow in effective change management [20]. Several Critical success factor models are shown in Table 1 [21].

2.3 The Role of Competitive Advantages in Digital Cooperative

Some roles that can boost competitive advantage in digital cooperatives, such as:

1. Development of SOPs resulting from digital-based servicescape research: Conducting a needs analysis is essential for cooperatives to determine the appropriate SOP services tailored to their specific context. This process should involve all stakeholders, including administrators, employees, and cooperative members [22]. Following the needs analysis, cooperatives must prepare a clear and easily understandable digital-based servicescape SOP document that outlines all processes and procedures related to cooperative operations [23]. Once the SOP document is created, it is crucial to socialize it among employees to ensure a comprehensive understanding and effective implementation of the digital-based servicescape SOPs [24].
2. Increasing Human Resources Capacity and Utilizing Technology: Cooperatives should conduct training sessions on digital-based servicescape SOPs for their employees. This training can be facilitated internally or in collaboration with external experts [25]. Additionally, providing ongoing assistance and mentoring can help employees effectively implement the digital-based servicescape SOPs [26]. Utilizing information technology is also vital; cooperatives can

leverage specific applications or software to streamline the management of digital-based servicescape SOPs, thereby enhancing operational efficiency [27].

3. Monitoring and Evaluation: Regular monitoring and evaluation are necessary to ensure that the digital-based servicescape SOP is implemented effectively [28]. These solutions can help cooperatives address challenges arising from the absence of a digital-based servicescape SOP. By implementing robust and effective SOPs, cooperatives can enhance performance, improve member service quality, and increase competitiveness [29]. The benefits of assistance in creating SOPs for cooperatives include increased understanding among administrators and managers regarding implementing digital-based servicescape SOPs, improved management effectiveness and efficiency, enhanced service quality to members, and heightened competitiveness of cooperatives [30].

2.5 The Role of Competitive Advantages in Digital Cooperative

Based on Permenkop-kukm-no-8-year-2023, digitalization has significantly impacted and influenced changes in various aspects of people's lives. Apart from that, digitalization is also a threat and challenge that must be faced. Cooperatives play an important role in realizing digitalization to improve the national economy. Cooperatives are a forum for their members to develop and optimize entrepreneurial skills through digitalization. Cooperative members are expected to contribute actively to creating innovative, creative, competitive, and synergistic entrepreneurship. Moreover, the existence of digital cooperatives can play an active role in the golden generation, which participates in advancing cooperatives by optimizing all their potential to encourage the realization of modern cooperatives in the era of digitalization [21].

With this background, playing an active role in optimizing one's potential to create a modern cooperative in the era of digitalization through innovative business is necessary. It plays an important role in realizing a digital cooperative. Apart from that, providing digital Standard Operating Procedure (SOP) development/training and assistance for cooperative members is also important [31].

2.6 Personal Branding

Personal branding has a different meaning from the general definition of a brand. Personal branding can focus more on individual branding to target one goal at a certain organizational level. At the same time, the product brand must be communicated with shareholders, employees, and other potential employees [32]. With the gradual formation of personal branding, it will also form an organization's branding. Thus, developing personal skills and personal abilities in using communication technology must also be improved. This can form strong ties in communication networks through the media and the internet, useful in developing professional personal branding. It also defines personal branding as creating a unique personal identity, developing an active relationship between a brand and a specific target, and evaluating its impact on the individual's image and characteristics with professional goals [21].

The benefit of having authentic personal branding for students/students is to face an increasingly competitive future and have high self-confidence when they finish studying [33]. According to it, even though someone works independently, a strong personal brand is still needed to build, implement, and process authentic personal branding so that they can be competitive. Examples of authentic personal branding models that reflect organizational reputation, responsibility for use and services, and creating service relationships with users in the context of librarians have been proven to improve the reputation and existence of libraries [21].

2.7 The Role of Personal Branding in Digital Cooperative

To realize success in organizational change efforts, the involvement of a leader is very necessary. The role of personal branding in organizational change has been widely studied by researchers [34]. Using all information regarding the problems being faced by the Sawiran Cooperative in the city of Malang through the role and importance of maintaining positive personal branding can help the Business Management of the Sawiran Cooperative with solutions to these problems through the main activities, including the following. [35], where the measurement indicators are:

1. Credibility – Stated: Sawiran Cooperative is believed to have a good image among its members.
2. Self-Confidence (Self-Confidence) – Stated: By becoming a member of the Sawiran cooperative, you can increase interest in the cooperative.

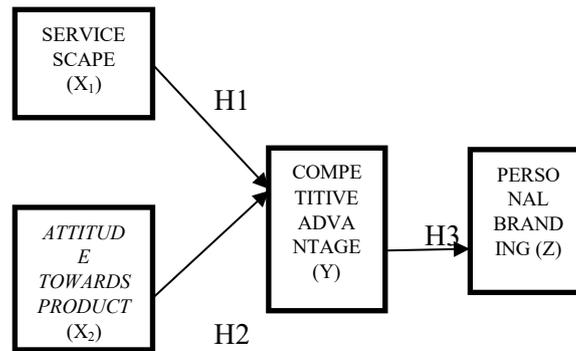


Figure 1. A Conceptual Framework

Based on the description of several theories and definitions of each variable (Figure 1), the hypothesis of this research is as follows:

H1 = Servicescape has a positive effect on Competitive Advantage

H2 = Attitude towards product has a positive effect on Competitive Advantage

H3= Competitive Advantage has a significant effect on Personal Branding

3. RESEARCH METHODS

To analyze and study the phenomena in this research, the researcher will be carried out in two assessment cycles, namely the first cycle over a specific on table 2.

Table 2. Demographic of Respondent

	Origin City	Total	Percentage
1	Malang	98	66.22%
2	Outside Malang	50	33.78%
	Total	148	100%
	Gender	Total	Percentage
1	Man	53	35.8%
2	Woman	95	64.2%
	Total	148	100%
	Years of Apply Member	Total	Percentage
1	2022 – 2023	70	47.3%
2	2021 – 2022	30	20.3%
3	2020 – 2021	15	10.1%
4	2019 – 2020	33	22.3%
	Total	148	100%

The data collection technique used in this research is documenting the results of direct observations and filling out questionnaires. As [36] suggested, this research process was carried out cyclically by paying attention to planning, implementation, monitoring, and reflection [36]. Researchers hope that by distributing questionnaires, direct observations, and interviews, they can show the attitudes of the cooperative members as respondents are cognitive and affective via social media, which can be accessed at any time. The population is all the elements to be studied, consisting of objects or subjects with quantities and characteristics determined by the researcher to be studied and conclusions drawn [37]. The population in this research is all members of the Sawiran cooperative who have actively joined from 2019 until 2023. A sampling technique is used to determine the sample used in research. This research uses purposive

sampling, direct observation, and interview techniques. Purposive sampling is a technique for determining research samples with certain considerations/criteria to make the data obtained later more representative [37]. With the following criteria:

1. Members of Sawiran Cooperative, Malang
2. Being an active member since 2019
3. Willing to fill out an online questionnaire.

By taking samples using purposive sampling, which is based on the fact that the respondents are members of the Sawiran cooperative, Malang City, who are willing to take the time to be interviewed and are willing to fill out a questionnaire with the criteria that have been determined as categories point 1 to point 3. This research takes the number of samples with various considerations that best suit the actual situation, namely the number of active cooperative members in Sawiran Koprasi, Malang City, which is 148 people (shown in Table 2).

4. RESULT AND DISCUSSION

The results and discussion found in this research and able to answer this research hypothesis are: 1.X1 has a positive coefficient value, meaning that the higher the implementation of SOP servicescape, the competitive advantage at Sawiran Cooperative in Malang will increase. So, it differs from the concept that members will look for other cooperatives where the longer they are members, the more active they become. 2.X2 has a positive coefficient value, meaning that the stronger the attitude towards the product, the more the competitive advantage of the Sawiran cooperative in Malang will increase.

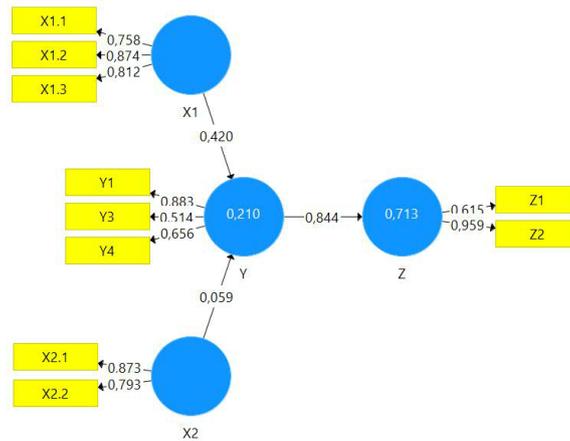


Figure 2. Inner model Path Coefficient

3. Y has a positive coefficient value, meaning that the higher the competitive advantage, the greater the personal branding. 4. R-Square 0.210 shows that servicescape and attitude towards product weakly influence competitive advantage 5. R-Square 0.713 shows that competitive advantage has a strong influence on personal branding. The results of significance testing in the structural model of this research were obtained using a bootstrapping procedure, which provided that the statistical t-value was greater than 1.96 or the P-value was smaller than 0.05 (significance level 5%). In Figure 2, it can be seen that the statistical T-test results for one of the variables are below 1.96, namely 0.459, where this variable has no significant effect (shown in Figure 3).

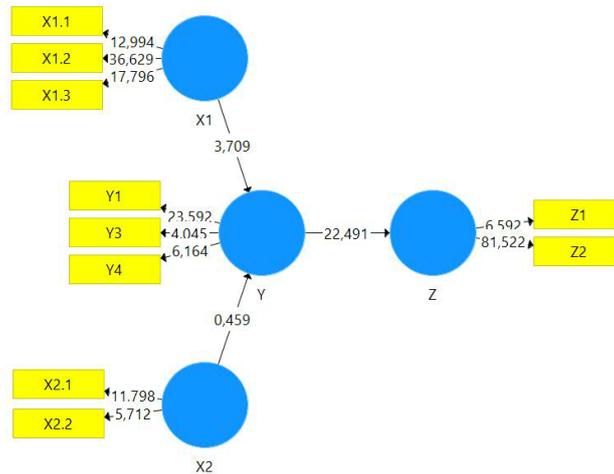


Figure 3. Bootstrapping Model

In table 3 it can be explained that the results of significance testing are as follows:

1. X1 has a T Statistics value greater than 1.96, indicating that X1 has a significant effect on Y
2. X2 has a T Statistics value smaller than 1.96, indicating that X2 has no significant effect on Y
3. Y has a T Statistics value greater than 1.96, indicating that Z has a significant effect on Z

Table 3. T-Statistic Table

Variabel	T Statistics		Cut Off	Result
X1 - Y	3,709	>	1.96	Significant
X2 - Y	0,459	<	1.96	Not significant
Y - Z	22,491	>	1.96	Significant

The results of the hypothesis test for this research were found, namely in table 4 with an explanation:

1. The first hypothesis is accepted, meaning it is proven that servicescape has a positive effect on the competitive advantage of the Sawiran Cooperative, Malang City
2. The second hypothesis is rejected, meaning it is proven that attitude towards product has no effect on the competitive advantage of the Sawiran Cooperative, Malang City.
3. The third hypothesis is accepted, meaning it is proven that competitive advantage has a significant effect on personal branding.

Table 4. Hypothesis Result Table

Variables	Path Coefficients	T-Statistik	Results
X1 - Y	3,709	3,709	H1 accepted
X2 - Y	0,459	0,459	H2 denied
Y - Z	22,491	22,491	H3 accepted

5. CONCLUSIONS

Researchers emphasize the importance of organizational members in a change process because they have a crucial role in an effective change process. They can show attitudes or behaviors that do not follow what is expected in the change process. Therefore, many researchers concentrate their research on the behavior of organizational members during change. The success of change depends on actions or attitudes shown by members of the organization. Change initiatives will be successful if they demonstrate positive behavior. Apart from that, it is important to know what things can impact the positive behavior of organizational members. Many researchers found that lack of communication, commitment of organizational members, or inappropriate leadership is the cause of the failure of most change initiatives. Communication is very important in organizational change because organizational members need to know why they need change, what changes will be implemented, how they will do it, and which parts of the organization will influence organizational change.

On the other hand, leadership plays a very important role in organizational change. The vision of change and implementation strategy must be created by leadership. Suppose organizational members do not know the vision of what changes will occur and how to achieve them. In that case, they will likely decide not to be involved in the change process. In addition, three types of commitment influence the willingness of organizational members to make changes: I've commitment, continuance commitment, and no normative commitment. This research seeks to identify the most important factors in an effective organizational change process. This research only emphasizes a literature review to provide definitions of these factors. The research results concluded that several factors can influence the organizational change process. Based on information obtained from various literature, several factors are crucial in an effective organizational change process, namely communication, leadership, and commitment of organizational members. Leadership must also empower organizational members in an effective organizational change process because organizational members need new abilities, knowledge, or ownership. At times, leaders may be unwilling to encourage their subordinates because they feel that training is expensive, or they may be concerned about giving their subordinates opportunities to improve their skills and knowledge because their abilities may increase. They may become competitors for future leaders. The results of this research can be used as recommendations for government and private organizations that will make organizational changes. Several factors discussed in this research, especially leadership, communication, and commitment, are crucial in an effective organizational change process.

ACKNOWLEDGMENTS

This research uses questionnaires, direct observation, and interviews, where the independent variables include Servicescape, attitude toward the product, and personal branding. The results shown for the three hypotheses vary due to the hypothetical scenarios we used in the respective experiments. We needed to include questions for manipulation checks to ensure that the scenarios effectively varied these independent variables. The lack of these questions in the questionnaire used in this study limits our ability to confirm whether the independent variables truly vary between scenarios. Although the description of each scenario directly implies whether the product is rare (or not), respondents' perceptions may differ.

Furthermore, differences in culture and mindset of people around Malang and outside Malang also influence the positive image referred to in the three hypotheses. Furthermore, it is hoped that the limitations associated with this research sample and the administration of this survey will expand further. Respondents are members of the Sawiran Cooperative who participated in this research without any incentives. This, in conjunction with a potential lack of interest/knowledge in the product category, may impact the reliability of the data in this study.

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