

## KORESPONDENSI NASKAH/MANUSKRIP

Judul Paper: Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance

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Penulis mengirimkan sebuah naskah ke Journal of System and Management Sciences. Jurnal ini merupakan jurnal internasional bereputasi yang terindeks Scopus.com. Jurnal ini mendapat peringkat dari Scimago Q3, dan memiliki SJR 0,23. Jurnal ini dari Negara China dan penerbitnya adalah Success Culture Press.

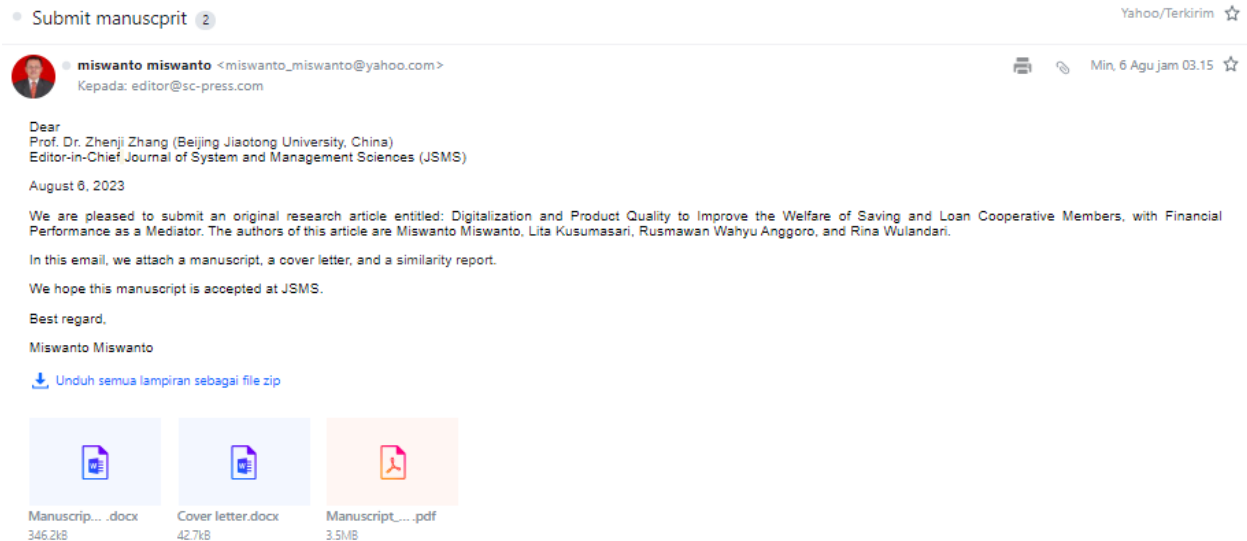
**Tampilan Web Journal of System and Management Sciences (JSMS) pada saat penulis melakukan submit seperti di bawah ini adalah tampilan web yang lama. Saat ini tampilan webnya sudah berubah.**



**Di tampilan Web JSMS, penulis mengirim naskah melalui email yang tertulis di web.**

Penulis melakukan submit langsung dengan mengirim email ke Editorial Office. Saat penulis melakukan submit, alamat emailnya adalah **editor@sc-press.com**. Alamat email sekarang untuk submit langsung adalah **jsms@sc-press.com**.

**Tanggal 6 Agustus 2023, jam 05.15, penulis melakukan submit langsung dengan lampiran file naskah dalam Ms Word, file cover letter, dan file hasil uji *similarity* dalam pdf. Pengiriman email ditujukan kepada Prof. Dr. Zhenji Zhang (*Editor-in-Chief JSMS*). Akan tetapi editor yang membalas email adalah Dr. Mincong Tang (*Managing Editor JSMS*).**



**Lampiran dalam email tersebut terdiri dari 3 (tiga) file. Lampiran pertama adalah naskah (manuskrip). Berikut ini cuplikan tampilan naskah pada halaman pertama.**

# Digitalisation and Product Quality to Improve the Welfare of Savings and Loan Cooperative Members, with Financial Performance as a Mediator

Miswanto Miswanto<sup>1\*</sup>, Lita Kusumsari<sup>2</sup>, Rasmawan Wahyu Anggoro<sup>3</sup>,  
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**Abstract:** Cooperatives in Indonesia should be the backbone of the economy. This study aims to test whether digitalization and product quality improve the welfare of savings and loan cooperative (SLC) members in Indonesia, with financial performance as a mediator. This explanatory research is intended to explain causal relationships between variables. The data used were primary, obtained through questionnaires filled out by respondents. The purposive sampling method was chosen as a sample selection technique. Validity testing results show that any question on which to measure a variable is valid. The reliability testing results show that every question to measure variables is reliable. The good-of-fit testing results show that the research model used is acceptable. Hypothesis testing used Structure Equation Modeling (SEM) with Warp PLS 7.0. The findings obtained in this study are as follows. Digitalization and quality products positively affect SLC members' financial performance and health. Financial performance has a positive influence on the welfare of SLC members. Therefore, improving the welfare of SLC members can be done through digitalization and quality products, with financial performance as a mediator. The results of this research are expected to contribute to advancing cooperatives in Indonesia through the welfare of SLC members. The welfare of SLC has an impact on the welfare of society in general.

**Keywords:** member welfare, financial performance, digitalisation, product quality, cooperative

## 1. Introduction

The company aims to maximise the welfare of owners (Hart & Zingales, 2017). Cooperatives also aim to prosper owners. The company's owner is a shareholder, and the cooperative's owner is a cooperative member. Therefore, cooperatives aim to prosper cooperative members (Panagiotou & Stavrakoudis, 2018). A Cooperative is defined as a community group that gathers to meet its needs and is implemented democratically to improve the welfare of its members (Chan & Raharja, 2023; Miswanto, Pradini, et al., 2022; Stoyanova, 2020). A cooperative comprises people with shared interests and goals among participants or members (Afolabi & Ganiyu, 2021). The members have a critical position and role in the cooperative. Cooperative membership is voluntary, democratic, and independent (Stoyanova, 2020). The members can elect the cooperative's management and supervisors at the cooperative's annual membership meeting (Harisudin et al., 2020).

In Indonesia, cooperatives are the only business entities mentioned in the national constitution. Article 33 of the 1945 Constitution states that the national economy is structured as a joint effort based on the principle of kinship (Tulus & Nerang, 2020). Cooperative business entities are established to improve the welfare of members in particular and society in general and support the development of the national economic order to realise an advanced, just, and prosperous society based on shared ideals and goals (Damyati et al., 2021; Yuhertiana et al., 2022).

Today, cooperatives are essential to economic development (Stoyanova, 2020), especially in emerging economies like Indonesia. Cooperatives in Indonesia should be the backbone of the economy.

**Lampiran kedua berupa *Cover Letter* seperti berikut ini:**

Dear  
Prof. Dr. Zhenji Zhang (Beijing Jiaotong University, China)  
**Editor-in-Chief** Journal of System and Management Sciences (JSMS)

August 6, 2023

We are pleased to submit an original research article entitled: Digitalization and Product Quality to Improve the Welfare of Saving and Loan Cooperative Members, with Financial Performance as a Mediator. The authors of this manuscript are Miswanto Miswanto, Lita Kusumasari, Rusmawan Wahyu Anggoro, and Rina Wulandari.

The abstract of our research is as follows. This study aims to test whether digitalization and product quality improve the welfare of savings and loan cooperative members in Indonesia, with financial performance as mediation. This explanatory research is intended to explain causal relationships between variables. The data used are primary. The findings obtained in this study are as follows. Digitalization and quality products positively affect SLC members' financial performance and health. Financial performance has a positive influence on the welfare of SLC members. Therefore, improving the welfare of SLC members can be done through digitalization and quality products, with financial performance as a mediator.

We believe this manuscript is suitable for publication in JSMS because it meets the scope of your journal. JSMS publishes scientific research papers in the fields of systems and management sciences. This research topic is management science in savings and loan cooperatives in Indonesia, one of the emerging market economies.

This manuscript has not yet been published and is not being considered for publication elsewhere. After being accepted by JSMS, my manuscript will not be published in other journals. We have read and approved the manuscript and take full responsibility for its content. We certify that we have no competing interests financially or non-financially.

Thank you for being so considerate.

Sincerely,



Miswanto Miswanto

**Lampiran ketiga adalah uji *similarity* dengan Turnitin. Hasil uji tersebut memenuhi persyaratan. Persyaratan tersebut diminta kurang dari 20%. Hasil cek *similarity* naskah ini sebesar 15%. Berikut ini cuplikan (hanya diambil yang penting-penting saja) hasil cek *similarity* naskah yang dikirim.**

# Manuscript\_JSMS Tunitin

by Miswanto Miswanto

## Digitalisation and Product Quality to Improve the Welfare of Savings and Loan Cooperative Members, with Financial Performance as a Mediator

Miswanto Miswanto<sup>1\*</sup>, Lita Kasamsari<sup>2</sup>, Rusmawan Wahyu Anggoro<sup>3</sup>,  
RinaWulandari<sup>4</sup>

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**Abstract:** Cooperatives in Indonesia should be the backbone of the economy. This study aims to test whether digitalization and product quality improve the welfare of savings and loan cooperative (SLC) members in Indonesia, with financial performance as mediation. This explanatory research is intended to explain causal relationships between variables. The data used were primary, obtained through questionnaires filled out by respondents. The purposive sampling method was chosen as a simple selection technique. Validity testing results show that any question on which to measure a variable is valid. The reliability testing results show that every question to measure variables is reliable. The good-fit testing results show that the research model used is acceptable. Hypothesis testing used Structural Equation Modeling (SEM) with Way PLS-70. The findings obtained in this study are as follows. Digitalization and quality products positively affect SLC members' financial performance and health. Financial performance has a positive influence on the welfare of SLC members. Therefore, improving the welfare of SLC members can be done through digitalization and quality products, with financial performance as a mediator. The results of this research are expected to contribute to advancing cooperatives in Indonesia through the welfare of SLC members. The welfare of SLC has an impact on the welfare of society in general.

**Keywords:** member welfare, financial performance, digitalization, product quality, cooperative

## Manuscript\_JSMS Tunitin

ORIGINALITY REPORT



PRIMARY SOURCES



Pada tanggal 6 Agustus 2023 jam 07.42, penulis dapat balasan email dari *Editor* sebagai berikut. Email tersebut menginformasikan bahwa jurnal ini mempunyai APC 700 USD jika naskahnya di-*accepted*. APC tersebut sesuai dengan yang tertulis di Web. Pengirim emailnya adalah Dr. Mincong Tang (*Managing Editor JSMS*).



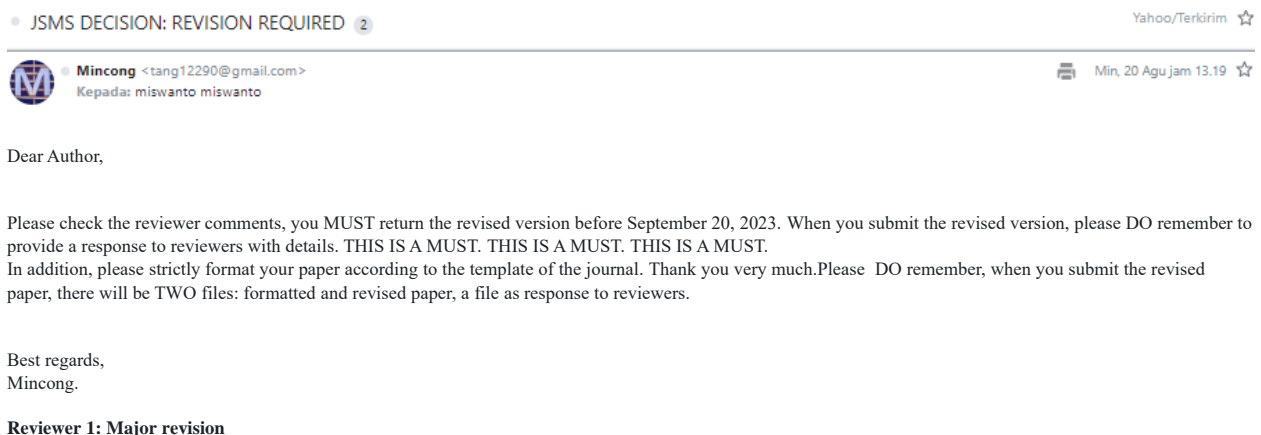
**Tanggal 6 Agustus 2023, jam 20.05, penulis mengirim email untuk membalas email dari editor. Isi balasannya adalah bahwa penulis akan membayar APC sebesar 700 USD jika naskah tersebut sudah di-accepted.**



**Pada tanggal yang sama 6 Agustus 2023, penulis dapat balasan email dari Dr. Mincong, Editor JSMS**



**Tanggal 20 Agustus 2023 jam 13.19, tim Editor meminta penulis untuk merevisi naskah. Dalam email tersebut, dituliskan komen dari dua reviewer. Isi komennya: naskah tersebut perlu direvisi mayor. Batas waktu revisi sebelum 20 September 2023.**



This paper examines the relationships between digitalization, product quality, financial performance, and member welfare in savings and loan cooperatives. The topic is interesting and relevant given the importance of enhancing cooperative performance and member welfare. However, there are some areas of the manuscript that require further development, particularly strengthening the literature review, providing more details on the methodology and analysis, and expanding the discussion of findings. Specific recommendations are provided in the comments below.

**Title:**

The title conveys the general focus but is quite long. Consider shortening for conciseness: "Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality and Financial Performance"

**Abstract:**

The abstract provides a good summary of the study background, objectives, methods and high-level findings. To improve it:

- State the sample size/location briefly.
- Specify the 2-3 key relationships found between the variables.

**Introduction:**

The introduction establishes the motivation and importance of the topic. Some suggestions to enhance this section:

- Provide more context about the cooperative landscape in Indonesia - growth, challenges etc. to frame the issues.
- Cite statistics/trends related to cooperatives' performance and member welfare to build the case.
- Elaborate on how the variables specifically relate to savings and loan cooperatives.

**Literature Review:**

The literature review covers some relevant studies but needs significant expansion:

- Provide an overview of key theories like TQM that underpin the study.
- Summarize previous empirical findings on the relationships between the specific variables.
- Identify research gaps this study aims to address, especially in the context of savings and loan cooperatives.
- Include more recent works from the past 5 years.

**Methodology:**

The overall approach is explained but more details are needed on:

- Sample population characteristics like location, education levels etc.
- Questionnaire development and testing process.
- Description of data analysis techniques used to test measurement and structural model.

**Results:**

The model results are presented through Figure 2 and Table 5. Additionally consider:

- Providing key descriptive statistics of the sample.
- Including a brief section explaining the measurement model analysis.

**Discussion:**

The discussion covers some key points but needs more depth:

- Compare findings with previous empirical studies - are they aligned or different? Why?
- Provide more interpretation of the results based on relevant theories.
- Discuss limitations of the research design, sample etc.

**Conclusion:**

The conclusion summarizes the key relationships found. Additionally, the authors could highlight:

- Managerial implications of the findings for cooperative administrators.
- Limitations of the study.
- Future research directions based on the study.

**References:**

The references are quite extensive. However, also cite more recent works (past 5 years) especially to support the literature review.

In summary, while this study on an important topic has merit, the manuscript requires added rigor in several areas to substantiate the research design, findings and contributions. Addressing the suggestions provided would significantly improve the quality of the paper. I appreciate the opportunity to review this work. Please feel free to contact me if you need any clarification on the feedback.

**Reviewer 2: Major revision**

Thank you for the opportunity to review this manuscript examining strategies to improve member welfare in savings and loan cooperatives. The topic is interesting, but the paper requires significant enhancements to strengthen the literature foundation, research methodology, results analysis, and discussion of implications. Specific recommendations are provided below.

**Introduction:**

The introduction establishes the general motivation but does not sufficiently highlight gaps in the literature that this study aims to address. Please expand the introduction by 2-3 additional paragraphs discussing limitations of prior studies on this topic and how your work addresses them.

For example: "While past research has explored digitalization and product quality in cooperatives separately, few studies have analyzed their mediating effect through financial performance on member welfare, particularly in the savings and loan cooperative context. This study aims to address this gap by investigating the mediating role of financial performance."

**Literature Review:**

The literature review provides some useful background studies but lacks sufficient depth and focus. Please structure it into sections such as:

- Digitalization and performance of cooperatives
- Product quality and cooperative performance
- Financial performance and member welfare
- Relevance in savings and loan cooperatives

This organization by theme will help strengthen the literature foundation and context.

**Methodology:**

The methodology requires more technical details regarding:

- Sampling technique used and characteristics of the sample population.
- Questionnaire design and measures used for each variable.
- Description of statistical analysis techniques used to test the hypotheses and model fit.

**Results:**

The model results are presented in Figure 2. Please also include a section explaining the key findings from the measurement and structural model analysis. For example, reporting the indicators used, reliability, model fit indices, hypothesis testing results etc.

**Discussion:**

The discussion of findings is limited. Please expand this section to:

- Compare results with prior empirical studies and discuss similarities/differences observed.
- Provide more interpretation of the mediating role of financial performance based on relevant theories.
- Identify limitations of the research methodology and suggestions for future studies.

**Conclusion:**

In the conclusion, please summarize:

- The key relationships found between the variables in the study.
- Practical implications of your findings for administrators of savings and loan cooperatives.
- Directions for future research to build on this study.

Multiple areas need added rigor to demonstrate the validity of the work. Please feel free to contact me if you need any clarification. I look forward to seeing the manuscript develop further.

**Tanggal 12 September 2023, penulis selesai merevisi naskah sesuai saran dari dua *reviewer*. Pada tanggal tersebut penulis mengirim email ke *editor* untuk menyampaikan hasil revisi. Lampiran email terdiri dari 3 file. File pertama adalah naskah (manuskrip) revisi. File kedua adalah *Authors' Response Letter*. File ketiga adalah respon penulis terhadap komen *reviewer*.**





**miswanto miswanto** <miswanto\_miswanto@yahoo.com>  
Kepada: Mincong  
Cc: editor@sc-press.com

Sel, 12 Sep jam 02.27 ☆

Dear

Prof. Dr. Zhenji Zhang (Editor-in-Chief of JSMS)

Dr. Mincong Tang (Managing Editor JSMS)

We are the authors of a manuscript entitled "Digitalization and Product Quality to Improve the Welfare of Savings and Loan Cooperative Members, with Financial Performance as a Mediator."

Upon comment from reviewers, the title of the manuscript was changed to "Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality and Financial Performance."

We have tried carefully and focused to revise the comments of the reviewers.

We send you this email: 1) the authors' response letter, 2) the revised manuscript, and 3) the response to reviewers' comments (Table 1).

We sincerely hope that the revision of the manuscript is up to your expectations.

For your attention, we thank you.

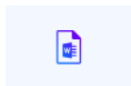
Best regard,

On behalf of the Author,

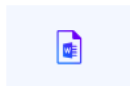
Miswanto Miswanto

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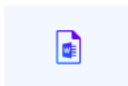
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Response... .docx  
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Authors re... .docx  
20.4kB

**Lampiran pertama adalah naskah yang direvisi (hanya halaman pertama yang ditampilkan)**

# Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance

Miswanto Miswanto<sup>1\*</sup>, Lita Kusumsari<sup>2</sup>, Rasmawan Wahyu Anggoro<sup>3</sup>,  
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**Abstract:** Cooperatives in Indonesia should be the backbone of the economy. This study aims to test whether digitalization and product quality improve the welfare of savings and loan cooperatives (SLCs) members in Indonesia, with SLC's financial performance as a mediator. This explanatory research is intended to explain causal relationships between variables. The data used were primarily obtained through questionnaires filled out by respondents. The purposive sampling method was chosen as a sample selection technique. The number of respondents was 389 people. The respondents' domicile places are spread throughout Indonesia. Validity and reliability testing on data using SPSS. Inner model (goodness of the fit model and coefficient of determination) and hypothesis testing used WarpPLS. Validity testing results show that any question on which to measure a variable is valid. The reliability testing results show that every question to measure variables is reliable. The good-of-fit testing results show that the research model used is acceptable. The findings obtained in this study are as follows. Digitalization and product quality positively affect SLC's financial performance. Digitalization and product quality positively affect the welfare of SLC members. SLC's Financial performance positively influences the welfare of SLC members. Therefore, improving the welfare of SLC members can be done through digitalization and quality products, with SLC's financial performance as a mediator. The results of this research are expected to contribute to advancing cooperatives in Indonesia through the welfare of SLC members. The welfare of SLC has an impact on the welfare of society in general.

**Keywords:** member welfare, financial performance, digitalization, product quality, savings and loan cooperative (SLC)

## 1. Introduction

The company aims to maximize the welfare of owners (Hart & Zingales, 2017). Cooperatives also aim

**Lampiran kedua adalah *Authors' Response Letter*, seperti berikut ini.**

Authors' Response Letter

September 11, 2023

Manuscript Title: Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance  
Decision: Mayor revision

Prof. Dr. Zhenji Zhang (Editor-in-Chief of JSMS)  
Dr. Mincong Tang (Managing Editor JSMS)

We have finished revising the manuscript according to comments from reviewers. We revise carefully and focus. The manuscript has been made according to the JSMS format. Thank you for coordinating the review process and the prompt processing of the manuscript.

We have uploaded three files:

1. The authors' response letter
2. The revised manuscript
3. The response to reviewers' comments (Table 1)

We hope that the response is in line with the editor's expectations.  
Thank you for your attention,

Best Regard,  
On behalf of the author,



Miswanto Miswanto

## Lampiran ketiga adalah Respon penulis terhadap komen *reviewer* seperti berikut ini.

**Title:** Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality and Financial Performance

**Penulis:** Miswanto Miswanto, Lita Kusumasari, Rusmawan Wahyu Anggoro, Rina Wulandari

**Table 1** The response to the reviewers' comments:

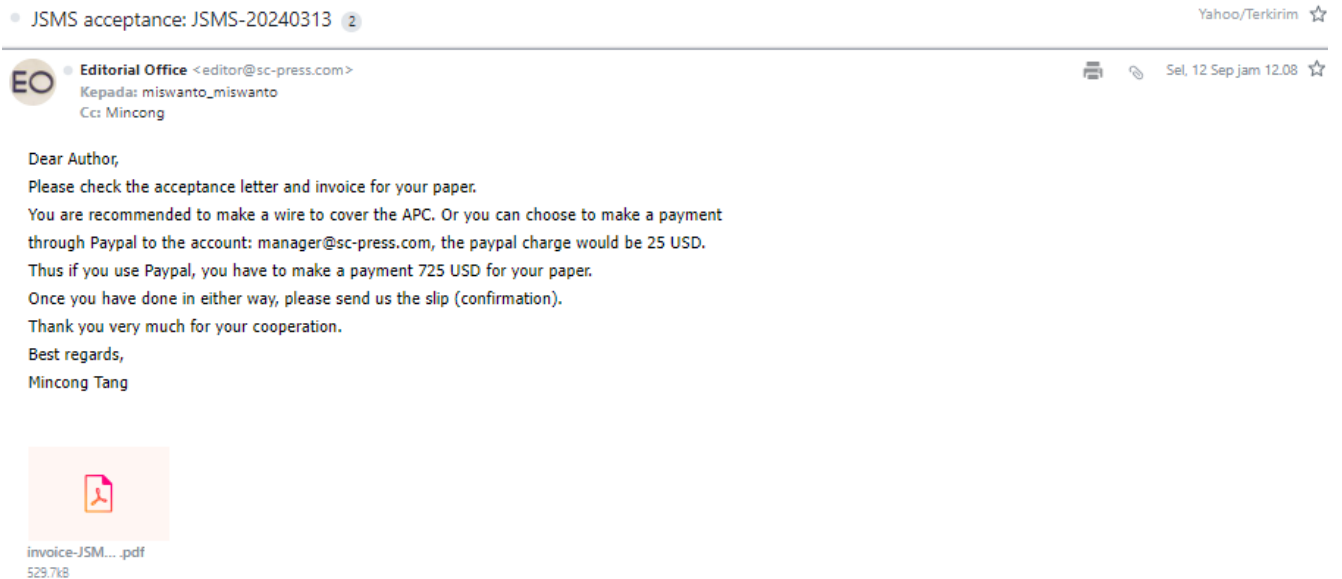
Reviewer	Reviewer comments	Author's response	Changes made with title, Line or paragraph, and Page
Reviewer A	<p><b>Title</b> The title conveys the general focus but is quite long. Consider shortening for conciseness: "Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality and Financial Performance"</p>	<p>Thank you for your comment. The title you suggested is better than the title we created.</p>	<p>Per your suggestion, the revised manuscript's old title has been changed. The title appears on the first page of the manuscript.</p>
	<p><b>Abstract</b> To improve on abstract</p> <ul style="list-style-type: none"> <li>- State the sample size/location briefly.</li> <li>- Specify the 2-3 key relationships found between the variables.</li> </ul>	<p>We've added abstracts about the sample size and location of respondents.</p> <p>We have added to the findings of this study that show the relationship between variables.</p>	<p>Additional sample size in line 6. The sample location is written on lines 3 and 6 of the abstract</p> <p>Findings relating to variables are written in lines 11-13 in the abstract.</p>
	<p><b>Introduction</b> The introduction establishes the motivation and importance of the topic. Some suggestions to enhance this section:</p> <ul style="list-style-type: none"> <li>- Provide more context about the cooperative landscape in Indonesia - growth, challenges etc. to frame the issues.</li> <li>- Cite statistics/trends related to cooperatives' performance and member welfare to build the case.</li> <li>- Elaborate on how the variables specifically relate to savings and loan cooperatives.</li> </ul>	<p>In response to your comment, the third paragraph of the introduction is broken into two paragraphs.</p> <p>The fraction of the paragraph explains the development of SLCs in Indonesia. The SLC development map has decreased over time. The decrease is in the form of SLC inefficiencies.</p> <p>The decline is the reason for conducting this study. The problem we added is that there is data on SLCs' operating income declining yearly.</p> <p>The following paragraph adds data on inefficient cooperative closures from year to year.</p> <p>In this introductory section, we add the relationship of research variables with SLC. The supplement refers to TQM as the literature review. The next addition is the argument for why financial performance mediates.</p>	<p>The paragraph containing this comment is located in paragraph 3 of the introduction. We also add Figure 1, which explains the declining Average Development of SLC Indonesia's Operating Revenues. The 4th paragraph deals with the inefficient closure of cooperatives.</p> <p>The elaboration is located in paragraphs 5 and 6</p>
	<p><b>Literature Review:</b> The literature review covers some relevant studies but needs significant expansion:</p> <ul style="list-style-type: none"> <li>- Provide an overview of key theories like TQM that underpin the study.</li> <li>- Summarize previous empirical findings on the relationships between the specific variables.</li> <li>- Identify research gaps this study aims to address, especially in the context of savings and loan cooperatives.</li> <li>- Include more recent works from the past 5 years.</li> </ul>	<p>Per your suggestion, the initial manuscript is only two paragraphs in the literature review section. After paying attention to your comments, the literature review paragraphs become five.</p> <p>The addition includes 1) an overview of TQM theory related to this study, 2) previous empirical findings that explain the relationship between variables in this study, and 3) identification of research gaps in the context of SLC.</p> <p>In connection with that, there are many additional references to the last five years that we use as references.</p>	<p>The literature review from the first paragraph to the 5th paragraph is located on page 4 to page 5.</p> <p>The relationship between variables can be seen in paragraphs 2 to 4.</p> <p>In the literature review, research gap identification is written in the last paragraph (5th paragraph), at the top of page 5. Additional references can be seen on pp. 17 to 22.</p>
	<p><b>Methodology:</b> The overall approach is explained but more details are needed on:</p> <ul style="list-style-type: none"> <li>- Sample population characteristics like location, education levels etc.</li> </ul>	<p>According to your comments, we made the methodology more detailed. Initially, this section was only four paragraphs. In the revised manuscript, the methodology becomes seven paragraphs.</p>	

	<ul style="list-style-type: none"> <li>- Questionnaire development and testing process.</li> <li>- Description of data analysis techniques used to test measurement and structural model.</li> </ul>	<p>Characteristics of respondents, we make in detail. The content is about gender, age, education, type of cooperative, involvement in SLC, monthly income, employment, and domicile.</p> <p>We also write about starting to make research instruments, making questionnaires, sharing, collecting, administrating, and processing data.</p> <p>We also added technical data analysis to test measurement and structural models.</p>	<p>The characteristics of the sample are located in paragraph 6.</p> <p>To explain the characteristics of the sample, we make Table 1 (p. 10)</p> <p>The process is described in paragraph 2; we write the description starting from paragraphs 1, 2, 3, 4, 5, and 7 (pp. 7 to 9).</p> <p>How to analyze descriptive data is described in paragraph 9. How to analyze structural models using WarpPLS is also presented in paragraph 9 (the last paragraph of the methodology).</p>
	<p><b>Results:</b> The model results are presented through Figure 2 and Table 5. Additionally consider:</p> <ul style="list-style-type: none"> <li>- Providing key descriptive statistics of the sample.</li> <li>- Including a brief section explaining the measurement model analysis.</li> </ul> <p>Discussion: The discussion covers some key points but needs more depth:</p> <ul style="list-style-type: none"> <li>- Compare findings with previous empirical studies - are they aligned or different? Why?</li> <li>- Provide more interpretation of the results based on relevant theories.</li> <li>- Discuss limitations of the research design, sample etc.</li> </ul>	<p>We have added explanations related to test results related to respondent characteristics, descriptive data, model measurements, and hypothesis testing.</p> <p>Descriptive analysis and analysis of the characteristics of respondents lie in the first and second paragraphs.</p> <p>In the results section, the results of model measurement analysis, such as validity and reliability test results, are in paragraph 3. The inner model is located in paragraph 4, and hypothesis testing is found in paragraph 5.</p> <p>We detail the discussion section. Initially, this section was only seven paragraphs. The discussion in this revised text becomes nine paragraphs.</p> <p>The discussion is not only associated with the results of hypothesis testing but the discussion is associated with the characteristics data of respondents.</p> <p>We also discussed the relationship between the findings of this study and previous research.</p> <p>We also interpret findings based on relevant theories.</p> <p>We also elaborate on the limitations of research design.</p>	<p>These explanations make the word count of each paragraph increase.</p> <p>Descriptive analysis and respondent characteristics are in Table 2 and p. 11 (paragraphs 1 and 2).</p> <p>Analysis of validity and reliability measurement models using SPSS (see p. 11, last paragraph) and p. 12 (Table 3).</p> <p>Analysis of good fit models and coefficients of determination using WarpPLS.</p> <p>The number of sentences in the paragraph increases as the interpretation of the results is more detailed (p. 14, last paragraph to page 16)</p> <p>In the discussion section, the discussion of the results of testing H1 to H7 is made more detailed. Please see p. 15 to 16.</p> <p>A comparison between these findings and previous findings can be seen in each discussion paragraph.</p> <p>Discussion characteristics of Generation Z are seen in paragraph 6 (pp. 14-15). The discussion is linked to relevant theories</p> <p>The elaboration of the weaknesses of sample selection appears on p. 16 (paragraph 4 p. 16).</p> <p>The presentation of respondents' tendency to live in Java can be seen in the last paragraph of the discussion (see p. 16, paragraph 4 from above).</p>
	<p><b>Conclusion:</b> The conclusion summarizes the key relationships found. Additionally, the authors could highlight:</p> <ul style="list-style-type: none"> <li>- Managerial implications of the findings for cooperative administrators.</li> </ul> <p>-Limitations of the study.</p> <p>- Future research directions based on the study</p>	<p>We pay attention to your comments. We add your comments in the conclusion.</p> <p>We added managerial implications of these findings for cooperative administrators and cooperative managers. The implication is for cooperative administrators and managers to maintain and improve digitalization and product quality.</p> <p>The study's limitations were added; initially, only two were added to three limitations. In addition, the number of focused respondents who live in Java.</p> <p>Directions for subsequent research were added. The addition is based on previous research. There are two directions added. First, the direction is to examine a model like this study. Only the independent variables are replaced with other variables outside the model.</p> <p>The second direction is to research to use sample selection with probability sampling method with stratified random sampling techniques.</p>	<p>Additional explanations of findings showing relationships between variables are seen in the first paragraph of the conclusion (p. 16).</p> <p>These managerial implications are written in the conclusion of the second paragraph (p. 17)</p> <p>Additional limitations are located at the end of the third paragraph in the conclusion (Page 17).</p> <p>Directions for subsequent research are located in the last paragraph of the conclusion (page 17).</p> <p>The following directions for research are based on references. The references are already set out in the final paragraph of the conclusion (see p. 17).</p> <p>Sample selection using the probability sampling method and stratified random sampling technique is expected to distribute selected samples by population distribution (see p. 17).</p>

	<p><b>References:</b> The references are quite extensive. However, also cite more recent works (past 5 years) especially to support the literature review</p>	<p>Additional references to articles in the last five years are quite numerous, not only for reference to add literature review but also to add methodology and arguments for the need to do this research.</p>	<p>Additional references are in the references section, pages 17 to 22.</p>
Reviewer B	<p><b>Introduction:</b> The introduction establishes the general motivation but does not sufficiently highlight gaps in the literature that this study aims to address. Please expand the introduction by 2-3 additional paragraphs discussing limitations of prior studies on this topic and how your work addresses them</p>	<p>We have added a paragraph in the introduction to respond to your comments. There are three additional paragraphs. These additions add to the argument why it is necessary to conduct this research.</p> <p>The paragraph describes the trend of SLC's operating income in Indonesia from 2013 to 2020 to decrease. In the subsequent exposure from 2016 to 2019, many cooperatives in Indonesia were inefficient and decided not to be active.</p> <p>This section also argues why digitalization and product quality are independent variables, financial performance is a mediating variable, and SLC members' welfare is a dependent variable.</p>	<p>In the introduction, the number of paragraphs increases. In the initial manuscript, the number of paragraphs is seven. The revised manuscript became ten paragraphs.</p> <p>SLC's operating revenues decreased in the third paragraph of the introduction section (page 2, also stated in Figure 1) Data on many decommissioned cooperatives can be seen in the fourth paragraph (page 2). Based on theory and previous research, arguments for the relationship between variables can be seen in paragraphs 5 to 7 (pages 2 and 3)</p>
	<p><b>Literature Review:</b> The literature review provides some useful background studies but lacks sufficient depth and focus. Please structure it into sections such as:</p> <ul style="list-style-type: none"> <li>- Digitalization and performance of cooperatives</li> <li>- Product quality and cooperative performance</li> <li>- Financial performance and member welfare</li> <li>- Relevance in savings and loan cooperatives</li> </ul> <p>This organization by theme will help strengthen the literature foundation and context.</p>	<p>Concerning the TQM literature, we add arguments to the scope of this study. The addition is quite a lot.</p> <p>In the literature review, we first explain what TQM is, the principles, dimensions, and objectives of TQM, and its relevance to this research.</p> <p>We add the problems that become research gaps related to TQM (presented in paragraphs 4 and 5).</p> <p>Next, we explain the relationship between these research variables and TQM. We also describe the relationship between variables such as those you mentioned in the comments in the literature review. In addition, we clarify this relationship in developing this research hypothesis. Figure 2 in the revised manuscript also explains the relationship between research variables.</p>	<p>Paragraph changes. The number of paragraphs in the initial manuscript is only two. The revised text is five paragraphs (pages 4 -6). The connection of this research with TQM begins to be seen in the initial paragraph. Then, it is described in the next paragraph. Paragraphs 4 and 5 of the literature review are shown on pages 5 and 6. The relationship between research variables can be seen from 6 to 10. Based on theories and previous research, the study hypothesizes the relationship between research variables.</p> <p>The hypothesis appears on pages 6 to 7. Figure 2 is located on page 7</p>
	<p><b>Methodology:</b> The methodology requires more technical details regarding:</p> <ul style="list-style-type: none"> <li>- Sampling technique used and characteristics of the sample population.</li> <li>- Questionnaire design and measures used for each variable.</li> <li>- Description of statistical analysis techniques used to test the hypotheses and model fit.</li> </ul>	<p>We do more detail about the methodology of this research.</p> <p>Sample selection techniques are contained in the first paragraph of the methodology. The questionnaire design and measurements used for each variable are in paragraphs 2 to 7 of the methodology section. Statistical descriptive analysis is described in paragraph 8 A summary of respondents' characteristics is added and contained in Table 1. Testing of fit models and hypotheses is described on pages 8 and 9.</p>	<p>As per your comment, we made the methodology more detailed. Initially, this section was only four paragraphs to seven paragraphs. Sample selection techniques and so on are set out on page 7. The questionnaire designs up to the measurement of variables is contained in pages 8 to 9. Testing models and hypotheses are set out on page 9. Table 1 Characteristics of respondents are seen on page 10.</p>
	<p><b>Results:</b> The model results are presented in Figure 2. Please also include a section explaining the key findings from the measurement and structural model analysis. For example, reporting the indicators used, reliability, model fit indices, hypothesis testing results etc. Discussion: The discussion of findings is limited. Please expand this section to:</p> <ul style="list-style-type: none"> <li>- Compare results with prior empirical studies and discuss similarities/differences observed.</li> <li>- Provide more interpretation of the mediating role of financial performance based on</li> </ul>	<p>Figure 2 in the previous manuscript became Figure 3 in the revised manuscript. We have explained Figure 3 in more detail.</p> <p>The discussion was initially still limited, but we explored it in more detail. The sentences in each paragraph increase.</p> <p>Comparison with previous studies was also carried out. We also explain the similarities and differences with previous studies.</p>	<p>Figure 3 is seen on page 14 at the top.</p> <p>The discussion in the initial manuscript is only seven paragraphs. The discussion section of the revised manuscript becomes nine paragraphs.</p>

	<p>relevant theories.</p> <ul style="list-style-type: none"> <li>- Identify limitations of the research methodology and suggestions for future studies.</li> </ul>	<p>A more detailed explanation of financial performance as a mediating variable can be seen when discussing the findings of H6 and H7.</p> <p>We have identified weaknesses in the selection method used in this study.</p>	<p>Additional discussion to identify weaknesses in sample selection methods is contained in paragraphs 8 and 9 (page 16)</p>
	<p><b>Conclusion:</b> In conclusion, please summarize:</p> <ul style="list-style-type: none"> <li>- The key relationships found between the variables in the study.</li> <li>- Practical implications of your findings for administrators of savings and loan cooperatives.</li> <li>- Directions for future research to build on this study</li> </ul>	<p>Findings that show the relationship between variables in the study are contained in the first paragraph of the conclusion.</p> <p>The practical implications of these findings for SLC administrators have been written at the end of paragraph 2 of the conclusion.</p> <p>We also added directions for the following research. The first additional direction is to examine the same model as this study, with the independent variable replaced with another variable outside this research model. The following research direction examines the probability sample selection method with stratified random sampling techniques.</p>	<p>The revision of the first paragraph on the conclusion is visible on page 16.</p> <p>The added implications are seen on pages 16 and 17, the second paragraph.</p> <p>Additional directives are found in the last paragraph (page 17).</p> <p>Additional referrals using references. The reference is contained in the last paragraph of the conclusion.</p>

Setelah *editor* membaca email dari penulis, pada tanggal yang sama (12 September 2023), Editor JSMS mengirim email ke penulis. Dalam email tersebut, *editor* memberikan *acceptance letter* dan invoice untuk APC naskah.



Lampiran pada email tersebut sebagai berikut:

<b>Journal of System and Management Sciences</b>	
ISSN: 1816-6075	
JSMS-2024-03-13	Date: September 12, 2023
<u>ACCEPTANCE OF MANUSCRIPT</u>	
Dear <b>Miswanto Miswanto1*, Lita Kusumsari2, Rusmawan Wahyu Anggoro3, RinaWulandari4</b>	
I am pleased to inform you that based on the referees reports, your paper entitled <b>Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance</b>	
has been accepted for the publication in Journal of System and Management Sciences The paper will be published in the No.3 issue of 2024, which has been scheduled in the Feb of 2024.	
With best wishes, Yours sincerely Mincong Tang (Managing Editor)	

## INVOICE

INVOICE ID: JSMS-2024-03-13

Due Date: September 26, 2023

Miswanto Miswanto1\*, Lita Kusumsari2, Rusmawan Wahyu Anggoro3,  
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**Journal of System and  
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**Success Culture Press**

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CHATHAM ROAD SOUTH, TSIM SHA TSUI, KOWLOON, HONG  
KONG.

Paper ID	Paper Title	Authors	Price
JSMS-2024-03-13	Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance	Miswanto et al.	700.00
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Authorized by

Rebecca Lin



**Setelah dapat LOA dan Invoice, penulis segera melakukan pembayaran. Tanggal 13 September 2023, penulis mengirim email yang memberi tahu bahwa tagihan tersebut telah dibayar. Bukti pembayaran dilampirkan.**



**miswanto miswanto** <miswanto\_miswanto@yahoo.com>  
Kepada: Editorial Office  
Cc: Mincong



Rab, 13 Sep jam 09.49 ☆

Dear

Prof. Dr. Zhenji Zhang (Editor-in-Chief of JSMS)

Dr. Mincong Tang (Managing Editor JSMS)

September 13, 2023

We are the authors of a manuscript entitled "Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance." In accordance with Invoice No. JSMS-2024-03-13 dated September 12, 2023, we have made payment for Article Processing Charges for our manuscript to be published in JSMS

The payment value is USD 715 (seven hundred and fifteen US dollars).

Payment was made on September 13, 2023, by money transfer to the invoiced bank account. Money transfer through Bank Mandiri, STIE YKPN Branch, Yogyakarta, Indonesia.

Proof that we have paid the money is attached to the email.

With us already paid, we hope that our manuscript will be published in JSMS soon.

Thank you for your attention.

Best Regard,

On behalf of the author,

Miswanto Miswanto

> Tampilkan pesan asli



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**Bukti pembayaran sebagai berikut:**



**Karena masih ada kesalahan pada nama penulis kedua, maka penulis mengirim email pada 3 November 2023 agar editor membetulkan nama penulis kedua. Dalam email tersebut penulis lampirkan naskah yang sudah direvisi dan bukti bayar APC.**

 **miswanto miswanto** <miswanto\_miswanto@yahoo.com>  
Kepada: Editorial Office  
Cc: Mincong

Sab, 4 Nov jam 00:17

Dear  
Prof. Dr. Zhenji Zhang (Editor-in-Chief of JSMS)  
Dr. Mincong Tang (Managing Editor JSMS)

November 3, 2023

We are the authors of a manuscript entitled: Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance (Paper ID: JSMS-2024-03-13).

We want to inform you that the second author is written incorrectly in the manuscript. The name written on the script is Lita Kusumsari. The correct name is Lita Kusumasari. We ask for the wrong name to be corrected.

We also re-informed you that we paid an Article Processing Charge (APC) of US\$715.0 on September 13, 2023.

We attach the manuscript that has been revised by the second author. We also reattach the APC proof of payment.

For your attention, we thank you.

Best regard,

On behalf of the author,

Miswanto Miswanto

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**Pada bulan Februari 2024, naskah sudah dipublikasi di JSMS pada Vol. 14 No. 3. Akan tetapi sampai dengan pertengahan Maret 2024, naskah tersebut belum dimuat di *database Scopus.com*. Oleh karena itu, penulis menanyakan perihal tersebut dengan berkirim email ke *editor* pada tanggal 24 Maret 2024.**

Request to be published immediately in the database Scopus.com  Yahoo/Email M...

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 **miswanto miswanto**  
Dari: miswanto\_miswanto@yahoo.com  
Kepada: tang12290@gmail.com  
Cc: editor@sc-press.com  Min, 24 Mar jam 16.32

Dear  
Dr. Mincong Tang (Managing Editor JSMS) and Editorial Office JSMS



We are grateful for our article titled "Enhancing Member Welfare in Savings and Loan Cooperatives: The Roles of Digitalization, Product Quality, and Financial Performance," which has been published in the Journal of System and Management Sciences (JSMS) 2024, 14(3). Although it has been published in your journal, our article has not been published in the Scopus.com database.

So, we would like to ask that our articles be processed for immediate publication in the database Scopus.com.

Thus, we thank you for your attention.

Best regard,  
On behalf of the author,  
Miswanto Miswanto

***Editor* membalas pertanyaan penulis melalui email yang dikirim pada tanggal yang sama (24 Maret 2024). Emailnya *editor* sebagai berikut.**

 **Mincong**  
Dari: tang12290@gmail.com  
Kepada: miswanto miswanto  Min, 24 Mar jam 22.28 ☆

it is automatic, we have not control on it

miswanto miswanto <[miswanto\\_miswanto@yahoo.com](mailto:miswanto_miswanto@yahoo.com)> 于2024年3月24日周日 05:32写道:  
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