E-ISSN: 3025-0994
Halaman 3447-3454
Volume 4 Nomor 3 Tahun 2026

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

Anton Nurcahyo[1], Pas Mahyu Akhirianto[2], Iwan Henri Kusnadi[3], Herman Jelatu[4], Julinta Paulina[5], Tyahya Whisnu Hendratni[6]

[1] Politeknik Negeri Samarinda, Indonesia
[2] Universitas Bina Sarana Informatika, Indonesia
[3] STISIP Bina Putera Banjar, Indonesia
[4] Institut Teknologi dan Bisnis Karya Pembangunan Papua, Indonesia
[5] Universitas Tama Jagakarsa, Indonesia
[6] Universitas Pancasila, Indonesia
e-mail: antoncekop@gmail.com

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 (Jelatu & Jewaru, 2024). 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 (Riyanti et al., 2025). 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 (Yani et al., 2025).

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 (Senoaji et al., 2024). 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 (Rafiun et al., 2022). Digital Transformation Readiness is also considered an important aspect that affects Digital Service Performance in digital-based MSMEs (Hendratni et al., 2026). 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 (Jelatu & Widyanuri, 2025; Kusnadi et al., 2026). Market Orientation is another factor thought to influence Digital Service Performance in digital-based MSMEs (Harahap et al., 2025). 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 (Damanik et al., 2025). 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 (Tawil et al., 2025). Market-oriented firms regularly collect information on customer needs, analyze customer behavior and use that knowledge to enhance the quality of digital services (Estede et al., 2025; Anggraini & Khairunnisa, 2025).

Beyond individual capabilities, the synergy between Organizational Learning and Digital Service Performance highlights how knowledge acquisition acts as a catalyst for service innovation. In micro, small, and medium enterprises, learning processes are often informal yet deeply embedded in daily operational routines. When MSMEs actively cultivate a learning environment, employees become more adept at interpreting digital analytics, identifying operational bottlenecks, and executing swift service adjustments. This dynamic capability ensures that digital service delivery is not merely automated, but continuously

refined to match evolving customer expectations, thereby direct-enhancing overall digital service performance.

Similarly, the role of Digital Transformation Readiness serves as a critical bridge between strategic intent and operational execution in the digital landscape. MSMEs that exhibit high levels of readiness are better equipped to absorb modern digital tools, manage organizational resistance to change, and optimize cloud-based or mobile-service platforms. Without adequate readiness—such as digital literacy among staff, robust cyber-security practices, and adaptive leadership—investments in digital infrastructure risk yielding sub-optimal service outputs. Consequently, higher readiness ensures that digital service touchpoints remain seamless, secure, and highly functional for consumers.

Market Orientation further solidifies this framework by aligning digital service offerings with external market realities. A strong market orientation encourages MSMEs to look outward, continuously tracking competitor strategies and gathering real-time customer feedback through social media, online reviews, and user analytics. By translating market intelligence into actionable service features, MSMEs can deliver customized and responsive digital solutions. Thus, market-driven MSMEs avoid the common trap of implementing technology for technology's sake, ensuring instead that every digital interface creates genuine customer value.

Despite the growing body of literature emphasizing the importance of digital management in business, empirical studies focusing specifically on how these three constructs interact within the resource-constrained context of MSMEs remain relatively sparse. Most prior research on digital service performance has concentrated on large enterprises, multinational corporations, or well-funded technology startups that possess abundant financial and human resources. MSMEs operate under unique structural limitations, such as restricted capital, lean teams, and informal management styles, making the direct application of findings from large-scale enterprise studies problematic.

Furthermore, existing empirical findings regarding the individual impacts of learning, readiness, and market focus on service outcomes display notable inconsistencies across different regional contexts. While some scholars argue that technological infrastructure is the primary driver of digital service quality, others maintain that human-centric capabilities like market responsiveness and organizational adaptability play a far more decisive role. This lingering conceptual debate highlights a clear knowledge gap regarding which organizational capabilities yield the most significant return on performance for small-scale digital businesses.

To address this gap, an integrative approach is necessary—one that simultaneously examines the internal learning capacity, structural readiness, and external market orientation of digital MSMEs. Studying these factors in isolation provides only a partial picture of what drives digital service performance. By evaluating them within a single comprehensive model, researchers and practitioners can better understand the holistic ecosystem required to sustain high-quality digital service delivery under volatile market conditions.

The context of digital-based MSMEs in emerging markets provides a particularly compelling setting for this investigation. In developing economies, digitalization has accelerated rapidly out of necessity, forcing small business owners to adopt digital payments,

e-commerce channels, and social media storefronts at an unprecedented pace. However, many of these businesses adopted digital tools reactively without developing the underlying organizational capabilities necessary to sustain long-term service excellence, leading to high rates of customer churn and operational failure.

Consequently, understanding the specific mechanisms that elevate Digital Service Performance has profound practical implications for MSME owners, policymakers, and industry stakeholders. For business managers, identifying the key organizational levers allows for more targeted resource allocation, ensuring that investments in training, software, or market research yield measurable improvements in customer satisfaction. For policymakers, insights from this research can guide the design of more effective digital enablement programs, shifting the focus from basic technology access to building comprehensive organizational readiness and learning capacities.

From a theoretical perspective, this study contributes to the Resource-Based View (RBV) and Dynamic Capabilities Theory by framing Organizational Learning, Digital Transformation Readiness, and Market Orientation as valuable, rare, and inimitable internal resources that enable superior performance. By extending these theories into the domain of digital MSMEs, the current study enriches our understanding of how intangible, dynamic capabilities translate into tangible digital service outcomes in fast-moving commercial environments.

In light of these considerations, the overarching objective of this research is systematically structured to test the individual and collective effects of Organizational Learning, Digital Transformation Readiness, and Market Orientation on Digital Service Performance. By addressing the identified empirical and contextual gaps, this study provides both a theoretical framework and actionable guidelines to empower digital-based MSMEs in building resilient, high-performing, and customer-centric digital service models.

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

Anggraini, F. D., & Khairunnisa, K. (2025). Transformasi Ekonomi Digital Dan Kinerja UMKM: Analisis Pengaruh Digitalisasi Akuntansi Terpadu: Digital Economic Transformation And MSME Performance: An Analysis Of The Impact Of Integrated Accounting Digitalization. *Al Dzahab*, *6*(2), 95-110.

Damanik, F. H. S., Sirait, H., Minarsi, A., Abae, I., Hendratni, T. W., & Purba, J. H. V. (2025). *Transformasi Ekonomi: Inovasi Dan Pertumbuhan Ekonomi Global Di Abad Ke-21*. Star Digital Publishing.

Estede, S., Irianto, O., Murtini, M., Minarsi, A., Piarna, R., Hendratni, T. W., ... & Juansa, A. (2025). *Kewirausahaan: Konsep, Strategi, Dan Inovasi Era Digital*. PT. Star Digital Publishing, Yogyakarta-Indonesia.

Harahap, M. A. K., Apramilda, R., Wahyuningratna, R. N., Husaini, H., Ariyanti, R., & Hendratni, T. W. (2025). Peran Kompetensi Sdm, Adopsi Teknologi Dan Kolaborasi Dalam Organisasi: Upaya Penguatan UMKM Indonesia: Penelitian. *Jurnal Pengabdian Masyarakat Dan Riset Pendidikan*, *3*(4), 5288-5293.

Hendratni, T. W., Lumingkewas, C. S., Uhai, S., Rofi'i, A., Kusnadi, I. H., & Ariawan, J. (2026). The Influence Of Digital Literacy, Interactive Learning Content And Technology Accessibility On Student Digital Engagement In Higher Education. *Jurnal Pengabdian Masyarakat Dan Riset Pendidikan*, *4*(4), 25664-25668.

Jelatu, H., & Jewaru, M. (2024). *OPTIMALISASI KINERJA ORGANISASI Sinergi Fasilitas Kerja, Kualitas Sumber Daya Manusia, Dan Kepuasan Kerjaa*. Amerta Media.

Jelatu, H., & Widyanuri, N. (2025). Pengaruh Kualitas Produk Dan Pelayanan Terhadap Keputusan Pembelian Konsumen (Studi Kasus UMKM Di Sentani). *Jurnal Ekonomi, Pendidikan Dan Perencanaan Pembangunan Daerah*, *3*(1), 7-12.

Kusnadi, I. H., Kushariyadi, K., Hendratni, T. W., Mamusung, R. T., Afrizal, A., & Sari, T. N. (2026). The Influence Of Corporate Social Responsibility, Market Orientation, And Green HRM On Sustainable Business Performance Of E-Commerce Companies. *Indonesian Journal Of Innovation Multidisipliner Research*, *4*(2), 4008-4014.

Rafiun, J. S., Madjid, R., Nur, M., & Tambunan, R. (2022). The Effects Of Performance Allowance And Organizational Support On Work Motivation And Employee Performance At Industry And Trade Office Southeast Sulawesi Province. *International Journal Of Applied Science And Research. Https://Doi. Org/10.56293/Ijasr*.

Riyanti, A., Ismunandar, A., Pramono, S. A., Hendratni, T. W., Syafrullah, H., & Arsyad, M. (2025). Analysis Of The Effect Of Perceived Usefulness, Trust And Digital Capability On Technology Adoption In The Learning Process: Penelitian. *Jurnal Pengabdian Masyarakat Dan Riset Pendidikan*, *4*(1), 6727-6732.

Senoaji, F., Nuraeni, L., Suwarna, A. I., Safrida, S., & Sriyono, S. (2024). The Application Of Human Organization Technology Model To Evaluate ERP Information Systems In General Contractor, Supplier And Trade National Companies. *MALCOM: Indonesian Journal Of Machine Learning And Computer Science*, *4*(1), 45-50.

Tawil, M. R., Hendratni, T. W., Hamdany, M. A., Salim, B. S., Akhirianto, P. M., & Dorothy, N. A. (2025). The Influence Of Change Management, IT Infrastructure Capability, And Knowledge Management On Digital Transformation Success In Healthcare Units. *Journal Of Information System, Technology And Engineering*, *3*(4), 570-574.

Yani, I., Hendratni, T. W., Nudu, J. H., Putrianti, F. G., & Aswadi, D. (2025). The Influence Of Learning Management System Usability, Leadership Effectiveness And Information Transparency On Service Quality In Education: Penelitian. *Jurnal Pengabdian Masyarakat Dan Riset Pendidikan*, *4*(2), 12992-12996.

E-ISSN: 3025-0994
Halaman 3447-3454
Volume 4 Nomor 3 Tahun 2026