

Strengthening Service Quality Through Market Orientation and Customer-Focused Strategies for Sustainable Business Performance

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Abstract—This study aims to investigate the effect of market orientation on service quality in micro, small, and medium enterprises (MSMEs) in Palu City. Market orientation is an important strategy for companies to recognize changes and customer desires and respond to changes in the market quickly and appropriately. Meanwhile, service quality is a major factor in maintaining customer satisfaction and loyalty. The research method used is a quantitative approach with MSME respondents in Palu City as the target. This study uses purposive sampling, which is the selection of samples based on certain criteria in accordance with the research objectives. The criteria set include MSME players who have active marketing activities and interact directly with customers. The data were analyzed using multiple linear regression with SPSS to test the effect of market orientation (X) and service quality (Y). The results of the study showed that market orientation explained 25.3% of the variation in service quality, while 74.7% was influenced by other factors outside the model.

Keywords: Market Orientation; Service Quality; Community; SMEs; Customer

1. INTRODUCTION

These businesses continue to grow and have great potential, especially for entrepreneurs who are able to bring creativity and innovation to the selection. MSMEs have also proven capable of helping to save Indonesia from the 1998 monetary crisis, as this sector remained resilient and absorbed labor when many large companies went bankrupt (Lutfi et al., 2020). Micro, small, and medium enterprises (MSMEs) in the culinary sector have grown and survived thanks to the support of online platforms and social media. MSMEs have also proven capable of These businesses continue to grow and have great potential, especially for entrepreneurs who are able to bring creativity and innovation to the selection and offering of food products (Hartato & Handoyo, 2021). The use of digital technology not only helps MSMEs expand their markets but also improves the quality of service to consumers through practical ordering systems, quick responses, and more transparent access to information. In line with this, rapid technological developments also affect almost all aspects of life, including the public service sector. In addition to the digital era, the contribution of MSMEs to GDP is also significant, reaching 60.5%, and to employment absorption, reaching 96.9% of total national employment absorption (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2022) (Nur Faizah & Majid, 2024).

MSMEs are able to adapt to technology to improve customer service, then the government must also make optimal use of technology to improve the efficiency and effectiveness of services to the community. With the use of technology, public services can be delivered faster, more accessible, and more efficiently, thereby meeting the needs of modern society, which increasingly demands practical and responsive services (Aziza et al., n.d.) As a result, the modern market in Indonesia is growing by 31.4% per year, while the traditional market is shrinking by 8% per year. In 2020, there were 13,450 traditional markets consisting of around 12.6 million small traders (Wibowo et al., 2022).

MSMEs are profitable companies owned by individuals or organizations and are included in the scope of Law Number 20 of 2008 concerning MSMEs (Sugiantoputro & Widjaja, 2025). Companies or SMEs must have a broad market orientation and innovative products in order to achieve high sales and have a competitive advantage (Alkadri et al., 2025). Small and Medium Enterprises (SMEs), which are a component of the manufacturing sector, play a significant role in creating job opportunities for the community (Yuliana & Widowati, 2022). Market orientation must be applied in order to bring improvements to business actors, because market orientation is a process of activities related to customers by continuously searching for customer desires (Harini et al., 2022).

An important approach is market orientation, which emphasizes a deep understanding of consumer needs and desires (Hapzi Ali, 2023). Market orientation plays an important role in the sustainability of MSMEs because it encourages innovation, strengthens product image, and increases competitiveness. With the right market strategy, MSMEs can develop products according to market needs and maintain business continuity effectively (Tingal & Situmorang, 2024). By implementing market orientation, companies will carry out strategies to increase consumer desire (Hutahaean & Sari, 2023). This means that business owners who implement market orientation will always pay attention to what consumers need (Zahara, 2022).

Market orientation has the potential to improve marketing performance; the greater the intensity of competition, the stronger the relationship between market orientations (Dewi et al., 2025). Guided by Abdul Rivai as the main supervisor and Muh Nawawi as the co-supervisor. This study aims to determine the Quality of at the Academic Bureau of Student Affairs and Planning of Tadulako University. This study used a descriptive method with qualitative data. The research location is at the Office of the Academic Bureau of Student Affairs and Planning (BAKP) of Tadulako

University. Data obtained from observations, interviews and documentation. The data analysis used is the analysis of Miles and Huberman's data in Herdiansyah (2015) with four stages, namely data collection, data reduction, data display, and conclusions. The theory used in this study is the theory of Parasuraman et al., (1988) by looking at five perspectives, namely Reliability (reliability), Responsiveness (responsiveness), assurance (assurance), Empathy (empathy), and Real Evidence (tangible).

The results showed that of the five aspects of service quality used in this study, namely reliability, assurance, empathy, and tangible evidence, had been carried out by the Academic Bureau of Student Affairs and Planning (BAKP) of Tadulako University. Service is an activity or action offered by an organization or individual to customers or clients, which is intangible and cannot be owned (Reza Nurul Ichsan, Ahmad Karim, 2021). Service quality is a form of assessment by customers of the level of service they receive as customers, with good service accompanied by the expectation that consumers will feel satisfied. The service activities provided greatly influence the achievement of quality and the smooth running of organizational activities until the predetermined goals are achieved (Iriyanto & Rohman, 2022).

To understand customer satisfaction, it is important to remember that when consumers touch a product, they can assess its quality and level of comfort with the approved service (Fajar Saputro & Muhammad Jalari, 2023). The purpose of this action is to achieve customer satisfaction (Tingal & Situmorang, 2024). It is not easy to be the best, because in addition to providing the best quality service, there are also factors of consumer behavior patterns that are difficult to predict, especially in Indonesia, which consists of various cultures, resulting in different behaviors (Reza Nurul Ichsan, Ahmad Karim, 2021). It is important to understand that service quality is not a static concept. Service quality is dynamic and can change in line with developments in customer needs, market trends, and technological advances (Anggi Aisafitri, 2025). In facing the era of globalization, the government provides the best possible service and is able to meet the needs and satisfaction of service recipients, thereby improving public services in terms of both quality and quantity (Resti, n.d.).

This research is important because culinary MSMEs can only survive if they are able to understand market needs and translate them into service quality that meets consumer expectations. Market orientation helps MSMEs read changes in tastes, while service quality determines customer satisfaction and loyalty, especially on online platforms.

2. RESEARCH METHODS

This research was conducted systematically through several key steps. The first step was to identify the problem and formulate the research objectives. At this stage, the researchers examined the problems faced by MSMEs in Palu City, particularly those related to poor service quality and challenges in understanding market needs.

The second stage is a literature review and conceptual framework development. Researchers examined theories and previous research results relevant to the concepts of market orientation and service quality. Market orientation is understood as an organizational culture that emphasizes customer orientation, competitor orientation, and inter-functional coordination. Meanwhile, service quality refers to the ability of business actors to consistently meet or exceed customer expectations. Based on this literature review, a research hypothesis was formulated stating that market orientation has a positive effect on the service quality of MSMEs.

The third stage was the design of the research instrument. The instrument used was a structured questionnaire with a five-point Likert scale, designed to measure respondents' perceptions of the variables of market orientation and service quality. The fourth stage was data collection. Primary data was obtained by distributing questionnaires to 32 MSME respondents in Palu City, all of whom were active MSME players. Respondents were selected using purposive sampling, with the criteria being MSME players who had been running their businesses for at least one year and interacted directly with customers. In addition to questionnaires, supporting information was obtained from institutions or agencies recommended by informants, as was done in previous MSME studies (Iriyanto & Rohman, 2022).

The fifth stage is data analysis. The collected data is analyzed using descriptive and inferential statistical techniques. Linear regression analysis is used to test the causal relationship between market orientation and service quality, as this method is effective for explaining the influence of independent variables on dependent variables in quantitative research. The final stage is the interpretation of results and drawing conclusions. The results of statistical analysis are interpreted by relating them to theory and previous research findings. The conclusions of the study are expected to provide practical implications for MSME actors and theoretical contributions to the development of market orientation and service quality studies. Based on the problem statement, relevant discussions, and research, the conceptual framework of this article is obtained as shown in Figure 1 below:

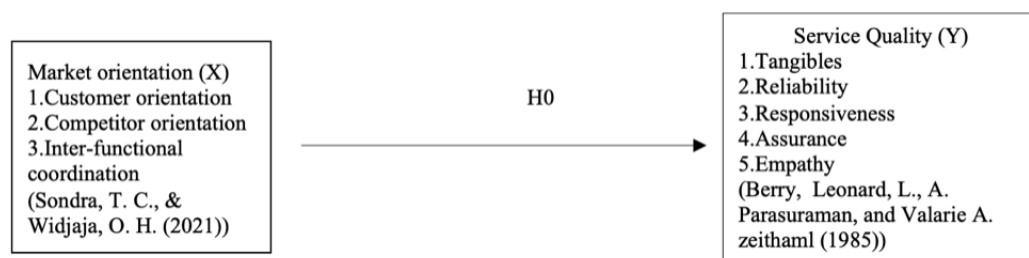


Figure 1. Conceptual framework

3. RESULTS AND DISCUSSION

3.1 Results

Market orientation is very important for a company as global competition intensifies and customer desires change, with companies realizing that they must always be close to their market (Situmorang & Simanjuntak, 2021). Market orieznation is the process of meeting customer needs and creating value, thereby increasing sales, market share, and profitability (Kurniawan & Nuringsih, 2022). Market orientation implemented by business owners creates a strong foundation that is positively correlated with business performance (Theofadilla & Handoyo, 2024).

Market orientation aims to create and satisfy customers through continuous assessment of their needs, thereby improving the marketing performance of MSMEs (Alum Kusumah, Wan Laura Hardilawati, 2022). Market orientation has a positive effect on business performance because it provides insight into consumer demand, company objectives, commitment, competitive advantage, and value creation in business (Sondra & Widjaja, 2021). Many factors influence the performance or success of MSMEs in running their businesses, including government policy factors and factors related to the individual entrepreneurs themselves (Lukiastuti, 2021). Market orientation, as demonstrated by SMEs, always seeks to identify consumer needs and desires, satisfy consumers, research competitors, and coordinate between functions within the business (Setyowati et al., 2022). By implementing market orientation, companies will develop strategies to increase consumer demand (Utomo et al., 2023). This means that business owners who adopt a market orientation will always pay attention to what consumers need (Zahara, 2022).

H0: Market orientation has a significant effect on MSME performance

The application of methods in this study was carried out to answer the research problem, namely to examine the effect of market orientation on service quality in MSMEs in Palu City. The method used was linear regression analysis, which is included in the inferential statistical approach and is commonly used in quantitative research to identify causal relationships between variables. The stages of implementing this method were carried out in a structured manner so that the results obtained were valid, reliable, and scientifically accountable. The initial stage of applying the method begins with coding and inputting the questionnaire data into statistical software (e.g., SPSS). Each statement item is given a numerical code based on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The data is then checked to ensure there are no missing values or input errors that could affect the analysis results.

Next, the validity and reliability of the instrument were tested. The validity test aimed to ensure that each indicator was able to measure the intended construct, while the reliability test was used to test the internal consistency of the instrument. The instrument was considered reliable if the Cronbach's Alpha value was greater than 0.70. The test results showed that all market orientation and service quality indicators met the validity and reliability criteria, making them suitable for use in further analysis. Before performing linear regression analysis, classical assumption tests are conducted to ensure that the regression model meets statistical requirements. The tests performed include normality tests, multicollinearity tests, and heteroscedasticity tests. The normality test aims to ensure that the data is normally distributed, while the multicollinearity test is used to ensure that there is no high correlation between independent variables. The heteroscedasticity test is performed to ensure that the residual variance is constant. The test results show that the data meets all classical assumptions, so that the regression model can be used for hypothesis testing.

After all prerequisites are met, the next step is to apply a simple linear regression algorithm. The regression model used in this study is formulated as follows:

$$Y=a+bX+c$$

Where Y is service quality, X is market orientation, *a* is the constant, *b* is the regression coefficient, and *e* is the error. Regression analysis was performed to measure the extent to which changes in market orientation can affect changes in the service quality of MSMEs. The regression analysis results show that market orientation has a positive and significant effect on service quality. This is indicated by a positive regression coefficient value, which indicates that the higher the market orientation applied by MSMEs, the higher the service quality perceived by customers. In addition, a significance value of less than 0.05 indicates that the effect is statistically significant.

The coefficient of determination (*R*²) value shows that market orientation can explain some of the variation in service quality, while the rest is influenced by other factors outside the research model. These findings confirm that market orientation is an important factor, but not the only determinant of MSME service quality. The results of applying this method confirm the market orientation theory, which states that understanding customer needs and market conditions can improve the quality of services provided by businesses. In practical terms, these findings imply that MSMEs need to strengthen customer orientation, competitor monitoring, and internal coordination to improve service quality on an ongoing basis.

Table 1. Descriptive statistics of market orientation (X)

Indicators	N	Mean	Std. Deviation
Customer needs and desires (X1)	32	4.38	.660
Communication with customers (X2)	32	4.31	.592
Competitors' strengths and weaknesses (X3)	32	3.56	.801

Indicators	N	Mean	Std. Deviation
Competitor strategy analysis (X4)	32	3.75	.984
Cross-functional information sharing (X5)	32	3.78	.706
Cross-functional response speed (X6)	32	3.91	.641
Valid (N) listwise	32		

Based on Table 1, descriptive statistics of market orientation variables show that all indicators have a mean value above 3.50, indicating that market orientation in MSMEs in Palu City is generally in the good category. The customer needs and desires indicator (X1) obtained the highest mean value of 4.38 with a standard deviation of 0.660, which shows that most respondents have relatively uniform perceptions and consider understanding customers to be the strongest aspect in the application of market orientation. This finding indicates that MSMEs have placed customers as the main focus of their business activities, especially in adjusting products and services to market needs. Furthermore, the indicator of communication with customers (X2) also showed a high mean value of 4.31, reflecting the active efforts of MSME players in maintaining relationships and interactions with consumers.

Conversely, the indicator of understanding of competitors' strengths and weaknesses (X3) has the lowest mean value of 3.56 with a standard deviation of 0.801, indicating that the aspect of competitor analysis is still relatively weak compared to other indicators. This shows that MSMEs have not optimally monitored and evaluated the position of competitors in the market. Other indicators such as competitor strategy analysis (X4), cross-functional information sharing (X5), and cross-functional response speed (X6) show fairly good mean values, but are still below indicators that are directly oriented towards customers. Overall, Table 1 confirms that the market orientation of MSMEs is stronger in the customer dimension than in the competitor dimension, making the strengthening of competitive analysis an important area for improving overall market orientation.

Service quality is an action taken by sellers to meet customer needs and desires (Maulidiah et al., 2023). Good service quality in a business will create satisfaction for its consumers. Service quality has been proven to have a significant effect on customer satisfaction (Riyanto & Satinah, 2023). Service quality can have many positive effects on the consumer decision-making process (Caniago & Rustanto, 2022). Service quality is a consumer's assessment of the service provided by the seller with the expectation that it will meet consumer desires (Muhtarom et al., 2022). Service activities cannot be separated from human life, because public services are very much needed in all aspects of life (Anshari, n.d.). Service quality has the concept of customer satisfaction, which is still abstract. However, customer satisfaction is a central concept in marketing theory and practice, and is one of the essential goals of business activities (Sadu, n.d.). The most important task of the government is to provide public services to the community. In providing services to the community, it has not been fully implemented properly. Many service providers do not fully understand the importance of good service to the community, or perhaps they know but are unwilling or unable to provide good service (Fakih, n.d.).

Building trust, owners must increase customer satisfaction by providing quality service, guaranteed product quality, and affordable prices so that consumers do not hesitate to purchase the product and return to buy again, leaving them impressed with the products offered (Kumrotin & Susanti, 2021). Service quality makes customers feel comfortable staying longer, and appropriate prices make customers loyal to making purchases (Mukti & Aprianti, 2021).

Table 2. Descriptive statistics of service quality (Y)

Indicators	N	Mean	Std. Deviation
Completeness and availability (Y1)	32	4.22	.706
Condition and cleanliness (Y2)	32	4.56	.564
Service suitability (Y3)	32	4.69	.471
Accuracy and precision (Y4)	32	4.41	.615
Speed and responsiveness (Y5)	32	4.44	.504
Availability to assist customers (Y6)	32	4.50	.568
Politeness and friendliness (Y7)	32	4.56	.669
Trust and confidence (Y8)	32	4.16	.628
Attention and care (Y9)	32	4.41	.560
Understanding of customers (Y10)	32	4.28	.729
Valid (N) listwise	32		

From Table 2, descriptive statistics of service quality variables show that all indicators have a mean value above 4.00, indicating that the service quality of MSMEs in Palu City is generally in the excellent category. The service suitability indicator (Y3) obtained the highest mean value of 4.69 with a standard deviation of 0.471, which shows that respondents consider the ability of MSMEs to tailor services to customer needs and expectations as the strongest aspect of service quality. The relatively low standard deviation value also indicates consistency in respondents' perceptions of this indicator. This finding reflects that MSMEs have been able to provide services that are relevant and in line with consumer expectations.

Other indicators such as condition and cleanliness (Y2) and politeness and friendliness (Y7) also showed high mean values, at 4.56 each, confirming the importance of physical comfort and service attitude in shaping perceptions of

service quality. Furthermore, the indicators of availability to assist customers (Y6) and speed and responsiveness (Y5) show mean values above 4.40, indicating that MSMEs are relatively responsive in serving customer needs.

Conversely, the completeness and availability indicator (Y1) had the lowest mean value of 4.22, although it was still in the high category. This shows that aspects of supporting facilities, product availability, or certain service elements were rated slightly lower than other indicators. Thus, Table 2 indicates that improving the quality of MSME services can be focused on improving the completeness and availability of services, without neglecting the advantages of service suitability, which has proven to be a major strength.

Table 3. Partial Test Results (T)

Model	Coefficients		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error			
1 (Constant)	28.707	6.148		4.669	.000
Market Orientation	.822	.258	.503	3.189	.003

a. Dependent Variable: Service Quality

Based on Table 3, the results of the partial test (t-test) in the regression model show that the market orientation variable has a significant effect on the service quality of MSMEs in Palu City. The t-value is 3.189 with a significance level of 0.003, which is smaller than the significance threshold of 0.05, indicating that market orientation partially has a significant effect on service quality. Thus, the hypothesis stating that market orientation affects service quality can be accepted statistically. The unstandardized regression coefficient (B) of 0.822, as shown in Table 3, indicates that every one-unit increase in market orientation will be followed by an increase in service quality of 0.822 points, assuming that other variables in the model remain constant. The constant value of 28.707 indicates the baseline level of service quality when market orientation is zero. Meanwhile, the standardized coefficient (Beta) value of 0.503 shows that market orientation contributes significantly to explaining variations in service quality when viewed on a standard scale.

Overall, Table 3 confirms that market orientation not only has a statistical effect, but also a substantive effect on improving the quality of MSME services. These findings indicate that the greater the ability of MSMEs to understand customer needs, monitor market dynamics, and coordinate internal activities, the higher the quality of service perceived by customers. These results reinforce the importance of market orientation as a key factor in strategies to improve the quality of MSME services.

Table 4. Coefficient of Determination Test Results

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.228	3.919

a. Predictors: (Constant), X

From the results of the coefficient of determination test in the regression model show that the R Square value of 0.253 indicates that the market orientation variable is able to explain 25.3% of the variation in the quality of MSME services in Palu City. In other words, 74.7% of the remaining variation is influenced by factors outside the research model, such as human resource competence, operational strategy, service innovation, technological support, and business environment conditions. These findings show that market orientation makes a significant contribution, although it is not the only factor determining service quality. The Adjusted R Square value of 0.228 shown in Table 4 indicates that after adjusting the sample size and variables in the model, the explanatory power of the model did not change significantly. This indicates that the regression model used is relatively stable and does not overestimate the relationship between market orientation and service quality. In addition, the R value of 0.503 indicates a positive relationship with a moderate to fairly strong level of closeness.

Overall, Table 4 confirms that the regression model has moderate explanatory power, where market orientation continues to make an important contribution to improving the quality of MSME services, although there is still room for other variables to explain greater variation. Thus, these results reinforce the findings of the partial and simultaneous tests that market orientation is a significant factor in influencing service quality, while also opening up opportunities for further research to include additional variables to improve the predictive power of the model.

3.2 Discussion

The results of the analysis show that market orientation has a significant effect on service quality, as evidenced by a t-value of $3.189 > 1.697$ and a significance of $0.003 < 0.05$. The regression coefficient $B = 0.822$ also shows that an increase in market orientation drives an increase in service quality by 0.822 points. These findings are in line with the research by Narver & Slater (1990) and Kohli & Jaworski (1993), which explains that organizations with good market orientation will better understand customer needs, respond quickly to changes, and be better able to cope with competitive pressures. Thus, customer communication, competitor analysis, and internal collaboration are important factors that strengthen the perception of service quality. In addition, the coefficient of determination value shows that market orientation only explains 25.3% of the variation in service quality, leaving 74.7% of the influence to other variables such as employee

competence, organizational culture, facilities, and leadership. The simultaneous test ($F = 10.168$; sig. 0.003) also proves that the model involving market orientation as a whole is significant in influencing service quality. This is in line with the findings of Sorey & Hirsch (2020), who state that market orientation can increase customer satisfaction through more focused and responsive services. Thus, market orientation is an important factor but not the only determinant, so improving service quality needs to be supported by strengthening other aspects within the organization.

4. CONCLUSION

This study comprehensively shows that market orientation plays an important role in improving the quality of MSME services in Palu City, both descriptively and inferentially. Descriptive analysis results reveal that understanding customer needs and desires is the most dominant aspect of market orientation, while service suitability is the highest indicator of service quality, reflecting the ability of MSMEs to tailor services to consumer expectations. Statistical testing proves that market orientation has a significant influence on service quality, both simultaneously and partially, thereby strengthening the causal relationship between the two variables. The coefficient of determination value of 25.3% confirms that market orientation can explain more than a quarter of the variation in MSME service quality, while the remaining 74.7% is influenced by other factors outside the research model, such as human resource competence, operational strategy, innovation, and external environmental support. These findings indicate that although market orientation is not the only determining factor, its implementation still contributes significantly to improving service quality. Overall, this study confirms that strengthening market orientation through customer understanding, service adjustment, and sustainable market information management is a strategic step for MSMEs to improve service quality and strengthen competitiveness amid increasingly fierce business competition.

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