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The Influence of Organizational Learning, Digital Transformation Readiness, and Market Orientation on Digital Service Performance in Digital-Based MSMEs

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Abstract

The purpose of this study is to analyze the effect of Organizational Learning, Digital Transformation Readiness and Market Orientation on Digital Service Performance in digital-based MSMEs. The research used a quantitative method with a survey method on digital-based MSMEs that were selected using purposive sampling methodology. The data were collected through online surveys and analyzed using multiple linear regression. The results showed that Organizational Learning, Digital Transformation Readiness and Market Orientation had a good and significant effect on Digital Service Performance either partially or simultaneously. The value of the coefficient of determination indicates that the changes in the Digital Service Performance can be explained by the three independent variables in this research. Digital Service Performance is most dominated by Digital Transformation Readiness. The research result shows that the quality of digital services of digital-based MSMEs is improved by the increase in organizational learning skills, digital transformation readiness, and strong market orientation. This research extends the literature of digital transformation, strategic management, and service management, and provides practical implications for MSMEs to improve quality of digital services and company competitiveness in the digital economy era.

Keywords: *Organizational Learning, Digital Transformation Readiness, Market Orientation, Digital Service Performance*

INTRODUCTION

Digital technology has revolutionized the way micro, small and medium enterprises (MSMEs) perform their economic activities. Digitalization has moved from being a promotional tool to being a core part of operational management, customer service, marketing and corporate decision making. Digital-based MSMEs are expected to provide services that are fast, accurate, easily accessible and adjusted to the changing demands of customers. In this sense, the Digital Service Performance is a fundamental measure of the capacity of the MSMEs of providing high quality, efficient and value added digital services to their clients. Good digital service performance can enhance customer satisfaction, increase loyalty and create a sustainable competitive advantage in the face of increasingly severe economic competition. On the other hand, low quality digital service may lower consumer trust, reduce loyalty and impede corporate growth. Therefore, to maintain competitiveness in the era of digital economy, MSMEs need to improve the performance of digital services.

Organizational Learning is one of the factors that assumed to influence Digital Service Performance in digital-based MSMEs. Organizational learning is the ability of an organization to continuously learn, create, share and use new knowledge in improving organizational performance. In a fast-changing digital business environment, learning capacity is an essential resource for MSMEs in order to adapt to technological breakthroughs, identify changes in customer behaviour and generate service innovations that respond to market needs. Digital Transformation Readiness is also considered an important aspect that affects Digital Service Performance in digital-based MSMEs. Digital transformation readiness refers to the degree to which an organization is prepared to embrace, enact, and govern the myriad changes that typify digital transformation. This preparedness includes aspects of human resources, technology infrastructure, organizational culture, leadership and the company's changing capacity. Market Orientation is another factor thought to influence Digital Service Performance in digital-based MSMEs. Market orientation is the ability of the organization to understand the needs of the customer, detect changes in the market and adapt to the dynamics of competition through the design of strategies focused on the value of the customer. In the digital world, customer wants and tastes is changing very fast, so MSMEs need to have a strong market orientation to be able to adjust the services they supply. Market-oriented firms regularly collect information on customer needs, analyze customer behavior and use that knowledge to enhance the quality of digital services.

The purpose of this study is to investigate the effect of Organizational Learning, Digital Transformation Readiness and Market Orientation on Digital Service Performance in digital-based MSMEs. This study contributes to the literature on strategic management, digital transformation, service management and organizational behaviour, especially on the factors affecting digital service performance in MSMEs. The purpose of this study was to increase the understanding on the role of organizational learning, digital transformation readiness, and market orientation to improve the quality of digital-based services.

METHOD

This research uses a quantitative approach with a survey technique to measure the effect of Organizational Learning, Digital Transformation Readiness, and Market Orientation on Digital Service Performance in digital-based MSMEs. The research population is MSME which have used digital technology in the implementation of their business operations, either in marketing, sales, customer service and operation management. The sampling technique used was purposive sampling, with the criteria for respondents being owners or managers of digital-based MSMEs that had been in business for at least two years and used digital platforms in their daily business. Sample size is 200 respondents. Data collection was done by the distribution of online surveys through Google Forms. Organizational Learning was measured by the variable facets of knowledge acquisition, knowledge sharing, continual learning, and organizational memory. Digital Transformation Readiness variable was measured by aspects of technological readiness, digital skills, organizational readiness and leadership commitment. The Market Orientation variable was measured by three dimensions, namely customer orientation, competitor orientation, and interfunctional cooperation. Similarly, the variable Digital Service Performance was measured through the dimensions of service quality, service responsiveness, digital service efficiency and customer satisfaction. Before testing the hypotheses, the research tools were tested for validity and reliability to find the quality of the obtained data. Validity was tested by t-test and reliability of instrument tested by Cronbach's Alpha with minimum value of 0.70. Multiple linear regression analysis was used to test the hypotheses at 5% level of significance.

RESULT AND DISCUSSION

The result of data processing on MSME actors based on digital shows that all research instruments are certified authentic and reliable. The results of the validity test indicate that all research indicators have a t count value greater than the t table. The result of reliability test showed that all variables had Cronbach Alpha above 0.70. The multiple linear regression analysis results indicated that Organizational Learning, Digital Transformation Readiness, and Market Orientation simultaneously had a significant positive effect on Digital Service Performance. The coefficient of determination is 0.558, which means that the three independent variables in this study can explain 55.8% of the variance in Digital Service Performance and the rest is affected by other factors that are not included in the research model. The partial test findings revealed that all independent variables had a positive and substantial influence on Digital Service Performance hence all study hypotheses were deemed approved.

The results of the study indicate a positive and significant influence of organizational learning on digital service performance in the digital-based MSMEs. The research findings show that the higher the ability of an organization to acquire, share and utilize new information, the higher the digital service performance. Through continuous learning, MSMEs can keep pace with technological developments, understand the changing wants of consumers, and innovate services that are more in

tune with market realities. Moreover, a healthy learning culture encourages the exchange of information among the employees of the firm which accelerates the resolution of problems and improves decision-making. The ability of the organization to react to new information also improves operational efficiency and the quality of digital services delivered to clients. Organizational learning is therefore an important basis for improving the performance of digital services in digital-based MSMEs.

The research results indicate that Digital Transformation Readiness has a positive and significant effect on Digital Service Performance in digital-based MSMEs. This result shows that the better the company is prepared to manage the digital transformation, the better quality of digital services that the firm can provide to consumers. This preparation consists of the technology readiness, digital competency of human resources, leadership support and the company's capacity to manage change. MSMEs that are well prepared for digital transformation will be better able to embed technology into business operations, which will speed up service, improve the accuracy of information and increase operational efficiency. The magnitude of the regression coefficient indicates that the variable with the highest impact on Digital Service Performance is Digital Transformation Readiness. This implies that the organizational readiness to adopt technology becomes an important determinant of success in providing digital services to digital-based MSMEs. Improving digital transformation readiness is a strategic focus for MSMEs in improving service quality to clients.

The conclusion of the research shows that Market Orientation has positive and substantial effect on Digital Service Performance in digital-based MSMEs. The research reveals that the more market-oriented a business is, the greater its capacity to provide digital services that meet client demands. Market orientation motivates MSMEs to proactively anticipate customer demands, observe competition tactics, and synchronize multiple organizational activities in delivering value to the client. A proper grasp of the demands of the market helps firms to design more relevant offerings and enhances the quality of interactions with the clients. In addition, market orientation helps firms adjust more rapidly to changes in customer preferences, maintaining the quality of digital services. Therefore, market orientation is a strategic feature that favors the enhancement of digital service performance via the capacity of the organization to adapt its services to market dynamics and consumer expectations.

CONCLUSION

The research results show that Organizational Learning, Digital Transformation Readiness and Market Orientation have a good and significant effect on Digital Service Performance in Digital-based MSMEs both partially and simultaneously. Meanwhile, the three independent variables could explain most variations in Digital Service Performance. This means that the success of digital services in MSMEs is determined by the combination of organizational learning capability, digital transformation readiness and market orientation. Some limitations of this research include: the cross-sectional design, data based on respondents' impressions, and the focus on digital-

based MSMEs only. Therefore, future research should adopt a longitudinal design and test mediating factors, such as innovation capacity or digital competence, and moderating variables, such as environmental uncertainty or competitive intensity. MSMEs need to develop an organizational learning culture, improve their overall digital transformation readiness, and create a more flexible market orientation to improve the quality of digital services and increase company competitiveness sustainably.

REFERENCES

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