JOURNAL OF MARITIME RESEARCH

Vol XXII. No. III (2025) pp 175–183

**ISSN: 1697-4840,** **www.jmr.unican.es**

# Market Orientation and Organizational Transformation as Supporting Factors for Service Maturity and Performance Moderated by Terminal Type

Guna Mulyana[1,*], Hamidah Nayati Utami[2], Kadarisman Hidayat[2], Kholid Mawardi[2]

*ARTICLE INFO*

***Article history:***
Received 01 Jan 2025;
in revised from 24 Jan 2025;
accepted 05 Apr 2025.

***Keywords:***
Terminal Type, Market Orientation, Organizational Transformation, Service Maturity, Service Performance.

*ABSTRACT*

**Objective:** This study aims to examine, analyze, and explain how terminal types moderate the influence of market orientation and organizational transformation on service maturity and performance.
**Methodology:** This research adopts a quantitative approach with a population of 167 shipping companies. Data were collected through a survey using questionnaires and analyzed using descriptive statistics and Structural Equation Modeling (SEM).
**Findings:** The study reveals that the terminal type variable does not moderate the influence of market orientation on service maturity. However, market orientation has a direct positive effect on service maturity, indicating that this relationship is not dependent on the terminal type. Conversely, terminal type moderates the influence of organizational transformation on service maturity, with organizational transformation also having a direct positive effect on service maturity. These findings suggest that terminal type can impact the effectiveness of organizational transformation in enhancing service maturity, aligning with the specific needs of each terminal type.
**Novelty:** The novelty of this research lies in uncovering the role of terminal types in moderating the influence of organizational transformation and market orientation on service maturity and performance.

© *SEECMAR | All rights reserved*

## 1. Introduction.

Ports play a crucial role in supporting global economic activities, particularly in an archipelagic country like Indonesia. As the primary link in the logistics supply chain, ports must deliver reliable services to enhance efficiency and customer satisfaction (Cravens & Piercy, 2013). In Indonesia, Tanjung Priok Port serves as the main port and a barometer of the national economy, handling over 50% of the country's export-import cargo flow (IPC TPK, 2020). However, operational complexities and competition from private ports, such as Marunda Port and Patimban Port, demand improvements in service performance.

Organizational transformation has become a key strategy for Pelindo in enhancing operational efficiency and service quality. Since the merger of four state-owned port companies into PT Pelabuhan Indonesia (Persero) or Pelindo in 2021, the company has emerged as the world's eighth-largest container terminal operator with a capacity of 17.1 million TEUs (Drewry Maritime Research, 2021). This transformation not only involves structural changes but also requires Pelindo to increase market orientation in response to the increasingly complex needs of its customers (Wheelen & Hunger, 2012).

The distinction between container and non-container terminals adds to the dynamics of service delivery at Pelindo. Container terminals tend to focus on negotiations with shipping companies, while non-container terminals are more oriented towards cargo owners. This differentiation influences market orientation and organizational transformation strategies, ultimately impacting service maturity and performance (Parasuraman et al., 1985).

Previous research has shown that market orientation significantly influences organizational performance, particularly in

[1]Faculty of Administration, Brawijaya University, Indonesia.
[2]Lecture on Faculty of Administration, Brawijaya University, Indonesia.
[*]Corresponding author: Guna Mulyana. E-mail Address: gunamulyana@student.ub.ac.id.

enhancing customer satisfaction through quality service (Kotler & Armstrong, 2012). Additionally, organizational transformation can boost competitiveness through adjustments in structure, processes, and workplace culture (Fifaldyovan & Sumardi, 2022). However, the role of terminal type as a moderating variable in the relationship between market orientation, organizational transformation, and service performance remains underexplored.

This study aims to examine the impact of market orientation and organizational transformation on service maturity and performance, considering terminal type as a moderating variable. The findings are expected to contribute both theoretically and practically to understanding port management dynamics, particularly at Tanjung Priok Port, and provide strategic recommendations to enhance Pelindo's competitiveness as a world-class port

## 2. Literature Review.

### *2.1. Strategic Management Theory.*

Strategic management has evolved since ancient Greece, with contributions from various scholars such as Frederick W. Taylor, Alfred D. Chandler, Michael Porter, and Peter Drucker. Taylor emphasized efficiency through scientific approaches in The Principles of Scientific Management (1911), Chandler underscored the importance of aligning organizational structure with the environment in Strategy and Structure (1969), and Porter introduced three competitive strategies: cost leadership, differentiation, and focus, for gaining competitive advantage (Porter, 1980). Drucker, in Management by Objectives (MBO) (1954), highlighted the importance of collaboration in setting organizational goals (Drucker, 1954). Barney (1991) developed the Resource-Based View (RBV), emphasizing competitive advantage through valuable, unique, and inimitable internal resources. Strategic management consists of strategy formulation, strategy implementation, and strategy evaluation, involving environmental scanning, strategic plan execution, and performance measurement adjustments (Wheelen & Hunger, 2012; Glueck & Jauch, 1999). The evolution of theories like RBV and innovations in business models reflect the complexity and relevance of strategic management in navigating the dynamics of the modern business environment (Chesbrough & Rosenbloom, 2002).

### *2.2. Strategic Marketing Theory.*

Marketing strategy is a critical tool for companies to achieve sales targets and deliver value to customers. According to Kotler & Armstrong (2012), marketing strategy involves understanding customer needs, designing market offerings, creating value, managing distribution, and evaluating marketing performance. This strategy integrates elements of the marketing mix, such as product, promotion, price, and distribution (Kurtz & Boone, 2008). Based on Porter's Market-Based View (MBV), competitive strategy focuses on analyzing market conditions, product differentiation, and leveraging economies of scale to create superior value (McGee et al., 2010). Suryana (2007) emphasizes additional elements such as market segmentation, consumer research, branding, new product development, and pricing, which support marketing success and create sustainable competitive advantage.

### *2.3. Service Quality Theory.*

Service quality reflects the difference between customer expectations and the reality received in services (Parasuraman et al., 1985) and is a strategic element for achieving sustainable competitive advantage. Service, being an intangible act, is influenced by customer perceptions, products or services, and processes (Kotler & Keller, 2016). Tjiptono & Chandra (2011) emphasize six key principles—leadership, education, planning, review, communication, and recognition—to support continuous quality improvement. Additionally, Kotler & Keller (2016) identify five main gaps that can hinder service success, such as the gap between customer expectations and management perception. The key indicators of service quality include dimensions such as tangibles, reliability, responsiveness, assurance, and empathy, used to measure customer satisfaction (Parasuraman et al., 1985).

### *2.4. Market Orientation Theory.*

Market orientation is an organizational culture that promotes behaviors aimed at creating superior value for customers and superior performance for the company (Narver & Slater, 1990). This concept involves customer and competitor orientation, focusing on understanding customer needs, developing long-term relationships, and recognizing competitors' movements to deliver the best value (Kotler, 2007; Alrubaiee & Al-Nazer, 2010). Market orientation also encompasses efficient resource management, organizational function integration, and product innovation to meet consumer needs (Abrori, 2002). To achieve sustainable competitive advantage, companies must foster a culture that prioritizes customer satisfaction as the center of strategy (Aaker, 2007). This market-based marketing strategy is implemented through coordinated, integrated marketing activities focused on fulfilling customer desires and enhancing the value offered (Craven, 1996; Kara et al., 2005; Stanton, 2007).

### *2.5. Organizational Tranformation Theory.*

Organizational transformation refers to the efforts of an organization to adapt to changes in its environment by improving components such as structure, strategy, systems, and human behavior. Robbins (1998) states that organizational change is carried out to enhance the organization's ability to adjust to environmental changes. Sobirin et al. (2005) explain that change can occur due to external factors such as technological advancements, as well as internal factors including structural and cultural changes, which encompass strategy, structure, systems, and human resource policies. Winardi (2005) and Maria (1998) emphasize that organizational change must be managed comprehensively, involving both structural and cultural aspects to achieve optimal outcomes. Vera and Crossan (2004) further add that strategic organizational transformation is necessary to drive innovation in business operations, which plays a crucial role in achieving organizational effectiveness.

### 2.6. Service Maturity.

Service maturity refers to the level of development and consistent management in delivering superior quality services. According to Paul et al. (1995), service maturity enhances consistency and reduces the gap between expected and actual outcomes, thereby boosting performance. Rohrbeck (2011) highlights that the use of information plays a crucial role in improving service maturity. Kotler & Keller (2016) emphasize that services are intangible and continuously evolve to meet changing customer needs. Kerzner (2002) developed a project management maturity model encompassing five levels, focusing on processes, methodologies, benchmarking, and continuous improvement. Macchi & Fumagalli (2013) further state that service maturity involves two phases: critical analysis to identify strengths and weaknesses, and benchmark-driven improvement to refine existing practices.

### 2.7. Terminal Type.

Terminal are defined as areas of land and/or water with defined boundaries for government activities, business operations, and facilities for docking ships, embarking and disembarking passengers, and cargo handling (Ministry of Transportation Regulation No. 57 of 2020). Within ports, there are terminals that serve as facilities for accommodating transportation activities such as cargo handling, container handling, or passenger services (Triatmodjo, 1996; Stopford, 1997). Container terminals handle the collection of containers from hinterland for transport to destinations or other terminals, involving various activities such as FCL, LCL, transshipment, and lift on-lift off. Meanwhile, non-container terminals handle bulk liquids, dry bulk, and general cargo managed by PT Pelindo Multi Terminal, including multipurpose services that encompass stevedoring, cargodoring, and the provision of yard or warehouse storage facilities (Putra et al., 2019).

### 2.8. Service Performance Theory.

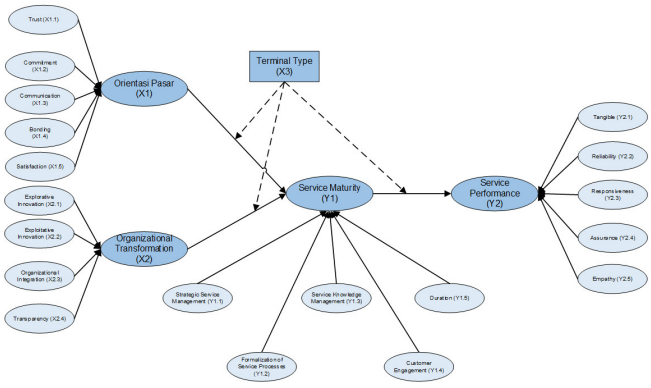
Performance refers to the results of activities conducted by organizational members, measured against specific standards or criteria (Gibson, 1988; Shore et al., 1990). Robbins (1998) defines performance as a function of interaction between ability and motivation, encompassing task achievement compared to established targets. Performance evaluation is essential for the development of economic activities and involves the assessment of efficiency and effectiveness in achieving organizational goals (Marlow & Casaca, 2003; Moeheriono, 2012). Performance indicators may include costs, customer service, asset management, and quality, playing a crucial role in enhancing overall organizational performance (UNCTAD in Bichou & Gray, 2004; Lasse et al., 2009).

## 3. Research Methods.

This study employs a quantitative approach using a survey method to explore the relationships between the variables being examined. The population consists of 167 shipping companies that have utilized Tanjung Priok Port facilities for at least 3 years. The sample was drawn using saturated sampling, resulting in a sample size equal to the population, which is 167 shipping companies. Primary data were collected through questionnaires distributed to company leaders to measure the variables of interest.

Data analysis is conducted using descriptive analysis and Structural Equation Modeling (SEM). This analysis is used to test the relationships between exogenous variables such as market orientation and organizational transformation, and endogenous variables such as service performance, taking into account the moderation effect of terminal type. The analysis results will provide insights into the impact of these variables on service performance at Tanjung Priok Port.

Figure 1: Research Model.




Source: Authors.

## 4. Results and Discussion.

### 4.1. First Order Measurement Model.

#### 4.1.1. Container Group.

The loading indicators in the first order measurement model of the Market Orientation variable are shown in the following table.

Table 1: First Order Measurement Model of Market Orientation Variables in Container Group.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| *Trust*/Trust (X1.1) | 0.758 | <0.001 |
| Commitment (X1.2) | 0.695 | <0.001 |
| Communication (X1.3) | 0.783 | <0.001 |
| *Bonding* (X1.4) | 0.522 | <0.001 |
| *Satisfaction*/ Satisfaction (X1.5) | 0.612 | <0.001 |

Source: Authors.

The table above presents the indicator loadings for the Market Orientation variable, which can be seen that all indicators

have a p-value of less than 0.05 so that all indicators can reflect the development of market orientation variables in the container group. The most dominant indicator with the highest outer loading value in reflecting the market orientation variable in the Container group is the communication indicator with an outer loading value of 0.783. This indicates that the container shipping process really needs real-time information, especially regarding ship arrival schedules, slot availability, goods status, and potential obstacles in the loading and unloading process.

The loading indicators in the first order measurement model of the Organizational Transformation variable are shown in the following table.

Table 2: First Order Measurement Model of Organizational Transformation Variables in Container Group.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| Exploratory Innovation (X2.1) | 0.544 | <0.001 |
| Exploitative Innovation (X2.2) | 0.825 | <0.001 |
| Organizational Unifier (X2.3) | 0.763 | <0.001 |
| Transparency (X2.4) | 0.856 | <0.001 |

Source: Authors.

The table above presents the indicator loadings for the Organizational Transformation variable, which can be seen that all indicators have a p-value smaller than 0.05 so that all indicators can reflect the development variable of organizational transformation at the container terminal. The most dominant indicator in reflecting the organizational transformation variable in the container group is the transparency indicator with an outer loading value of 0.856. This indicates that in the container terminal, efficient and fast operations are crucial.

The loading indicators in the first order measurement model of the Service Maturity variable are shown in the following table.

Table 3: First Order Measurement Model of Service Maturity Variables in Container Group.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| Service Strategy Management (Y1.1) | 0.961 | <0.001 |
| Formalization of Service Process (Y1.2) | 0.902 | <0.001 |
| Service Knowledge Management (Y1.3) | 0.936 | <0.001 |
| Customer Engagement (Y1.4) | 0.955 | <0.001 |
| Duration (Y1.5) | 0.781 | <0.001 |

Source: Authors.

The table above presents the indicator loadings for the Service Maturity variable, which can be seen that all indicators have a p-value smaller than 0.05 so that all indicators can reflect the service maturity variable at the container terminal. The most dominant indicator in reflecting the service maturity variable for the container terminal is the Service Strategy Management indicator with an outer loading value of 0.961. This indicates that the container terminal operates with high traffic volume and intensity, so it requires very efficient and responsive management.

Loading indicators in the first order measurement model of the Service Performance variable are shown in the following table.

Table 4: First Order Measurement Model of Service Performance Variables in Container Group.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| Tangible/Direct Evidence (Y2.1) | 0.914 | <0.001 |
| Reliability/ Reliability (Y2.2) | 0.887 | <0.001 |
| Responsiveness (Y2.3) | 0.914 | <0.001 |
| Assurance/ Guarantee (Y2.4) | 0.856 | <0.001 |
| Empathy/Care (Y2.5) | 0.938 | <0.001 |

Source: Authors.

The table above presents the indicator loadings for the Service Performance variable, which can be seen that all indicators have a p-value of less than 0.05, so that all indicators can reflect the service performance variable at the container terminal. The service performance variable has five indicators and the most dominant indicator can be seen to reflect the variable based on the highest outer loading value. The most dominant indicator in reflecting the service performance variable at the container terminal is the Empathy/Care indicator with an outer loading value of 0.938. This indicates that service users at the container terminal have high expectations regarding the standard of facilities provided that meet international standards, because this reflects professionalism and service quality.

*4.1.2. Non-container Group.*

The loading indicators in the first order measurement model of the Market Orientation variable are shown in the following table.

Table 5 presents the indicator loadings for the Market Orientation variable, which can be seen that all indicators have a p-value of less than 0.05 so that all indicators can reflect the development of market orientation variables in the non-container group. The most dominant indicator with the highest outer loading value in reflecting the market orientation variable is the commitment indicator with an outer loading value of 0.817. This indicates that the non-container sector tends to have more complex operational challenges, especially related to special equipment, loading and unloading facilities, and infrastructure that is adjusted to the type of cargo.

The loading indicators in the first order measurement model

Table 5: First Order Measurement Model of Market Orientation Variable in Non-Container Group.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| *Trust*/Trust (X1.1) | 0.701 | <0.001 |
| Commitment (X1.2) | 0.817 | <0.001 |
| Communication (X1.3) | 0.628 | <0.001 |
| *Bonding* (X1.4) | 0.741 | <0.001 |
| *Satisfaction*/ Satisfaction (X1.5) | 0.770 | <0.001 |

Source: Authors.

of the Organizational Transformation variable are shown in table 6.

Table 6: First Order Measurement Model of Organizational Transformation Variables in Non-Container Groups.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| Exploratory Innovation (X2.1) | 0.771 | <0.001 |
| Exploitative Innovation (X2.2) | 0.854 | <0.001 |
| Organizational Unifier (X2.3) | 0.871 | <0.001 |
| Transparency (X2.4) | 0.840 | <0.001 |

Source: Authors.

The table above presents the indicator loadings for the Organizational Transformation variable, which can be seen that all indicators have a p-value smaller than 0.05 so that all indicators can reflect the development variable of organizational transformation in non-container terminals. The most dominant indicator in reflecting the organizational transformation variable in the non-container group is the organizational unification indicator with an outer loading value of 0.871. This indicates that the non-container group at Tanjung Priok Port due to the nature of non-container services that tend to involve a variety of more complex operations and processes and require strong integration between various work units.

The loading indicators in the first order measurement model of the Service Maturity variable are shown in table 7.

The table above presents the indicator loadings for the Service Maturity variable, which can be seen that all indicators have a p-value smaller than 0.05 so that all indicators can reflect the service maturity variable at non-container terminals. The most dominant indicator in reflecting the service maturity variable for non-container terminals is the customer skills indicator with an outer loading value of 0.836. Furthermore, there are indicators that have the same outer loading value, namely the Service Process Formalization and Service Knowledge Management indicators with a value of 0.770. This indicates that these two indicators have a balanced contribution in influencing service maturity.

Table 7: First Order Measurement Model of Service Maturity Variables in Non-Container Groups.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| Service Strategy Management (Y1.1) | 0.679 | <0.001 |
| Formalization of Service Process (Y1.2) | 0.770 | <0.001 |
| Service Knowledge Management (Y1.3) | 0.770 | <0.001 |
| Customer Engagement (Y1.4) | 0.836 | <0.001 |
| Duration (Y1.5) | 0.579 | <0.001 |

Source: Authors.

Loading indicators in the first order measurement model of the Service Performance variable are shown in the following table.

Table 8: First Order Measurement Model of Service Performance Variables in Non-Container Groups.

| Indicator | *Loading* | *P-value* |
|---|---|---|
| Tangible/Direct Evidence (Y2.1) | 0.908 | <0.001 |
| Reliability/ Reliability (Y2.2) | 0.892 | <0.001 |
| Responsiveness (Y2.3) | 0.902 | <0.001 |
| Assurance/ Guarantee (Y2.4) | 0.839 | <0.001 |
| Empathy/Care (Y2.5) | 0.858 | <0.001 |

Source: Authors.

The table above presents the indicator loadings for the Service Performance variable, which can be seen that all indicators have a p-value of less than 0.05, so that all indicators can reflect the service performance variable at the non-container terminal. The service performance variable has five indicators and the most dominant indicator can be seen to reflect the variable based on the highest outer loading value. The most dominant indicator in reflecting the service performance variable at the non-container terminal is the Tangible/Direct Evidence indicator with an outer loading value of 0.912. This indicates that service users at the container terminal have high expectations regarding the standard of facilities provided that meet international standards, because this reflects professionalism and service quality.

### *4.2. Results of Direct Effect Hypothesis Testing.*

#### *4.2.1. Non-Group or All Observations.*

The results of testing the direct influence hypothesis for non-groups can be presented more clearly in the following table.

Table 9: Non-Group Direct Effect Hypothesis Test.

| Influence Between Variables | | Path Coefficient | Information |
|---|---|---|---|
| Exogenous Variables | Endogenous Variables | | |
| Market Orientation (X1) | Service Maturity (Y1) | 0.611*** (<0.001) | Significant |
| Organizational Transformation (X2) | Service Maturity (Y1) | 0.601*** (<0.001) | Significant |
| Service Maturity (Y1) | Service Performance (Y2) | 0.738*** (<0.001) | Significant |

Source: Authors.

The table above presents the results of the inner model hypothesis testing in the SEM-WarpPLS analysis which can be interpreted as follows:

1. Market Orientation affects Service Maturity with a path coefficient of 0.611 and a p-value <0.001. This indicates that there is a significant influence between Market Orientation and Service Maturity. A positive path coefficient indicates that the better the Market Orientation, the higher the Service Maturity.
2. Organizational Transformation has a positive influence on Service Maturity with a path coefficient of 0.601 and a p-value <0.001. Successful organizational transformation enables companies to strengthen their service systems and improve their capabilities. This means that innovation and change in the organization play a major role in improving service maturity.
3. Service Maturity has a very significant positive effect on Service Performance with a coefficient of 0.735 and a p-value <0.001. This shows that the more mature the service process implemented, the overall service performance will increase.

*4.2.2. Container Group.*

The results of testing the hypothesis of the direct influence of container groups can be presented more clearly in the table 10.

The table 10 presents the results of the inner model hypothesis testing in the SEM-WarpPLS analysis which can be interpreted as follows:

1. Market Orientation has a positive effect on Service Maturity with a path coefficient of 0.455 and a p-value <0.001. This shows that the better the Container understands and responds to market needs, the more mature the services provided.
2. Organizational Transformation also has a positive effect on Service Maturity with a path coefficient of 0.536 and a p-value of 0.001. Successful organizational transformation enables companies to strengthen their service systems and improve their capabilities. This means that innovation and change in the organization play a major role in improving service maturity.

Table 10: Hypothesis Test of Direct Influence of Container Group.

| Influence Between Variables | | Path Coefficient | Information |
|---|---|---|---|
| Exogenous Variables | Endogenous Variables | | |
| Market Orientation (X1) | Service Maturity (Y1) | 0.455*** (<0.001) | Significant |
| Organizational Transformation (X2) | Service Maturity (Y1) | 0.536*** (<0.001) | Significant |
| Service Maturity (Y1) | Service Performance (Y2) | 0.833*** (<0.001) | Significant |

Source: Authors.

3. Service Maturity has a very significant positive effect on Service Performance with a coefficient of 0.833 and a p-value <0.001. This shows that the more mature the service process implemented, the overall service performance will increase.

*4.2.3. Non-container Group.*

The results of the direct influence hypothesis testing of the non-container group can be presented more clearly in the following table.

Table 11: Hypothesis Test of Direct Influence of Non-Container Group.

| Influence Between Variables | | Path Coefficient | Information |
|---|---|---|---|
| Exogenous Variables | Endogenous Variables | | |
| Market Orientation (X1) | Service Maturity (Y1) | 0.586*** (<0.001) | Significant |
| Organizational Transformation (X2) | Service Maturity (Y1) | 0.341*** (<0.001) | Significant |
| Service Maturity (Y1) | Service Performance (Y2) | 0.704*** (<0.001) | Significant |

Source: Authors.

The table above presents the results of the inner model hypothesis testing in the SEM-WarpPLS analysis which can be interpreted as follows:

1. Market Orientation has a positive effect on Service Maturity with a path coefficient of 0.586 and a p-value <0.001. This shows that the better Non-container understands and responds to market needs, the more mature the services provided.

2. Organizational Transformation also has a positive influence on Service Maturity with a path coefficient of 0.341 and a p-value <0.001. Successful organizational transformation enables companies to strengthen their service systems and improve their capabilities.
3. Service Maturity has a very significant positive effect on Service Performance with a coefficient of 0.704 and a p-value <0.001. This shows that the more mature the service process implemented, the overall service performance will increase.

### *4.3. Results of Hypothesis Testing of Moderation Effect.*

The results of testing the moderation effect hypothesis can be presented more clearly in the following table.

Table 12: Hypothesis Test of Moderation Effect.

| **Influence Between Variables** | | **The Effect of Multigroup Moderation** | | |
|---|---|---|---|---|
| **Exogenous Variables** | **Endogenous Variables** | **Coefficient Difference** | ***p-value*** | **Information** |
| Orientation Market (X1) | Service Maturity (Y1) | 0.131$^{ns}$ | 0.107 | Not Moderation |
| Organizational Transformation (X2) | Service Maturity (Y1) | 0.195*** | 0.021 | Moderation |
| Service Maturity (Y1) | Service Performance (Y2) | 0.129* | 0.080 | Moderation |

Source: Authors.

The results of the hypothesis testing in table 12 can be interpreted as follows:

1. The Influence of Market Orientation on Service Maturity is Moderated by Terminal Type
   Based on the test results on this relationship, the difference value of the two groups was obtained at 0.131 and the p-value was 0.107 (not significant). This indicates that the Terminal Type variable (X3) cannot moderate the relationship between Market Orientation (X1) and Service Maturity (Y1).
2. The Influence of Organizational Transformation on Service Maturity is Moderated by Terminal Type
   Based on the test results on this relationship, the difference value of the two groups is 0.195 and the p-value is 0.021 (significant) where the path coefficient in the Non-container Group and the Container Group is positive. This indicates that the Terminal Type variable (X3) moderates the relationship between Organizational Transformation (X2) and Service Maturity (Y1) with a stronger effect on the type of Container terminal.
3. The Influence of Service Maturity on Service Performance is Moderated by Terminal Type
   Based on the test results on this relationship, the difference value of the two groups was obtained at 0.129 and the p-value was 0.080 (significant). This indicates that the Terminal Type variable (X3) moderates the relationship between Service Maturity (Y1) and Service Performance (Y2) with a stronger effect on the type of Container terminal.

### *4.4. Discussion.*

This study found that Market Orientation (X1) has a significant and positive effect on Service Maturity (Y1). This shows that the better the Market Orientation, the better the Service Maturity. The results of this study support the Marketing Strategy Theory (Kotler & Armstrong, 2012), Strategic Management Theory (Wheelen & Hunger, 2012), Resource-based view (RBV) Concept (Barney, 1991), and Quality Theory (Parasuraman et al., 1985). Market Orientation is a philosophy in marketing strategy that assumes that product sales do not depend on sales strategies but rather on consumer decisions in purchasing products. Therefore, it requires proper attention to customer orientation and competitor orientation in order to provide consumer needs and desires by providing the best value (Lamb et al., 2001).

This study found that Organizational Transformation (X2) has a significant positive effect on Service Maturity (Y1). This shows that the higher the Organizational Transformation, the higher the Organizational Maturity. The results of this study support the concept of Organizational Transformation proposed by Vera & Crossan (2004) which discusses how Organizational Transformation uses indicators in the form of exploratory innovation, exploitative innovation, organizational unification, and transparency in port services to innovate in business operational activities. In this case, a company not only improves operational performance, but also creates a more responsive, adaptive, and trusted business environment. Organizational transformation allows it to continue to grow and compete in an increasingly better global market.

This study provides results that Service Maturity (Y1) has a significant positive effect on Service Performance (Y2). This shows that the stronger the Service Maturity in the company, the Service Performance will increase. The Service Maturity variable is reflected by Service Strategy Management, Service Process Formalization, Service Knowledge Management, Customer Involvement, and Duration significantly. The better the service maturity indicates that the service performance has been achieved well. This is in line with the research of Parasuraman et al. (1985), that a mature company has five dimensions that assess service quality, namely tangibles, reliability, responsiveness, assurance, and empathy.

Based on the results of this study, it was found that Terminal Type (X3) is not a moderation of the influence of Market Orientation (X1) on Service Maturity (Y1). This shows that if Market Orientation is getting better which is accompanied by Terminal Type, it has not been able to increase Service Maturity.

The concept of moderation of Terminal Type as a moderating variable in the relationship between Service Orientation and Service Maturity in this study has not been found in previous studies. However, this concept shows that Terminal Type is not a moderation between Service Orientation and Service Maturity. This indicates that the diversity of terminal types at the

port does not affect or change the relationship between service orientation and service maturity. In other words, how well a port is service-oriented does not depend on the type of terminal operated. The types of container and non-container terminals do not differ because the facilities at Tanjung Priok Port are complete so that the orientation of the container and non-container markets is not much different.

Based on the results of this study, it was found that Terminal Type (X3) is a moderating variable in the relationship between Organizational Transformation (X2) and Service Maturity (Y1). The concept of Terminal Type moderation as a moderating variable in the relationship between Organizational Transformation and Service Maturity in this study has not been found in previous studies. This concept highlights the importance of considering the specific characteristics of each type of terminal in the transformation strategy. This ensures that the changes implemented are truly in accordance with operational needs and are able to improve the quality of services provided in a mature manner according to the needs of each type of terminal.

Based on the results of this study, it was found that Terminal Type (X3) is a moderation that can strengthen the influence of Service Maturity (Y1) on Service Performance (Y2). Service Maturity is most strongly reflected by Service Strategy Management. Service Strategy Management is the most important aspect of Service Maturity at the port. This is in line with the definition of Service Maturity where good strategy management can create Service Maturity for stakeholders who provide services. When Terminal Type is a moderating variable in the relationship between Service Maturity and Service Performance, it implies that Terminal Type is closely related to Service Strategy Management. This is based on the idea that the better the company's service strategy management in creating service maturity by paying attention to the type of terminal, the better the alignment with Service Performance, especially in increasing Customer Concern.

## Conclusions.

Based on the research results, it can be concluded that Market Orientation and Organizational Transformation have a significant positive influence on Service Maturity, which supports various theories such as Marketing Strategy Theory, Strategic Management Theory, Resource-Based View (RBV) Concept, and Quality Theory. In addition, Service Maturity also has a significant positive influence on Service Performance, strengthening the concept of various previous studies. In the context of container and non-container terminals, these results indicate that focusing on market needs and organizational transformation efforts, such as digitalization of operational processes or improving human resource competencies, can directly improve terminal service efficiency.

This study also shows that Terminal Type is not a significant moderating variable in the influence of Market Orientation on Service Maturity. On the contrary, Terminal Type plays a significant role as a moderating variable in the influence of Organizational Transformation on Service Maturity, as well as Service Maturity on Service Performance. This is relevant in the practice of container terminals which tend to be more standardized than non-container terminals which have more diverse needs, such as bulk cargo management or special goods. This finding provides insight that service improvement strategies need to be adjusted to terminal characteristics to achieve optimal efficiency and customer satisfaction. Thus, PT. Pelindo can develop strategies to improve service performance in the port sector.

## References.

Aaker. D. (2007). Manajemen Ekuitas Merek. Manfaat Nilai Suatu Merek. Penerbit: Mitra Utama. Jakarta.

Abrori. N. A. (2002). Analisis Pengaruh Inovasi dan Strategi Pemasaran. Terhadap Orientasi Pasar Untuk Peningkatan Kinerja Pemasaran: Studi Empiris Pada Perusahaan Industri Kecil Tekstil di Kota Semarang. Tesis. Magister Manajemen Universitas Diponegoro. Semarang.

Alrubaiee. L.. & Al-Nazer. N. (2010). Investigate the impact of relationship marketing orientation on customer loyalty: The customer's perspective. International journal of marketing studies. 2(1). 155.

Barney. J. (1991). Special theory forum the resource-based model of the firm: origins. implications. and prospects. Journal of management. 17(1). 97-98.

Bichou. K.. & Gray. R. (2004). A Logistics and Supply Chain Management Approach to Port Measurement. Maritime and Management. 31(1). 47-67.

Chesbrough. H.. & Rosenbloom. R. S. (2002). The role of the business model in capturing value from innovation: evidence from Xerox Corporation's technology spin-off companies. Industrial and corporate change. 11(3). 529-555.

Craven. D.W. 1996. Pemasaran Strategis. Edisi Keempat. Terjemahan. Penerbit Erlangga. Jakarta.

Cravens. D.W. & Piercy. N. W. (2013). Strategic Marketing. The Mcgraw-Hill Companies.

Drewry Maritime Research, Global Container Throughput 2021

Drucker. P. F. (1994). The theory of the business. Alfred P. Sloan: Critical evaluations in business and management. 2. 258-282.

Fifaldyovan. M. I.. & Sumardi. S. (2022). Pengaruh Citra Dan Kualitas Layanan Terhadap Kepuasan Dan Loyalitas Penumpang Pt Pelayaran Nasional Indonesia (Persero) Semarang. MUARA: Jurnal Manajemen Pelayaran Nasional. 5(1).

Gibson (1988). Perilaku Organisasi. Jakarta: Rineka Cipta.

Glueck. W. F.. & Jauch. L. R. (1999). Manajemen Strategis Dan Kebijakan Perusahaan. alih bahasa: Murad dan AR. Henry Sitanggang. edisi ketiga. Erlangga. Jakarta.

Ingin Berubah Total. IPC Siapkan Belanja Modal Rp11.6 T. Ini Detailnya diakses pada 20 Mei 2020 dari https://ekonomi.bisnis.com/read/20190319/98/901534/ingin-berubah-total-ipc-siapkan-belanja-modal-rp116-t.-ini-detailnya.

Kara. A.. Lonial. S.. Tarim. M.. & Zaim. S. (2005). A paradox of service quality in Turkey: The seemingly contradic-

tory relative importance of tangible and intangible determinants of service quality. European Business Review. 17(1). 5-20.

Kerzner. H. (2002). Strategic planning for project management using a project management maturity model. John Wiley & Sons.

Kotler, Philip. 2007, Manajemen Pemasaran di Indonesia, Edisi Pertama, Jakarta:Penerbit Salemba Empat.

Kotler. P. & Armstrong. G. (2012). Prinsip-prinsip Pemasaran (Terjemahan). Jakarta: Penerbit Erlangga.

Kotler. P.. & Keller. K. L. (2016). A framework for marketing management (p. 352). Boston. MA: Pearson.

Kurtz. D. & Boone. L. (2008). Contemporary Marketing. New York: Sount-West Cengage Learning.

Lamb, Charles W. Jr., Joseph F. Hair Jr., and Carl McDaniel. (2001). *Marketing*. *5th ed*. Cincinnati. OH: South-Western College Publishing.

Lasse. B.. DEWACHTER. H.. & HOUSSA. R. (2009). Identification of macroeconomic factors in large panels (No. ces09. 18). KU Leuven. Faculty of Economics and Business (FEB). Department of Economics. Leuven.

Maria. A. (1998). Theories of Personality. Singapore : The Mc Graw Hill Companies.

Macchi. M.. & Fumagalli. L. (2013). A maintenance maturity assessment method for the manufacturing industry. Journal of Quality in Maintenance Engineering.

Marlow. P. B.. & Casaca. A. C. P. (2003). Measuring lean ports performance. International Journal of Transport Management. 1(4). 189-202.

McGee. John. David Wilson. & Howard Thomas (2010). Strategy: Analysis and Practice (2nd edition) Maidenhead: McGraw-Hill.

Moeheriono. (2012). Pengukuran Kinerja Berbasis Kompetensi. Raja Grafindo Persada: Jakarta Utara.

Narver. John. C.. & Slater. Stanley. F. (1990). The Effect of a Market Orientation on Business Profitability. Journal of Marketing.

Parasuraman. A.. Zeithaml. V. A.. & Berry. L. L. (1985). A conceptual model of service quality and its implications for future research. Journal of marketing. 49(4). 41-50.

Paul. Mark. C.. Weber. Charles V.. Curtis. Bill. Chrissis. Mary B. (1995). The Capability Maturity Model: Guidelines for Improving the Software Process. Boston: Addison – Wesley.

Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 57 Tahun 2020 Tentang Perubahan Kedua Atas Peraturan Menteri Perhubungan Nomor PM 51 Tahun 2015 Tentang Penyelenggaraan Pelabuhan Laut.

Porter. M. E.. & Strategy. C. (1980). Techniques for analyzing industries and competitors. Competitive Strategy. New York: Free.

Putra. R. D.. Rahmasari. F. N.. Nasution. S.. Badarusman. B.. & Affiat. M. R. (2019). Analysis of Dominant Factor on The Effects of Shipping Accidents Bassed on National Transportation Safety Committee (NTSC) Investigation. Advances in Transportation and Logistics Research. 2. 211-218.

Robbins. S.P. (1998). Organizational Behavior: Concepts. Controversies. and Application. Eight Edition. Engelwood Cliffs. Prentice Hall.

Rohrbeck. R. (2010). Corporate foresight: towards a maturity model for the future orientation of a firm. Springer Science & Business Media.

Shore. D.. Lustig. A. J.. & Kurtz. S. (1990). Involvement of the silencer and UAS binding protein RAP1 in regulation of telomere length. Science. 250(4980). 549-553.

Sobirin. A.. Hasin. A.. & Setiawati. T. (2005). The Human Side of Organizational Restructuring. Buletin Psikologi. 13(2). 65-78.

Stanton. J. V. (2007). Habits in fresh produce consumption: Are seasonal increases in marketing efforts necessary?. Journal of Food Products Marketing. 13(1). 1-18.

Stopford. M. (1997). Maritime transport.

Suryana, A. (2007). Strategi Pemasaran untuk Pemula. Jakarta: Edsa Mahkota.

Tjiptono & Chandra. G. (2011). Service. Quality. & Satisfaction. Edisi Ketiga. Yogyakarta: ANDI.

Triatmodjo. B. (1996). Pelabuhan (Port). Yogyakarta: Beta Offset.

Vera. D.. & Crossan. M. (2004). Strategic leadership and organizational learning. Academy of management review. 29(2). 222-240.

Wheelen. T. L.. & Hunger. J. D. (2012). Strategic Management and Business Policy. 13th edition. New York: Pearson.

Winardi. J. (2005). Pemikiran sistemik dalam bidang organisasi dan manajemen.