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An Empirical Study of Strategic Orientation and Dual Competence on Service Quality

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Abstract

It is the purpose of this study and that of great theoretical and practical significance for the long-term development of property management companies in the Guangdong-Hong Kong-Macao Greater Bay Area to examine the influence of the strategic orientation of enterprises on the service quality of property management companies. The service quality of property management companies was measured by two dimensions: soft service quality and hard service quality. Using the Likert 5-point scale, a survey of managers of 10 property management companies in Guangdong, Hong Kong, and Macau was planned, and 350 data samples were expected to be collected. Then, with the help of SPSS22.0 for data processing, stepwise regression analysis was adopted to verify the research hypotheses and explore the influence mechanisms of market orientation, technology orientation, exploration ability, and utilization ability on the service quality of property management companies. In this research, the findings propose more comprehensive suggestions and measures for how property management companies can improve their service quality from multiple perspectives, which provides new ideas on how to improve the service quality of property management companies, on the one hand, it concluded that it the findings are effectively ensuring the long-term development of property management companies in the Guangdong-Hong Kong-Macao Greater Bay Area.

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Introduction

As a society develops, urbanisation continues to advance, and with the ongoing growth of many facets of society, the property service industry is routinely encouraged and, as a result, has developed into one of the most significant service industries (Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021). According to the 2018 National Property Management Industry Development Report, as of December 2017, there were 16.45 billion square metres of real estate managed across the country in 31 different provinces, cities, and autonomous areas. When compared to the year 2012, the total area of property managed saw an increase of around 13.5%, bringing the total to 16.45 billion square metres. There are over 105,000 property service enterprises operating throughout the country as of the year 2017, which is an increase of almost 48% compared to the 71,000 that were functioning in 2012. It is important to note that the total operating revenue of property service firms is approximately 350 billion yuan, representing a 16.7% increase when compared to the amount reported in 2012. In a very short amount of time, it is anticipated that the field of property management would develop into a blue ocean market worth one trillion dollars, as indicated by the data that is relevant to the topic. As a result of urbanisation, China's first-tier cities are likely to be the first to experience the emergence of stock housing. Because of this, there will be additional opportunities for "housing-related" light assets, such as brokerage services, rental operations, property management, and housing management. In addition, there will be an increase in the demand for housing management. The real estate business has a massive amount of untapped potential and a very wide range of applications for its further growth in the future. (Sohu, 2018) There is no doubting that property management has developed into a highly important component of the modern service economy, and that it is displaying new signs of increasing velocity. However, we cannot ignore the fact that property service businesses typically have a low level of profitability, and there is still a considerable gap between the level of service provided by property service companies and the requirements of property owners. Property enterprises are increasingly realising that it is imperative for the industry to transform and upgrade into a modern service industry. In the first place, the residents' living standards have dramatically increased, the proportion of residents who fall into the middle-income bracket has grown, and residents' expectations regarding the level of quality provided by the property services have also significantly increased. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021). There has been a steady increase in recent years in the demand for differentiated, service-oriented, and high-end services in the fields of housing, housekeeping, and elderly care. As a result, the owners of these communities are increasingly paying attention to the quality of service and consumption experience that they provide daily. Second, because the property management industry is one that focuses on providing services, the product that these businesses offer is service, and the level of service that they provide is the most important factor in their success. All these things demonstrate that in the process of transforming and upgrading property enterprises, the only property enterprises that can achieve a competitive advantage in the market are those that pay attention to the experience of their owners and provide quality services. It is of the utmost importance to investigate ways to enhance the current level of property services. (Iproperty,2020). The Greater Bay Area that encompasses Guangdong, Hong Kong, and Macao is at the vanguard of China's ongoing efforts to liberalise its economy and increase market access. (Liao, 2023) In order to achieve better, faster, and higher quality development, the property management industry and property service enterprises in the Greater Bay Area should make full use of their geographical advantages, the complementary flow of talents and various resources, technological innovation, and national policy dividends, among other things, to engage in some

exploration and innovation. The establishment of the Guangdong-Hong Kong-Macao Greater Bay Area plan has made it possible for the industry to take advantage of a variety of new growth prospects. Ports and airports, both of which are examples of public infrastructure, already have property services that are modern. This is not to mention real estate, which is the sector that is most closely related to property services. It is worthwhile to investigate ways in which property management companies in the Guangdong, Hong Kong, and Macau Bay Area can become more competitive and better equipped to meet the challenges of the market, as the appearance of new opportunities inevitably results in the appearance of new challenges. (Lau, 2019)

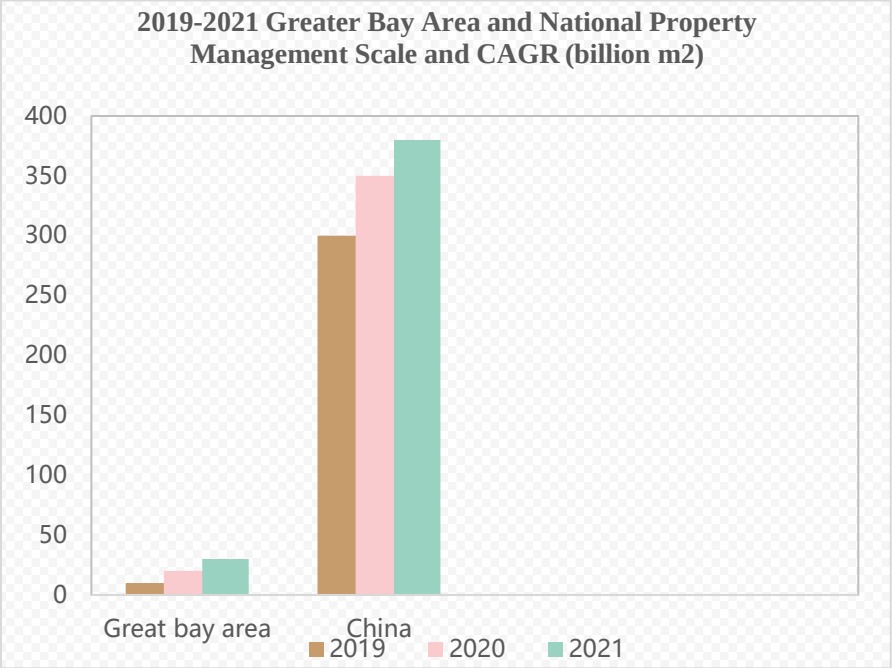

Figure 1 The compound growth rate of the Greater Bay Area in the past three years.

From the perspective of the management area, the 500 strong Bay Area property enterprises ranked first in the country's provinces and cities in terms of management area, amounting to 53.485 million square meters, while the national average of provinces and cities is less than 30 million square meters; see Figure 2 for details.

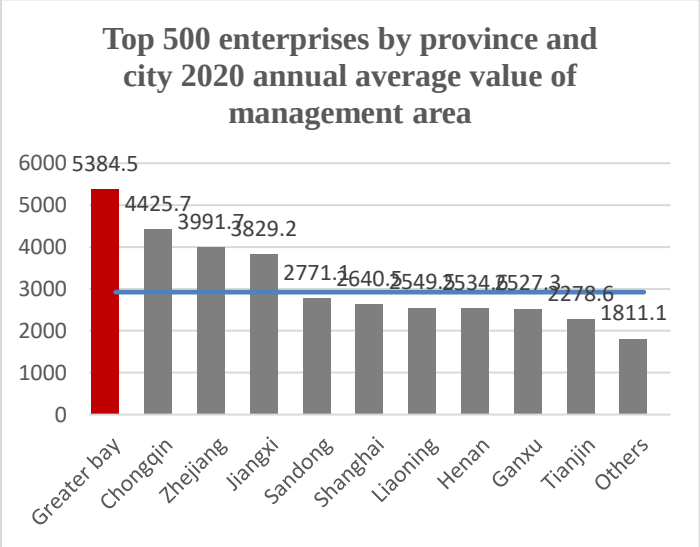

Figure 2 Top 500 enterprise by province and city 2020 annual average value of management area.

In terms of revenue, the 500 largest Bay Area property companies had revenue of $1.53 billion, also leading the revenue of property companies in all provinces and cities nationwide. (Property construction, 2020) See Figure 3 for more details.

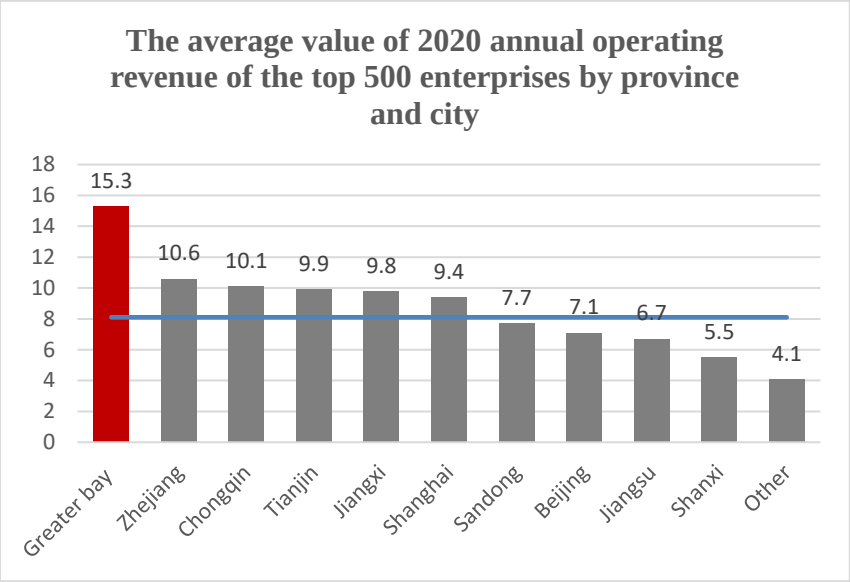

Figure 3 Top 500 enterprises by province and city 2020 annual operating average income value

In 2021, the real estate industry will be rectified, and the property market will be forced to be under pressure, but the property market in the Greater Bay Area is spacious, market-oriented, and highly branded. Service power is the key to determining the sustainable development ability of enterprises. Only what is perceived by customers is excellent service. In order to improve people's quality of life, property enterprises are given more responsibilities and connotations. How to improve customer satisfaction and customer value (Fontana, 2021) Switching costs play an essential role in maintaining customer loyalty (Hussein Ali, 2021). Therefore, this study examines the division of service quality into soft and hard service quality loyalty. (Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021)

Problem statement

The services of property management companies have three essential characteristics of "socialization, specialization, and marketization". The specialization of property service refers to implementing professional services by property service enterprises through signing contracts or contracts according to the will and requirements of property owners and users. (Ojekalu et al,2019) The socialization of property service refers to the decentralized management system of self-built and self-managed in the past, in which a property service enterprise is selected and hired by multiple property units and property owners through the owners' meeting. (Maududy & Gamal,2019) Marketization is the main feature of property services. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021). Under the market economy conditions, the property service is operated, the commodity provided is labor service, the way is equal price and compensation, the owner selects and hires the property service enterprise through bidding, and the property service is implemented. Based on these characteristics, the key to maintaining a good cooperative relationship between property management companies and property owners lies in how property management companies can maintain a good level of service, which is also an essential way for property management companies to ensure a stable competitive advantage

in the market and increase their market share. (Li et al.,2021). Guangdong, Hong Kong, Macao, and the Greater Bay Area market space, strong marketization, high brand concentration, enhance the service power of enterprises is important. In year of 2021, the Greater Bay Area property management scale of nearly 3 billion square meters, the total property management scale of the Greater Bay Area accounted for about 10% of the country. In 2019-2021 national property management scale compound growth rate of 12%, the Greater Bay Area reached 15%, and the Greater Bay Area in the past three years compound growth rate higher than the national. The compound growth rate of the Greater Bay Area in the past three years is three percentage points higher than that of the country. (Zhihu,2022) See Figure 1 for details.

Research objective

This paper analyses the relationship between strategic orientation, dual competence, and service quality of property management companies. By sorting out the literature on each influencing factor, we investigate the role of corporate strategy in improving service quality, examine the influence of market orientation and technology orientation on service quality of property management companies in the Guangdong-Hong Kong-Macao Greater Bay Area under the mediating role of dual competencies in a dynamic environment, and provide suggestions for improving service quality of property management companies. The research objective is listed as below: To explore the role of strategic orientation on the service quality of property management companies in Guangdong, Hong Kong and Macau.

Research question

This study focuses on the service quality of property management companies in Guangdong, Hong Kong, and Macao Greater Bay Area. It explores the influence of these elements on the service quality of property management companies and the interactions between the elements from several core elements. The specific research question is as follows.

How does the market orientation affect the service quality of property management companies in Guangdong, Hong Kong, and Macau?

Scope of study

This study investigates the role that strategic direction plays in determining the level of service quality provided by property management companies in the Guangdong, Hong Kong, and Macao Bay Area through the lens of the dual competence concept. According to the content of the research presented in this paper, the research has been broken down into five parts: an introduction, a review of related studies, the establishment of a theoretical framework, data collection, combing model regression analysis, fuzzy set qualitative comparison analysis, and research conclusion and outlook.

Literature review

Strategic Orientation

(Rahmat, 2020) was the first to introduce the study of adaptability in strategic management and gradually introduced the concept of "orientation", which began to be integrated into organizational theory and strategic management, and orientation gradually became an important aspect of strategic management research. (Rahmat, 2020) suggests that strategic orientation can represent the strategic policy of enterprises and organizations, ensure rational and effective business strategies, and promote enterprises' long-term development. (Adams et al, 2022) Strategy-oriented theory (SOT) plays a crucial role in the development of a company by combining business strategies, goals, and directions and guiding the company to develop strategies that ensure continuous and sustainable competitive advantage and business performance. (Pal Singh, 2022) suggests that corporate strategy is formed by matching the

internal structure of the firm with the external environment of the firm, including strategy formulation and implementation while suggesting that the firm needs to be based on the internal and external conditions and environmental conditions of the firm, Vlasic ,2022 also suggests that the firm needs to be based on the internal and external conditions and environmental conditions of the firm. To face the changes in the environment flexibly, enterprises need to choose the appropriate business strategy according to the strategic orientation to improve the ability of enterprises to allocate resources promptly according to the changes in the internal and external environment and to ensure that enterprises can respond to changes in the external environment promptly. Strategic orientation as a guideline for the development of enterprises, strategic orientation theory in the business strategy and innovation activities of enterprises has been paid more and more attention by many researchers. (Fontana et al. s., 2021).

Organizational duality

After the concept of "organizational duality" was introduced by Duncan in 1976, March added that organizational duality theory needed to be based on exploratory and utilization activities. (Fare & Primont,2005) It showed that "an enterprise or organization should have the ability to utilize existing resources to solve problems, and to ensure that it has sufficient power to cope with future uncertainties. He showed that "a firm or organization should have the ability to use its existing resources to solve problems, and the ability to ensure that it has sufficient strength to cope with future uncertainty". (Sudrajat, 2019) As an emerging management theory, the dyadic organizational theory emphasizes that management organizations should have both exploitative and exploratory capabilities to adapt to environmental changes. Pal Sing, 2022 pointed out that exploration and utilization are two different behavioral characteristics of learning that firms respond to resource allocation. Exploration includes behavioral characteristics such as innovation, experimentation, and search, while utilization includes behavioral characteristics such as selection, execution, and picking, showing the different nature of the organizational structure, strategy, and situational support. (Makhatho, 2020) also suggested that organizational utilization capabilities tend to improve in the short-term perspective, such as efficiency, rules, and incremental. In contrast, organizational exploration capabilities tend to develop in the long-term perspective, such as system, structure, and culture and are more risk-taking capabilities for companies. However, the interrelationship between the two has been controversial (Gupta et al, 2022), and some scholars advocate that the relationship between the two is a "breakpoint equilibrium model", which is contradictory and can replace each other. By reading many scholars' studies on organizational duality, this paper argues that an organization or enterprise seeking long-term development needs to emphasize not only the development of the organization or enterprise but also the organization's development. Alternatively, the enterprise not only needs to emphasize the development capability in the short term but also needs to seek fundamental exploration and innovation capability. (Hussein Ali, 2021). It shows that a company or organization that manages dual competencies in a balanced manner can use one of the competencies to utilize effectively and then complement and support the other and can effectively identify the correlation and independence between the various levels of the organization. With the help of organizational duality theory, we can ensure that the company has both exploitative and exploratory capabilities, which can help the company gain a long-term competitive advantage. (Hussein Ali, 2021; Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021)

Dual Competence

The concept of dual competence is derived from organizational ambidexterity theory. "He showed that exploration is related to activities such as searching, evolution, and experimentation, while exploitation is related to activities such as refining, implementing, and selecting. (Lee et al., 2020) He explains "exploration capability" and "exploitation capability" from the perspective of exploration and exploitation. He believes that dual capability is the way and extent to which organizations use old and new technologies and knowledge to make them play different roles in different operations. The understanding of "exploration" and "exploitation" by domestic and foreign scholars can be agreed upon, so the concept of dual competence is accepted as the ability of enterprises or organizations to make sudden changes and incremental reforms. (Van Vugt & Smith, 2019) Specifically, exploration capability refers to the ability of an enterprise or organization to experiment, take risks, innovate, and mutate, which involves complete innovation activities such as organizational practices, the discovery of new technologies, generation of new businesses, and production of new processes. While exploitation capability refers to the ability of an enterprise or organization to replicate, select, implement, and optimize, which upgrades existing knowledge, traditions, or work to ensure the enterprise's competitiveness. The upgrading of work, thus ensuring the stability and reliability of the company's development. Dual competencies combine organizational learning theory and scenario theory and are widely used in organizational learning, technological innovation, strategic management, and another research. (Van & Smith 2019; Yu 2020; Zahra 2021). With an increasingly dynamic external environment for business, organizations which are well-positioned to thrive in this environment over the long-term can maintain a focus on their present business and respond to the changes in the markets of the future. This concept of ambidexterity has attracted more and more attention of organization theorists (for a very recent reviewing of that literature, in Raisch and Birkinshaw 2008). There is consensus from this literature that a company that is dexterous is one that exploits both its existing capabilities and exploits new ones, and achieving dexterity will enable the companies to improve both its performance and their competitiveness. In addition to these understandings, however, some disagreements and substantial ambiguity regarding the nature of the structure of dexterity exist. At the time when March (1991) first introduced the concepts of exploration and exploitation into management literature, he argued that they should be regarded as two ends of a continuum. In March's description, both exploration and development have inherent conflicting demands on the firm's resources or organizational needs. The trade-offs that exist between exploring and developing were considered inevitable in this view, and the flexibility of the institution primarily concerns the ability to manage such tradeoffs in order to finding the appropriate counterbalance among them. other researchers following March (1991) have been similarly concerned about the conflicts between exploratory and exploratory orientations, about their competition for scarcely resources, and of the desirability of achieving a proper balance of the two (e.g., Auh and Menguc 2005, Ghemawat and Costa 1993, Sidhu et al. 2007, Smith and Tushman 2005). Furthermore, some practitioners more recently are beginning to represent exploration as well as development by describing them as distinct activities, orthogonal for each other, so that a company can chose to engage in both types of activities simultaneously at a high level. Duncan (1976) was the first to use the concept of "dual flexibility", which referred to the capability of the organization to adapt both to incremental and unexpected changes. Available research broadly and very narrowly defines this concept of dual capability. In broad terms, dual capability refers to a firm's ability to simultaneously possess two mutually nucleating behaviors, such as flexibility and efficiency, low cost with differentiation, and exploration and development. A company's dual capability refers to the exploration and the development capabilities in the company. Many authors have researched dual competencies from a narrow perspective since March (1991) introduced the terms

"exploration" and "exploitation" and defined dual competencies as the exploration and exploitation capabilities of an organization from the perspective of organizational learning. The exploration capability is the organization's ability to have variation, experimentation, flexible, risk-taking, and innovative activities. Discovery capability refers to an organizational ability to improve efficiency, replicate, select, and implement. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020).

Service Quality of Property Management Company

One of the many definitions that has been used to characterise service quality by researchers is "a global judgement or attitude that refers to the overall excellence or superiority of the service as a whole." This is only one of the many definitions that has been used. A building management service quality evaluation is the overall evaluation of the building management service quality carried out by the property owner using the disconfirmation model. This type of evaluation looks for gaps between the service quality expectations and the actual performance of the building management company (Nasim, Parisa, Farshid, and Md. Kazem, 2013). According to Md Hussain K et al., (2009), the competitive advantage of building management can be increased by using advanced technology to enhance the service quality and meet the satisfaction of their single customer, which is the property owner of their building. This would result in an increase in the competitive advantage of building management. It is common knowledge that a great number of scholars have established a perspective on service that is centred on service quality, which is something that can be characterised in a wide variety of different ways. It is up to the owner of the property to determine whether it can be seen or measured on the land, regardless of where it is physically located. According to the findings of academics, gurus and experts in various fields have defined quality in a variety of ways depending on the field. According to Siew, Ayankunle, Hanisah, and Alan (2011), the difference between property owner competence and expectations along the most important dimensions of service quality to the satisfaction and preferences of property owners can be logically explained by the differences in service quality dimensions. (Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021). This is the conclusion that can be drawn from the findings of the research conducted by the authors. For the organisation to live up to the expectations of the property owner, they need to provide an exceptionally high degree of service. As the owner of the property, it is your responsibility to take the necessary precautions to ensure that the standard of the provided services is not deemed to be of a low quality since the performance fell short of your expectations in this respect. A research study on the topic was also conducted in the state of Maryland. According to Hussain and Therese (2010), the concept of service quality can be defined as being viewed from the point of view of each individual property owner. This is since each individual property owner has a unique perspective, set of needs, expectations, and values, as well as a unique set of circumstances on which to base their assessment, set of needs, expectations, and circumstances. According to Parasuram, Zeithaml, and Berry's (1990) research, the perception of the property owner's service quality about their building management is an extraneous attribution and characteristic that stems from the building services that he or she has experienced in the past and that is based on his or her previous experiences. This is because the perception of the property owner's service quality is an extraneous attribution and characteristic stemming from the building services that he or she has experienced in the According to Kumra (2008), the quality of building services extends beyond the ultimate output of the building services; rather, the process of those services also needs to be taken into consideration in order to accurately assess the quality of the building services. In addition, the process of building management staff engagement needs to be reformed. The staff's commitment is very significant in accomplishing and effecting the final product of the quality of the building management's services, and this

involvement process needs to be redesigned. According to Sui, Bridge, and Skitmore (2001), service quality is "an activity or series of activities of more or less intangible nature that normally, but not necessarily to take place in interactions between the property owner and service employees and / or physical resources or goods and / or systems of the service provider, which are provided as solutions to property owner problems." When Sui, Bridge, and Skitmore (2001) referred to the marketing aspects of service quality, it defines as "a task, other than the provision of It is created, carried out, and conveyed with the purpose of achieving two objectives: operational efficiency and the happiness of property owners. Both studies concluded that property owners' perceptions of the quality of services provided by building management will be impacted by anything that involves contact with property owners, regardless of the nature of the concerns or reasons involved. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021).

Methodology

Research Design

The way the research was planned reflects the priority considerations that were given to the many different aspects of the research process (Bryman & Bell, 2007). The utilisation of a suitable research design will guarantee that the research is well-planned and organised appropriately in order to achieve the objectives of the research. According to Nachmias and Nachmias (2008), the significance of research design can be summed up by the fact that its role is to serve as a link in relations regarding the way research and empirical data are gathered for the purpose of validating the research questions in the service of fulfilling the research objectives. This can be understood as the fact that the role of research design is to serve as a link in relations regarding the manner in which research and empirical data are gathered for the purpose of validating the research When carrying out a study, it would be beneficial to possess a reliable research design because it would provide an appropriate framework for the collection of data and the analysis of those data (Churchill, 1979). Because of this, there is a plan for the research design that needs to be taken into consideration to have the ability to evaluate research replies in response to the questions that were posed by the study. Because of this, the method of research design is essential to provide a framework for the collection and analysis of data from the samples, methods of study (such as quantitative or qualitative), method of data analysis (such as regression model or structural equation modelling, etc.), and other aspects of the research. Consequently, the method of research design is essential to provide a framework for the collection and analysis of data from the samples. "Essentials of research design include that the design is an activity and time-based strategy," Cooper and Schindler (2003) wrote. Their work was cited on page 146. "The design is always based on the research question," the authors wrote. The design functions as a map to guide decisions regarding the types of information sources and categories to be used. The design is a framework for establishing the relationships among the study's variables, and it describes the procedures for every research activity that will be conducted. The design can be thought of as a blueprint. When planning the design of a research project, one of the most important things to keep in mind is that the research design should incorporate the methods that are best suited to responding to the research questions. This is one of the most important things to keep in mind when planning the design of a research project. According to Bryman (2001), the efficiency of the research design is dependent not only on the survey tools that are being constructed but also on the method that is being used to ask the questions. This is the case regardless of whether the research is being conducted online or in person. According to what Aljodea (2012) found in his research, "research designs should combine methodologies that are most relevant to the problems under examination." (p. 58). The term "research design"

refers to a strategy that is used to represent the approaches or procedures that were taken to acquire the necessary data (Zikmund, Babin, Griffin and Carr 2010). There are three primary types of research designs, including exploratory research, descriptive research, and causal research. The purpose of this investigation is to determine the chain of events that led to the occurrence of two connected variables. As a result, the causal study will serve as the basis for the research design utilised in this investigation. Research on causality, which demonstrates how changes in one variable are influenced by changes in other variables, may lead us to the discovery of the relationship between the variables that underlie its causation. The use of quantitative research in this study helped to shed light on the nature of the connection between two other factors that are related. The pursuit of research objectives through the application of data technology and statistical analysis is an example of quantitative research. It can obtain statistical data in digital format. In addition, it is possible to collect information regarding the relationship that exists between two variables that are related to one another. In this study, the data collection and analysis are both accomplished using questionnaires. The study model has been developed to investigate the impact of strategic orientation and dual competence on service quality of property management companies in Guangdong, Hong Kong and Macao Bay Area. According to the research model, there are two independent variables, namely marketing orientation and technology orientation, as well as exploration capability on the quality and utilisation, and the dependent variable is organisational performance. These two independent variables are discussed below. Even though there are several empirical research studies that have been conducted to explore the relationship between dual competence and the service quality of property management, there is not nearly enough research being done on this relationship in property management companies, particularly in the context of the Guangdong, Hong Kong, and Macao Area. This study presents a research model that can be seen as an initiative to bridge the gap by investigating this interaction inside the property management companies. The linkages between the strategy orientation and service quality are further discussed and developed in the parts that follow, which ultimately contribute to the formation of the research model.

Data Collection

The data that researchers gather because of their investigation into a particular research topic is referred to as the "primary data." Because this study question is closely related to these primary data, the precision of the primary data is quite good. (Sekaran & Bougie, 2013). Since the primary data are collected through observations, interviews, and questionnaire surveys, the process of gathering these primary data takes a significant amount of time. In addition to dealing with time constraints, one of the challenges that will be encountered is providing a response that is both insufficient and late. In most cases, information is gathered by researchers through the distribution of questionnaires.

Target Population

The term "target population" refers to a certain group of people that the researchers would like to focus their attention on while carrying out the study (Sekaran & Bougie, 2016). There are many distinct target groups that may be found in various types of research; therefore, we need to choose which target population will provide us with the best opportunities to collect data and information for our study. The users of property management are the population that will serve as the focal point of this investigation. Although China will serve as the study's focal point, the focus of the investigation will be on residents of the Guangdong and macao area. This research will focus on the Guangdong and Macao areas because both regions contain China's most developed and populous urban areas respectively (Statisca, 2022). There are around 86.17 million people living there, which is nearly 5% of the overall population of China.

(Bayarea,2022). The individual who is going to be given priority in this investigation is the sampling elements. There is a component in the financial sector that is comprised of property management businesses that work with residents. Therefore, the nonprobability sampling technique will be used on the management level of the property management firms as well as anybody else associated with the activities of the property management companies, regardless of whether they are on the upper, middle, or lower levels of the organisation.

Sampling Frame and Sampling Location

The people of China's Guangdong province as well as those of Macau were the focus of this research. On the other hand, a sampling frame that consisted of a list of all employees of the property management businesses that participated in this study was not accessible since there were insufficient resources and the need to preserve personal and confidential information. As a result, methods that are not based on probability were utilised in this investigation. The site at which the survey was carried out is referred to as the sampling location (sample location definition, n.d.). The province of Guangdong and Macau were chosen as the locations for the sample collection for this study. Because of the pandemic caused by COVID19, movement control and travel limitations were put into place, which made it more difficult to collect data. As a result, most of the effort was put into collecting data in just these three states. In addition, most people who could provide responses and acquaintances of the researchers who worked in property management in Guangdong and Macau respectively.

Sampling Size

The size of the sample that is collected from the whole population is known as the sampling size. The size of the sample should be large enough to eliminate the possibility of sampling errors and biases (Gill, Johnso 8 , 1 8 0 n & Clark, 2014). Full population research will be impractical and prohibitively expensive to carry out; instead, establishing a sampling size will be the most effective way to cut down on the time and money required to carry out a study. For the purpose of our study, the population that we focused on consisted of 5 Malaysian female bank employees. According to Sekaran and Bougie (2016), the opulation of our research is 86.17 million, which causes it to come into the category of 385.

Questionnaire Design and Instrumentation

The survey material included in this article focuses on three distinct aspects: strategic orientation, dual competence, and the quality of logistical service. The specific steps involved in the design of the questionnaire are as follows: first, formulate the preliminary questionnaire by designing the corresponding measurement questions in accordance with the survey target, survey purpose, and the concepts and dimensions of strategic orientation, dual competence, and logistics service quality; second, further discuss the measurement questions with the supervisor, scholars, and related staff, and adjust and improve the questionnaire in accordance with the proposed changes; and third, finalise the questionnaire by adjusting and improving it in accordance with the proposed changes. In the end, a preliminary survey was carried out for the purpose of determining the reliability and validity of the questionnaire, as well as for the purpose of revising the questions that were represented in the operational framework to produce the definitive questionnaire. The respondents are given the opportunity to score the questionnaire based on the questions that are set forth in the questionnaire. The questionnaire is based on a 5-point Likert scale, with scores ranging from 1 to 5 representing "totally disagree," "disagree," "not sure," "agree," "agree," and "agree." "Agree" and "Strongly Agree" are same terms. The questionnaire can be broken down into four distinct sections: the first section is an introduction to the questionnaire, in which the respondents are informed of the purpose of the survey and thanked for their participation; the second section includes personal

information about the respondents, such as gender, age, years of work, education level, and the region of the company in which they work; the third section of the questionnaire is the primary section of the questionnaire, which is a survey of market orientation, technical orientation, and geographic orientation; and the fourth section of the questionnaire is The third section of the questionnaire is comprised of questions that measure variables such as market orientation, technology orientation, exploration capability, utilisation capability, supply chain agility, and logistics service quality; the fourth section of the questionnaire is comprised of fill-in-the-blank questions, in which respondents are given the opportunity to offer recommendations for increasing the level of rigour in the study. Table 3.1 displays the exact metrics that are used to evaluate market orientation and technology orientation.

Table3- 1A measurement scale that is focused on strategy

Variables	Item	Description	Reference
Market Oriented	CO1	The contentment of our clients is the driving force behind the development objectives that our company establishes for itself.	Mohamed, 2014
	CO2	The level of excitement expressed by our patrons is taken into careful consideration by our business.	Lee & Christiarini,2021
	CO3	Our business creates a competitive advantage by having a thorough comprehension of the requirements outlined by our clients.	Na et al, 2019
	CO4	The value that we provide for our clients is a primary consideration in the formulation of our company's business strategy.	
	CO5	The level of satisfaction of our clients is continuously monitored and analysed by our business.	
	CO6	After-sale service is something that gets a lot of attention from us.	Björck et al,2022
	CO7	In order to raise everyone's level of self-awareness, we regularly discuss our rival companies and share information about them.	
	CO8	Our company is quick to react and make adjustments in response to the actions taken by our competitors.	
	CO9	The executives in our company pay attention to the strengths and weaknesses of our competitors.	
	CO10	Because we have established a competitive advantage, our business is in a position to quickly target customers.	
Technology Oriented	TO1	We are at the forefront of developing new items by making use of the most cutting-edge technologies.	Salisu & Abu Bakar, 2019
	TO2	Our recently released items are technologically ahead of the competition in their respective industries.	
	TO3	We place a high priority on defending the rights to our intellectual property.	Kindermann et al., 2021
	TO4	We put more money into research and development than any of our competitors.	
	TO5	When it comes to developing innovative technological solutions to satisfy the requirements of our customers, we keep one eye on the future.	Gotteland et al., 2020

Service Quality

After sifting through the research on the quality of logistics services conducted by many

academics from both the United States and other countries, it was discovered that the quality of property management services is primarily measured based on two aspects: the property management service process and the service results. Hard service quality and soft service quality are the two categories that make up property management service quality. The scale of property management service quality is constructed from two dimensions: hard service quality and soft service quality, as seen in Table 3-2.

Table3- 2 A measurement scale that is focused on service quality.

Variables	Dimension	Description	Reference
Hard Quality (HQ)	**Responsiveness**	R1 Our company has the ability to respond quickly to changes in customer needs	Yingfei et al, 2022
		R2 The ability of this company to quickly handle issues such as customer needs or error handling	
	Materiality	Ml This company has a positive exterior social image in the eyes of its clients and potential clients.	Otii et al, 2020
		M2 The company has access to a high level of information technology and is able to monitor the logistical procedure.	
		M3 This company has more cutting-edge infrastructure and machinery than its competitors.	
		M4 This business organisation features contemporary office and warehouse space, among other amenities.	
	Economical	E1 The business has what can be considered to be a competitive rate for the payment of logistical services.	Shimpi, 2018
		E2 The company is able to supply adequate techniques of logistics in order to fulfil the requirements of the customer	
		E3 The company is able to supply clients with value-added services that are accurate, affordable, and in high demand.	
Soft Quality	**Reliability**	C1 Our company is capable of delivering the logistics service as promised on schedule.	Ali et al., 2021
		C2 Our company is reliable and can be counted on to deliver consistent services to our clients.	
		C3 The organisation is able to deliver the logistical services as promised in satisfactory condition	
		C4 The organisation is able to deliver the logistical service as promised with precision.	
	Interactivity	11 The staff of the organisation project a positive external image.	Ramya. 2019
		12 This company's employees have excellent business standards and are highly skilled.	
		13 The business can communicate with customers and do so effectively.	
		14 Customer complaints are handled promptly and satisfactorily by our business.	

Collaborative	T1 Our company has a proactive, enthusiastic attitude and willingness to solve customer problems	Mutiara Sari, 2023
	T2 The company provides sufficiently innovative and optimized logistics solutions for different customers	

Dual Competence

Dual competences are evaluated primarily from the point of view of innovation, and the service quality of property management businesses is evaluated based on the exploratory innovation capacity as well as the utilisation innovation ability. In this study, the measurement of dual competence will be based on the measurement scale developed by He and Wong, 2009. In addition, taking into consideration that the primary focus of this paper is an investigation into the quality of domestic property management services, the research findings of (De Brandt et al.,2018) will also be combined to measure dual competence. Table 1 presents the measurement indexes for your perusal.

Table3- 3 A measurement scale that is focused on dual competence.

Variables	Item	Description	Reference
Exploratory Variable	EA1	The organisation is consistently on the lookout for innovative and potentially useful new technologies.	Su et al, 2017 Ioniţă, 2020
	EA2	The company is prepared to take calculated risks in order to create innovative technologies, products, and services.	
	EA3	The company is consistently working to broaden the range of products and services it provides.	
	EA4	Frequently, the company will introduce new goods, services, or technologies that have been developed elsewhere.	
	EA5	Additionally, the company will actively seek out potential market opportunities and create new market segments.	
Utilized capacity	UC1	The company has been working to improve the quality of existing products or services	Sapovadia, 2019
	UC2	The company has been improving the flexibility and supply efficiency of production or organization	Yu, 2020
	UC3	The company has been trying to reduce the cost of production or services	
	UC4	The company has been trying to increase the production of existing products or reduce material consumption	

Findings

Demographic Profile

It is vital to have a fundamental understanding of the fundamental characteristics of the sample data to guarantee the accuracy of the data obtained from the samples that were gathered. The primary purpose of the descriptive statistical analysis is to gather the most fundamental information about the data samples that have been collected. With this information, we will be able to conduct a straightforward statistical and analytical examination of the overall characteristics of the respondents, comprehend the distribution of the sample in advance, and

determine the percentage of a particular characteristic that is present in the total sample volume. In accordance with the findings of the research presented in this paper, we primarily carried out simple statistical analysis on the respondents' ages, working areas, positions, lengths of time spent working in the logistics industry, levels of education, establishment dates of the enterprises, types of enterprises, and numbers of employees working for each enterprise. In Table 4-1, the exact characteristics of the sample are outlined for your perusal.

Table4- 1 Demographic Profile

Characteristics	Description	Frequency	Percent (%)
Age	<30	43	11.38
	31-40	158	41.80
	41-50	114	30.16
	51-60	51	13.49
	>61	12	3.17
Position	General employees	73	19.31
	Junior executive	143	37.83
	Senior executive	118	31.22
	Top Management	44	11.64
Working Experience	<5 years	69	18.25
	6-10years	143	37.83
	11-15 years	118	31.22
	>16 years	48	12.70
Established year	<5 years	75	19.84
	6-10 years	85	22.49
	11-15 years	76	20.11
	>16 years	42	11.11
Company size	0-99	24	6.35
	100-499	69	18.25
	500-999	78	20.63
	1000-1999	73	19.31
	>2000	34	8.99
Corporate Integrated	Integrated	76	20.11
	Non Integrated	202	53.44

From the table 1 demonstrated that most respondents 41.8% (158) made up of are 31-40 years old, 30.16% (114) are 41- 50 years old followed by 13.49% (51)51 -60 years old. The majority respondents 37.83% (143) were junior executive then followed by senior executive and general employee. Most respondents (37.83%) were around 6-10 years working experience followed by 11-15 and < 5 years. The majority (22.49%) company established more than 6-10 years, followed by 20.11% 11-15 years and > 16 years 11.11%. The company size was made up of 20.63% about 500-999 employees, followed by 1000-1999, 19.31% and 100-499, 18.25%. The corporate integrated were integrated 20.11% and non- integrated 53.44%.

Reliability and validity

Reliability

If the collected sample data do not effectively reflect the designed research model and related influencing factors, the research conducted in this paper will be detached from the reality and lack effective practical significance. Alternatively, if the collected sample data do effectively reflect the designed research model and related influencing factors, the research will be successful. In the reliability test, the bias of the measurement data is referred to as the

reliability test, and the reliability test primarily consists of the combined reliability test and the internal consistency test. The Cronbach's a coefficient method and the measurement of the Average Variance Extracted (AVE) are the two primary components of the internal consistency test. Yousaf et al., 2018) demonstrated that when the AVE is greater than 0.7, the Cronbach's a value is between 0 and 1, and the greater the value, the higher the reliability of the data that was collected from the sample. If Cronbach's and is greater than 0.7, the reliability of the sample data is good; if Cronbach's an is greater than 0.3 but less than 0.7, the reliability of the sample data is average; and if Cronbach's an is less than 0.3, the reliability of the sample data is low and needs to be improved. Cronbach's a range from 0 to 1. If Cronbach's and is greater than 0.7, the reliability of In addition, the compositional reliability may be evaluated with the use of the Composite Dependability (CR) metric, and in general, a CR that is greater than 0.7 demonstrates a satisfactory level of compositional reliability.

Table4- 2 Reliability Table of Strategy Oriented

Variable	Dimension	Item	Rotation Factor	Cronbach's a	AVE	CR
Strategy Oriented	Market Oriented	CO1	0.856	0.891	0.784	0.841
		CO2	0.847			
		CO3	0.901			
		CO4	0.867			
		CO5	0.872			
		CO6	0.801			
		CO7	0.916			
		CO8	0.867			
		CO9	0.853			
		CO10	0.843			
	Technological Oriented	TO1	0.876	0.879	0.839	0.809
		TO2	0.906			
		TO3	0.873			
		TO4	0.843			
		TO5	0.819			

Table 4-2 presents the findings of the sample reliability test that was run on the data samples pertaining to market orientation and technology orientation. The test was run on the results using the software programme SPSS22.0. It is possible to deduce from Table4-3 that the Cronbach's a values for the two latent variables of market orientation and technology orientation are 0.891 and 0.879, respectively, both of which are higher than 0.7, and that the average variable extracted AVE values are 0.784 and 0.839, respectively, both of which are higher than 0.5, and that the combined validity of both is 0.847 and 0.809, respectively, both of which are higher than 0.7. The fact that the factor loadings of the corresponding variables are significantly higher than 0.5 demonstrates that the reliability and stability of the relevant data samples of market orientation and technological orientation are satisfactory.

From Table 4-3, it can be seen that the Cronbach's a values for the latent variables of exploratory ability and utilization ability are 0.897 and 0.868, respectively, which are both higher than 0.7, and the AVE values for the mean variable extractions are 0.814 and 0.819, respectively, which are both higher than 0.5, and the combined validity of the two variables are 0.867 and 0.892, respectively, which are both higher than 0.7, and the factor loadings of the corresponding variables are both The factor loadings of the corresponding variables were significantly higher than 0.5, which proved that the reliability stability of the data samples corresponding to the exploration and utilization abilities was good.

Table4- 3 Reliability Table of Dual Competence

Dual competence						
Variable	Dimension	Item	Rotation Factor Analysi	Cronbach's a	AVE	CR
Dual Comptence	Exploration capacity	EA1	0.867			
		EA2	0.814			
		EA3	0.901	0.897	0.814	0.867
		EA4	0.862			
		EA5	0.884			
	Utlization capacity	UC1	0.861			
		UC2	0.809			
		UC3	0.843	0.868	0.819	0.892
		UC4	0.839			

Table4- 4 Reliability table of Service quality

Variable	Dimension	Item		Rotation	Factor	Cronbach's	AVE
Hard Service quality		R1	0.814				
		R2	0.904				
		M1	0.876				
		M2	0.808				
		M3	0.817	0.876	0.736	0.874	
		M4	0.819				
		E1	0.827				
		E2	0.839				
		E3	0.857				
Soft Service quality		C1	0.869				
		C2	0.891				
		C3	0.905				
		C4	0.814				
		I1	0.847				
		I2	0.867	0.839	0.798	0.814	
		I3	0.863				
		I4	0.814				
		T1	0.832				
		T2	0.816				

As can be seen in Table 8, the Cronbach's a value for the two latent variables of soft service quality and hard service quality are 0.876 and 0.839, respectively, both of which are greater than 0.7, and the AVE values of the mean variable extractions are 0.736 and 0.798, respectively, both of which are greater than 0.5. The fact that the combined validity of 0.874 and 0.814 is greater than 0.7 and that the factor loadings of the same variables are much higher than 0.5 demonstrates that the corresponding data samples for soft and hard service quality may be relied upon to a satisfactory degree.

Validity

Sample validity tests need to be run on all the data to establish whether the data acquired from the samples can accurately reflect the parameters that will be assessed and to guarantee that the findings of the measurements will be accurate and reliable. In this study, the KMO test and the Bartlett's spherical test were carried out with the assistance of the SPPS statistical analysis software. Following that, the exploratory factor analysis (EFA) was carried out to validate the property management service quality impact model. If both the KMO test and Bartlett's

spherical test yielded negative results, the variables could not be included in a factor analysis. When the KMO value is greater than 0.6 and less than 1, it indicates that the data index value is applicable to this study, and the larger the value is, the more applicable it is. On the other hand, the KMO test can verify the applicability of the questionnaire data. When the KMO value is greater than 0.6 and less than 1, it indicates that the data index value is applicable to this study. On the other hand, Bartlett's test can accurately measure the correlation between the variables, the Sig. value is able to accurately reflect the significance of the correlation, and a Sig. value that is less than 0.001 can suggest that there is a high correlation between the variables. A smaller value indicates a higher level of correlation between the variables; conversely, a larger value indicates a lower level of correlation.

Table4- 5 Strategic orientation factors KMO and bartlett tests

Variable	Dimension	KMO value	Bartlett Test		
			Approx Chi Square	df	Sig
Strategic Oriented	Market Oriented	0.901	851.395	45	0.000
	Techological	0.896	874.281	52	0.000

Table4-5 displays the findings of an exploratory factor analysis carried out with the assistance of the SPSS22.0 programme. This was accomplished after the KMO value and the Bartlett's sig. value of strategic orientation satisfied the validation criteria. The Sig. value of Bartlett's test is less than 0.001, which indicates that the variables are well correlated with each other.

Table4- 6 Correlation between variables (pearson correlation matrix)

Variable	*ES*	*EC*	*MO*	*TG*	*EA*	*UC*	*SQ*	*HQ*
ES	1							
EC	0.008	1						
MO	-0.136	0.232	1					
TG	-0.031	-0.036	0.613**	1				
EA	0.062*	0.089	0.503**	0.519**	1			
UC	0.132*	-0.163	0.734*	0.803**	0.706**	1		
SQ	0.306**	0.201*	0.539**	0.694**	0.745**	0.713**	1	
HQ	0.497*	0.503*	0.648**	0.703**	0.563**	0.723**	0.712**	1

It can be seen from Table 4-11 that among the control variables, there is a significant positive correlation between firm size and firm comprehensiveness as well as soft and hard service quality of property management firms. There is a significant and positive correlation between market orientation, technology orientation, utilization capability, exploration capability, soft service quality, and hard service quality, all of which are significantly correlated and positively correlated.

Conclusion

It is possible for strategic orientation to have a positive impact on the quality of logistics management services, to clarify the market direction of logistics management enterprises, to effectively improve the efficiency of enterprises to meet the demands of the market, and, as a result, to improve the quality of logistics services. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023). Enterprises can quickly identify changes in market demand, discover the existing needs of customers, explore the potential market demand, analyse the behaviour and strategies of competitors, and timely adjust the market demand strategy of enterprises when it comes to market orientation. Market orientation is driven by market demand. To improve customer satisfaction and the quality of logistics management soft services, market orientation can help enterprises better grasp the direction in which the market is always changing and make full use of the areas of expertise

offered by non-integrated logistics management enterprises in order to develop corresponding market strategies, logistics management with dual capabilities, and other aspects of core strengths. On the other hand, non-integrated logistics management enter the market to compete with integrated logistics management. On the other hand, non-integrated logistics management enterprises, which are relatively single businesses, in comparison with non-focused enterprises in the industry, have more clear transformation, more concentrated core strengths, and more concentrated resource distribution. As a result, non-integrated logistics management enterprises should not only develop corresponding business strategies in response to changes in market demand but should also fully enhance the core competitiveness of enterprises. Enterprises should be good at discovering the emergence of new technologies and designating the corresponding corporate strategies according to new technologies. This can effectively upgrade the logistics service facilities of enterprises and fully meet the diversified needs of customers as the market changes. Additionally, enterprises that strengthen the construction of corporate hard power can effectively enhance their competitive advantages and improve the quality of hard services provided by non-integrated businesses. For the more comprehensive logistics management enterprises, with a wide range of logistics management business, a large range of services, and more service objects, the flexibility of enterprises is relatively weak. (Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021). It is possible for strategic orientation to have a positive impact on the quality of logistics management services, to clarify the market direction of logistics management enterprises, to effectively improve the efficiency of enterprises to meet the demands of the market, and, as a result, to improve the quality of logistics services. Enterprises can quickly identify changes in market demand, discover the existing needs of customers, explore the potential market demand, analyse the behaviour and strategies of competitors, and timely adjust the market demand strategy of enterprises when it comes to market orientation. Market orientation is driven by market demand. To improve customer satisfaction and the quality of logistics management soft services, market orientation can help enterprises better grasp the direction in which the market is always changing and make full use of the areas of expertise offered by non-integrated logistics management enterprises to develop corresponding market strategies, logistics management with dual capabilities, and other aspects of core strengths. On the other hand, non-integrated logistics management enter the market to compete with integrated logistics management. On the other hand, non-integrated logistics management enterprises, which are relatively single businesses, in comparison with non-focused enterprises in the industry, have more clear transformation, more concentrated core strengths, and more concentrated resource distribution. Additionally, enterprises that strengthen the construction of corporate hard power can effectively enhance their competitive advantages and improve the quality of hard services provided by non-integrated businesses. For the more comprehensive logistics management enterprises, with a wide range of logistics management business, a large range of services, and more service objects, the flexibility of enterprises is relatively weak. The need for enterprises from a more long-term perspective, to explore the potential customer demand, predict the direction of market demand, reasonable allocation of enterprise resources to effectively reduce the risk of enterprises due to the uncertainty of the market orientation helps to reduce the number of customers that are lost, in addition to being conducive to long-term market demand and successful long-term cooperation among partners. Technology-oriented can strongly guarantee the use of advanced technology in the market, ensure that the business in each area of the organisation can keep pace with changes in the market, and improve the overall hard quality of logistics management services. A property management company will be able to improve the service quality of their services along with enhancing their operational capabilities with the assistance of cutting-edge technology, equipment, and infrastructure. It is facilitated using information sharing systems,

smart devices, the promotion of standardization, the efficiency of recycling, and the improvement of the information processing capabilities of the organization. Gunasekaran, 2017 et al. Describe how information technology can enhance property management services by providing them with "adaptability, agility, and alliances.". Several studies have demonstrated that information technology can be used to accelerate the rapid growth of the logistics industry, and Gunasekara, 2017 and others have also indicated that IT can be used to enhance property management services as well. Finally, it should be noted that the improvement of the quality of service provided by property management companies cannot be separated from the modernization of the technology environment provided by logistics networks that provide these services. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021). Exploration capability has a positive correlation with soft service quality in property management (MO=0.842, PV0.001), under the assumption that H3a holds true; in the case of model M6, utilization capability is positively correlated with hard service quality in property management (MO=0.794, PV0.001), under the assumption that H3b holds true. To provide customers with better property management service capabilities, property management enterprises can develop new service products and new service areas from new perspectives, and property management enterprises can improve ls service quality by improving their own capabilities. Hurley, R. F. (2014) also stated that property management enterprises develop and use new logistics technologies to ensure that property management services are more convenient and expand the service scope, thus effectively improving the service quality of property management companies. Most companies lack the motivation to innovate, resulting in slow product updates and service quality improvements. Improving property management by enhancing the use of property management technology and information technology can improve the exploratory ability of logistics companies, i.e., to provide customers and partners with new products and services like never before. (Adams et al. 2019; Chand & Tarei 2012; Hong 2023; Ju et al. 2019; Lau 2019; Lee 2020; Mutiara 2023; Pal Singh et al. 2022; Su et al. 2017; Tong et al. 2022; Van & Smith 2019; Yu 2020; Zahra 2021)

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