Effect of Porter's Generic Competitive Strategy and Service Quality on Customer Satisfaction and Competitive Advantage: In a Small-Scale Clothing Business at the Shopee MSME Campus in Malang

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Abstrak. The research conducted has not found or no one has conducted research on "The Effect of Porter's Generic Competitive Strategy and Service Quality on Customer Satisfaction and Competitive Advantage". This study uses a quantitative explanatory research type with a sample of 96 owners or managers of small and medium clothing businesses with a random sample technique. Statistical analysis of validity tests, reliability tests, path model hypothesis tests using SPSS. The results show that the instrument is proven valid and reliable, hypothesis testing proves that Porter's generic competitive strategy has a significant effect on customer satisfaction and competitive advantage. Service quality has a significant effect on customer satisfaction and competitive advantage and customer satisfaction also has a significant effect on competitive advantage. Given the strong influence of service quality and Porter's generic competitive strategy on competitive advantage, low cost strategies, differentiation strategies, focus strategies and service quality must be maintained and improved. An important step is with the RBV theory that "sustainable competitive advantage comes from unique, valuable, rare, difficult to imitate, and non-substitutable internal resources and capabilities, viewing the capabilities of physical assets, humans, technology, and reputation as the foundation for beating competitors, not just market position.

Keywords: Customer satisfaction, Competitive advantage, Porter's generic strategy

1. Introduction

Countries around the world have recognized that the Micro, Small, and Medium Enterprises (MSMEs) sector is capable of making significant contributions to the economy, employment, and business opportunities. The 2024 Annual Report on SMEs, published by several countries in America, Europe, India, China, Canada, and Asian countries, namely Brunei Darussalam, Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam, states that 45% of MSMEs contribute to the economy and employment sector. The International Council for Small Business (ICSB), established in 1955, as a global nonprofit organization with networks in various countries, has the mission and task of promoting the growth and development of MSMEs almost throughout the world.

The growth and development of MSMEs cannot be separated from business policies which are the implementation of strategies, as a stage of strategic management that involves the use of managerial skills (Nst et al., 2023). Managing a good business is a process that places strategic plans

into a number of actions to achieve the desired goals. The strategic plan itself is a written document that details the steps and processes needed to achieve the company's goals (Islami et al., 2020). This is in line with Porter's thinking (Vahdati et al., 2018). that "competition in business occurs because one or more companies feel an obstacle or see an opportunity to improve their position. There are five competitive factors that must be faced, namely, the entry of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers and competition among existing competitors."

Excellence can be achieved by striving to achieve the lowest cost position in an industry, including by easier access to raw materials. In addition, it also designs products that are easy to manufacture (Suprihono et al., 2021a). There are contributions from low-cost strategies, differentiation strategies, and focus strategies to competitive advantage and company performance (Hastuti et al., 2023). Low-cost strategies affect customer-oriented performance, sales performance, and profitability, while differentiation strategies affect sales performance and profitability at an average level and also greatly affect company performance (Kankam-Kwarteng et al., 2019). Companies that implement a cost leadership strategy will achieve better performance by becoming the lowest-cost producer or service provider in the industry (Rokhyadi et al., 2019). A cost leadership strategy requires aggressive construction of efficient facility scales, vigorous efforts to achieve cost reductions through experience, tight cost and overhead control, avoiding marginal customers, and minimizing costs such as research and development (Irungu et al., 2020).

Regarding the generic strategy typology, it is stated that low cost, differentiation, and focus strategy are to gain competitive advantage and business performance, with this strategy the company can increase the efficiency of resource utilization (Suprihono et al., 2021b). The process in the business strategy plan is compiled by collecting data and digging for information, so fundamental considerations are needed to formulate a business strategy, one of which is a budget that is appropriate to needs (Ouma & Oloko, 2015). The dynamic development of various business entities, along with dramatic environmental changes, triggers increasingly fierce competition. Changes in consumer tastes, technological advances and socio-economic changes give rise to various challenges and opportunities in business (Gavurova et al., 2020). The implementation of low cost strategy, differentiation, and proper focus by managers is a solution to compete and can also improve business performance (Hastuti et al., 2023). Tight competition to compete in MSMEs can use low cost strategy, differentiation strategy or focus, but the strategy is used while still trying to produce quality and innovative products (Wibowo et al., 2021). The purpose of the strategy, namely to maintain or achieve a position of advantage compared to competitors.

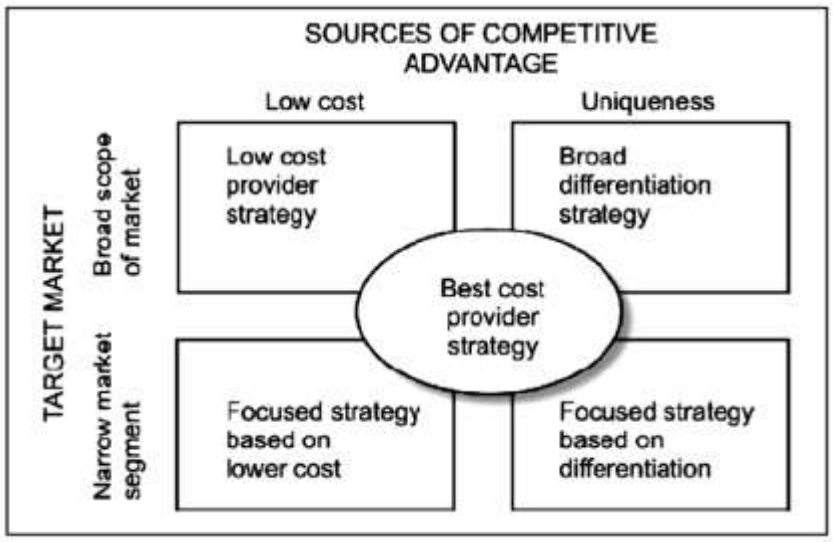

Figure 1. Porter's Generic Competitive Strategy
Source: Porter, 1998

The implication is that companies (including MSMEs) can capitalize on opportunities in their environment, allowing them to capitalize on their strengths. To achieve competitive advantage, it's necessary to redefine the appropriate and appropriate strategies to employ, including low-cost, differentiation, and focus strategies. Proper implementation will undoubtedly provide significant benefits for businesses in achieving competitive advantage and can also provide efficiencies in improving business performance.

2. Methodology

2.1. Type of research

Based on the problems outlined above, to answer the research objectives, this study uses quantitative research. The appropriate research design, considering the problem, is explanatory research (Mulyadi, 2013) .

2.2. Place and time of research

The research location is where the researcher conducts and collects the necessary data to support and provide concrete evidence for the research. This research location also reflects the actual conditions of the research object in order to obtain additional data related to the research problem. This research was conducted at the Shopee Malang MSME campus, the 8th Shopee MSME campus in Indonesia. It is located at the Training Unit of the East Java Provincial Cooperatives and SMEs Office, Jl. Raya Ki Ageng Gribig, Madyopuro, Kedungkandang District, Malang City. The study period was one month, from June 1 to 30, 2025.

2.3. Population and sample

A population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn [14]. A sample is a portion of a population. A sample consists of a number of members selected from the population (Barroga et al., 2023). The population is 2,743; to determine the sample size, use the following Slovin formula:

$$\mathbf{n} = \frac{N}{1+N(e)^2}$$

Description:
n = Sample size/number of respondents
N = Population size
e = Percentage of tolerance (10%)
Based on this reasoning, the sample size for this study can be calculated as follows.

$$n = \frac{2.743}{1 + 2.743\ (0.1)^2}$$

$$n = \frac{2.743}{1 + 27{,}43}$$

$$n = \frac{2.743}{28{,}43}$$

n = 96,48 (rounded up to 96)

The number of samples taken was 96 people, for the sampling technique using Probability Sampling "Random Sample", namely random sampling.

2.4. Research variables and hypotheses

A variable refers to a measurable or observable characteristic or attribute of an individual or organization that varies across individuals or organizations under study.

1). Exogenous variables are variables that influence or cause changes in the dependent (endogenous) variable, either positively or negatively. In this study, there are two exogenous variables: Porter's Generic Competitive Strategy (X1) and Service Quality (X2).
2). Endogenous variables are variables that are influenced or affected by the presence of the independent variable. In this study, there are three endogenous variables, namely Customer Satisfaction (Y1) and Competency (Y2).

The measurement of variables in this study is based on the idea (Perreault, 2011) intended to obtain an empirical description of the concepts that have been given. The measurement used in this study is interval data using a "Likert scale" consisting of five alternative answers where each question is scored 1-5, the weight of each answer is: 5 = Strongly Agree, 4 = Agree, 3 = Less Agree, 2 = Disagree and 1 = Strongly Disagree. The research hypothesis (H) is stated as follows:

H1: Porter's Generic Competitive Strategy (X1) has a significant effect on Customer Satisfaction (Y1).
H2: Porter's Generic Competitive Strategy (X1) has a significant effect on Competitive Advantage (Y2).
H4: Service Quality (X2) has a significant effect on Customer Satisfaction (Y1).
H3: Service Quality (X2) has a significant effect on Competitive Advantage (Y2).
H5: Customer Satisfaction (Y1) has a significant effect on Competitive Advantage (Y2).

2.5. Data collection

To obtain the data required for this study, data was collected from two sources:

1. Primary Data
   Primary data is data obtained from primary sources, usually from individuals, such as interviews or questionnaires completed by researchers. In this study, primary data includes data obtained directly from questionnaires (Creswell John and Creswell David, 2023). Data collection in this study was conducted by distributing questionnaires online using WhatsApp (WA), a familiar messaging platform. Respondents were then asked to complete or answer the questionnaires according to the instructions provided. The questionnaire was created using Google Forms (GF), a platform frequently used for various purposes, including research. Respondents were asked to complete or answer the questionnaires according to the instructions provided.
2. Secondary Data
   Secondary data is primary data that has been further processed and presented by either the primary data collector or another party. In this study, in addition to the processed data, secondary data was also obtained through literature review and secondary data collection (Magnan & Creswell, 1997).

2.6. Validity test

According to (Lim, 2025) "Validity in research is defined as the degree of accuracy of a research measuring instrument regarding the actual content or meaning being measured. An instrument is considered valid if the Pearson product-moment correlation index (r) is > 0,300."

2.7. Reliability test

A measuring instrument is said to have high reliability if it is robust, using the "Cronbach's alpha" coefficient at a significance level of 0.05 (5%). If the value is > 0.600, it is declared reliable" (Aliaga and Gunderson, 2005).

2.8. Descriptive Statistical Analysis

This analysis is used to describe the collected data by providing explanations. Descriptive statistics can be performed by describing the results from absolute measurements (f) or propositions (%) of the collected data (Lim, 2025).

2.9. Inferential Statistical Analysis

Inferential statistical analysis, also known as inductive or probability statistics, is a statistical technique used to analyze sample data and apply the results to the population. Inferential statistics are statistics used to analyze sample data and generalize the results to the population from which the sample was taken (Mulyadi, 2013).

The data analysis used in this study used path analysis, which aims to determine the influence between variables according to the established causality model [18]. The independent variable partially influences the dependent variable if the t-test results show a significance value <0.05, provided that:

1). If the calculated t-value is greater than the t-table value, then H1 is accepted, meaning that each independent variable individually has a significant effect on the dependent variable.
2). If the calculated t-value is less than the t-table value, then H1 is rejected, meaning that each independent variable individually has no effect on the dependent variable.

To prove the hypothesis, an analysis will be conducted on the calculated values generated by the Statistical Package for the Solution Sciences (SPSS).

3. Results and discussion

3.1. General respondent data

According to Table 1, of the 96 respondents, 46 (47.92%) were male, and 50 (52.08%) were female. Therefore, the ratio between male and female respondents is not significantly different. This is important for the research, as it aims to maintain a balance between the two different groups of respondents, allowing for a greater understanding of the variations in responses.

Table 1. General data of respondents

No	Criteria	Frequency	Percentage
	Gender		
1	Male	46	47,92
2	Female	50	52,08
		96	100 %
	Age		
1	< 17 year	-	-
2	18 – 25 year	14	14,58
3	25 – 35 year	31	32,29
4	35 – 45 year	36	37,50
5	> 45 year	15	15,63
		96	100 %
	Education		
2	Junior high school graduate	5	5,21
3	High school graduate	32	23,33
4	Diploma	4	4,17
5	Bachelor (S1)	47	48,96
6	Master / postgraduate (S2)	8	8,33
	Total	96	100 %

Source(s): Own elaboration, 2025

Based on Table 1 above, of the 96 respondents, 14 (14.58%) were aged 18-25, 31 (32.29%) were aged 26-35, 36 (37.50%) were aged 36-45, and 15 (15.63%) were aged 45 and over. There were no respondents under 17. Therefore, the majority of respondents were aged 36-45. Comparing respondents across age groups is also important for research with age variations. It is hoped that there will be variations in the answers provided by respondents, balanced across diverse groups. The age of respondents is also considered important, considering that the more mature a person is, the better their abilities, including selecting and providing answers to questions posed by the researcher.

Respondents graduated from junior high school (5.21%), graduated from high school (33.33%), graduated from Diploma III (4.17%), and 47 (48.96%) were undergraduates, and 8 (8.33%) had Master's degrees. Therefore, there were no respondents who graduated from elementary school or did not attend school. Comparison between respondents from various levels of education is important for research with existing variations. The varying levels of education will certainly impact the answers chosen and given by respondents. As is known, a person's level of education can contribute to the way they think and assess an object. The higher a person's education, the better their way of thinking, and intellectually, the better they are at assessing something, including in this case choosing and providing answers to questions posed by researchers.

3.2. Validity tes and reliability test t

The validity of the instrument was tested using the validity test in Table 2. The calculated r value was greater than the r table, indicating that the instrument was valid.

Table 2. Results of the validity and reliability test

No	Variables / Indicators		Item	$r_{statistics}$	r_{table}	Sig	Cronbach's alpha	Test decision
1	X_1	$X_{1.1}$	$X_{1.1.1}$	0,597			0,720	
2			$X_{1.1.2}$	0,568			0,720	
3		$X_{1.2}$	$X_{1.2.1}$	0,726			0,713	
4			$X_{1.2.2}$	0,642			0,717	
5		$X_{1.3}$	$X_{1.3.1}$	0,677			0,716	
6			$X_{1.3.2}$	0,358			0,731	
7		$X_{1.4}$	$X_{1.4.1}$	0,413			0,733	
8			$X_{1.4.2}$	0,396			0,731	
9		$X_{1.5}$	$X_{1.5.1}$	0,446			0,722	
10			$X_{1.5.2}$	0,450			0,725	
11	X_2	$X_{2.1}$	$X_{2.1.1}$	0,479			0,721	
12			$X_{2.1.2}$	0,468			0,723	
13		$X_{2.2}$	$X_{2.2.1}$	0,533			0,729	
14		$X_{2.3}$	$X_{2.2.2}$	0,462			0,730	
15			$X_{2.3.1}$	0,596			0,728	
16		$X_{2.4}$	$X_{2.3.2}$	0,622			0,729	valid
17			$X_{2.4.1}$	0,493	3,000	0,000	0,732	and
18		$X_{2.5}$	$X_{2.4.2}$	0,440			0,725	reliabel
19			$X_{2.5.1}$	0,548			0,720	
20	Y_1	$Y_{1.1}$	$X_{2.5.2}$	0,451			0,732	
21			$Y_{1.1.1}$	0,470			0,736	
22		$Y_{1.2}$	$Y_{1.1.2}$	0,379			0,743	
23			$Y_{1.2.1}$	0,357			0,733	
24		$Y_{1.3}$	$Y_{1.2.2}$	0,353			0,735	
25			$Y_{1.3.1}$	0,504			0,736	
26		$Y_{1.4}$	$Y_{1.3.2}$	0,427			0,740	
27			$Y_{1.4.1}$	0,643			0,728	
28	Y_2	$Y_{2.1}$	$Y_{1.4.2}$	0,445			0,737	
29		$Y_{2.2}$	$Y_{2.1}$	0,554			0,733	
30		$Y_{2.3}$	$Y_{2.2}$	0,615			0,740	
31		$Y_{2.4}$	$Y_{2.3}$	0,670			0,729	
32			$Y_{2.4}$	0,598			0,739	

Source(s): Own elaboration, 2025

A measuring instrument is said to have high reliability if it is reliable, using the Cronbach's alpha coefficient at a significance level of 0.05 (5%). If the value is >0.600, it is declared reliable.

Based on the table presented, the Cronbach's Alpha value > Alpha so that the Reliability test in this study states that the "instrument" is proven to be reliable.

3.3. Inferential Statistical Analysis

3.3.1. Path Analysis of Porter's Generic Competitive Strategy (X1) and Service Quality (X2) on Customer Satisfaction (Y1)

Based on the calculations performed, the results of the path analysis of the influence of Porter's Generic Competitive Strategy (X1) and service quality (X2) on customer satisfaction (Y1) are presented in the following table.

Table 3. Results of the path coefficients of (X1) and (X2) to (Y1)

Variabel		Standardized Coefficients Beta	t	Sig	Test results
(X_1)		0,277	7,724	0,000	Significant
(X_2)		0,354	8,699	0,000	Significant
R Square X_1	= 0,234				
R Square X_2	= 0,387				
R Square X_1 dan X_2	= 0,621				
□	= 0,05				

Source(s): Own elaboration, 2025

Based on the table above, the Porter Generic Competitive Strategy (X1) variable has a t-value of 7.724, which is greater than the t-value (1.661) with a significance level of 0.000. This indicates that Porter Generic Competitive Strategy (X1) significantly influences customer satisfaction. The service quality variable has a t-value of 8.699, which is greater than the t-value (1.661) with a significance level of 0.000. This indicates that service quality significantly influences customer satisfaction.

The path coefficient of the influence of Porter Generic Competitive Strategy (X1) and service quality on customer satisfaction shows an R-square value of 0.621, resulting in a 62.1% effect. This analysis also demonstrates the influence of Porter Generic Competitive Strategy (X1) on customer satisfaction with an R-square value of 0.234 (23.4%), and the influence of service quality on customer satisfaction with an R-square value of 0.387 (38.7%).

3.3.2. Path Analysis of Porter's Generic Competitive Strategy (X1), Service Quality (X2), and Customer Satisfaction (Y1) on Competitive Advantage (Y2)

Based on the calculations performed, the results of the path analysis of the influence of Porter's Generic Competitive Strategy (X1), service quality (X2), and customer satisfaction (Y1) on Competitive Advantage (Y2) are presented in the following table.

Table 4. Results of the path coefficients of (X1), (X2) and (Y1) to (Y2)

Variabel	Standardized Coefficients Beta	t	Sig	Test results
(X_1)	0,105	3,263	0,004	Significant
(X_2)	0,166	4,580	0,000	Significant
(Y_1)	0,490	8,194	0,000	Significant

R Square X_1	= 0,103
R Square X_2	= 0,294
R Square Y_1	= 0,164
R Square X_1, X_2, Y_1	= 0,561
□	= 0,05

Source(s): Own elaboration, 2025

Based on the table above, the Porter Generic Competitive Strategy (X1) variable has a t-value of 3.263, which is greater than the t-table (1.661) with a significance of 0.000. Porter Generic Competitive Strategy (X1) has a significant effect on competitive advantage. The service quality variable has a t-value of 4.580, which is greater than the t-table (1.661) with a significance of 0.000. Service quality has a significant effect on competitive advantage. The customer satisfaction variable has a t-value of 8.194, which is greater than the t-table (1.661) with a significance of 0.000. Customer satisfaction has a significant effect on competitive advantage.

The path coefficient results of the influence of the Porter Generic Competitive Strategy (X1) variable, service quality, and customer satisfaction on competitive advantage have an R-square value of 0.561, which means they have an effect of 56.1%. The influence of Porter's Generic Competitive Strategy (X1) on competitive advantage is shown with an R-square value of 0.103 or 10.3%. The influence of service quality on competitive advantage is shown with an R-square value of 0.294 or 29.4%. The influence of customer satisfaction on competitive advantage is shown with an R-square value of 0.164 or 16.4%.

Based on the path efficiency described in this study, the following path equation can be created:

Y1 = 0.277 (X1) + 0.354 (X2)

Y2 = 0.105 (X1) + 0.166 (X2) + 0.490 (Y1)

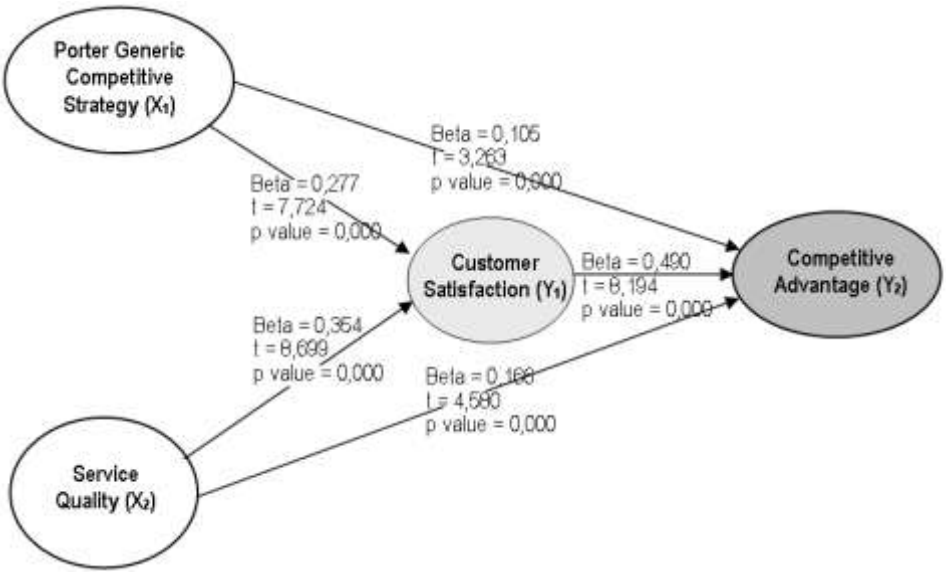

Figure 3. Results of research path analysis
Source(s): Own elaboration, 2025

The path equation formulated in Y1 and Y2 proves a positive value, so the influence of Porter's generic competitive strategy (X1) and service quality (X2) on customer satisfaction (Y1) and competitive advantage (Y2) is positive. In this case, the increase in customer satisfaction and competitive advantage is influenced by Porter's generic competitive strategy and service quality. A research hypothesis is an assumption regarding the relationship or influence of the variables being studied. Five hypotheses were proposed in this study, with the results above:

- The first hypothesis (H1), namely Porter's Generic Competitive Strategy (X1), has a significant effect on Customer Satisfaction (Y1), as evidenced by a t-value of 7.724 and a p-value of 0.000.
- The second hypothesis (H2), namely Porter's Generic Competitive Strategy (X1), has a significant effect on Competitive Advantage (Y2), as evidenced by a t-value of 8.699 and a p-value of 0.000.
- The third hypothesis (H3), namely Service Quality (X2), has a significant effect on Customer Satisfaction (Y1), as evidenced by a t-value of 3.263 and a p-value of 0.000.
- The fourth hypothesis (H4), namely Service Quality (X2), has a significant effect on Competitive Advantage (Y2), as evidenced by a t-value of 4.580 and a p-value of 0.000. 0.000
- The fifth hypothesis (H5) Customer Satisfaction (Y1) has a significant effect on Competitive Advantage (Y2) as evidenced by the t-value of 8.194 and the p-value of 0.000.

The resulting hypothesis testing provides clarity that Porter's generic competitive strategy (X1) and Service quality (X2) have a significant influence on Customer Satisfaction (Y1) and Competitive Advantage (Y2) then Customer satisfaction (Y1) also has a significant influence on Competitive advantage (Y2)

4. Conclusion

Based on the empirical research model, Porter's Generic Competitive Strategy and improved Service Quality are required to enhance "Competitive Advantage," as they can increase customer satisfaction and serve as a foundation for achieving competitive advantage. As a research development, this study can be implemented through "low-cost strategy, differentiation strategy, and focus strategy," product and facility innovation, and most importantly, "service," from conventional to digital. Based on Porter's thinking [3], differentiation strategy through "product innovation," in this case, is an effort to provide a high level of customer satisfaction with the products provided. Meanwhile, "facilities" involve providing comprehensive and sophisticated facilities to support faster and more optimal offline and online services.

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