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The mediation role of organizational strategy orientation on the effect of environmental uncertainty on the performance of travel agency companies



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ABSTRACT

The global pandemic has had a significant impact on the economic sector and the tourism sector and its supporting businesses, where many market segments of the tourism industry, such as hotels, restaurants, and travel agents, have reached a saturation point. Companies need to determine a clear strategy in the face of a dynamic change in the business environment to achieve the expected performance and maintain a sustainable competitive advantage. The discussion of strategies also focuses on the discussion on the strategic orientation of the organization. Research on the orientation of organizational strategies in the tourism industry, especially in the travel agent sector, has yet to be widely studied in depth, and how the impact of the pandemic on the sustainability of the performance of travel agent companies. This paper aims to examine the mediation role of the organization's strategic orientation on the influence of environmental uncertainty on the performance of travel agency companies. The respondents in this study were the manager of a travel agency company throughout Indonesia and we used a purposive sampling technique with a sample of 75 respondents. The method of collecting data is using a questionnaire and then the data is analyzed using PLS-SEM. The results showed that Technology Uncertainty affects Market Orientation & Entrepreneurial Orientation, but only Entrepreneurial Orientation affects performance. It also showed that Market Orientation and Entrepreneurial Orientation fully mediate the Technology Uncertainty variable with Organizational Performance. Therefore, travel agent companies must be adaptive and innovative in facing technological changes that occur through the choice of organizational strategy orientation, Entrepreneurial Orientation and Market Orientation to encourage performance improvement.

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Introduction

The relationship between corporate strategy and performance has been widely researched in recent decades (Zahra & Covin, 1993; Desarbo et al., 2005; Pamell, 2011; Zehir et al., 2015; Deutscher et al., 2016). Companies need to establish a clear strategy in the face of dynamic business environment changes to achieve the expected performance and maintain a sustainable competitive advantage. The discussion of strategies in their development scientifically also began to focus on the strategic orientation of organizations (Avci et al., 2011; Zehir et al., 2015; Deutscher et al., 2016; Zehir et al., 2016; Morgan & Anokhin, 2020; Wales et al., 2020; Han & Zhang, 2021). The organization's strategic orientation is seen as an overall strategic direction for the company. The specific factors of the company influence how the company chooses the strategic orientation of its organization which ultimately also affects the performance of the company.

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The competitive environment changes the organization and forces companies to look for the best strategies to achieve and maintain a competitive advantage in the market (Avci et al., 2011). The issue also applies globally in the tourism industry, where many market segments (hotels, restaurants, travel agencies) have reached a saturation point in many developed and some developing countries. Therefore, the tourism industry needs to determine strategies that must be implemented now and in the future in a dynamic environment.

Avci et al. (2011), in their research, stated that there are differences in both financial performance and non-financial performance in tourism companies in Turkey based on the orientation of the organizational strategy chosen by the company, referring to the Theory of Miles and Snow. Another research found that in developing countries, tourism businesses can be different when choosing between implementing different organizational strategic orientations based on their respective internal characteristics considering that these companies produce similar financial performance.

Indonesia's tourism industry is in a very competitive and dynamic state and faces environmental uncertainty, especially when the Covid-19 pandemic sweeps a number of business and industrial sectors. The global pandemic attacked and had a significant impact on the economic sector, the tourism sector, and its supporting businesses. The decline in demand and supply and the existence of social restrictions have further slumped the tourism industry.

The impact of the Covid-19 pandemic on travel agency companies in the country is quite significant. The implementation of emergency Community Activity Restrictions (PPKM) prolonged the difficult period in the tourism business. For short, the Association of Travel Companies or ASITA revealed that almost 90 percent of ASITA's total 7,000 member companies have temporarily closed since April 2020. ASITA's internal survey (2020) mapped 6,800 of its members throughout Indonesia, with the results of 30% stating that they were closed and no more extended activities by laying off all employees. Then, 65% are still doing activities without occupying an office and having employees. Meanwhile, the remaining 5% still stated that they still have a limited number of employees. The 5% who can survive this is mostly part of corporate subsidiaries, agencies and institutions, SOEs and also a tiny amount of foreign investment.

Research on the orientation of organizational strategies in the tourism industry, especially for the travel agent tourism segment, has yet to be widely studied in depth and how the impact of the Covid-19 pandemic on the sustainability of the performance of travel agent companies. Furthermore, implementing different business strategies of each travel agency company results in other financial and business performance success. This study aims to examine the mediation role of the organization's strategic orientation on the influence of environmental uncertainty on the performance of travel agency companies and to see how the role of organizational orientation strategies on the influence of environmental uncertainty on organizational performance, especially for the travel agency sector in Indonesia. In this study, Partial Least Square Structural Equation Modelling (PLS-SEM) has been employed to analyze the data of 75 travel agency companies in Indonesia.

Literature Review

Theoretical and Conceptual Background

Environmental Uncertainty

The tourism industry is in a state of very competitive and dynamic competition and faces the challenges of environmental uncertainty such as during the Covid-19 pandemic. The competitive environment brings changes in the organization and forces companies to look for the best strategies to achieve and maintain a competitive advantage in the market (Avci et al., 2011). The issue also applies globally in the tourism industry where many market segments of the tourism industry (hotels, restaurants, travel agencies) have reached a saturation point in many developed countries and some developing countries. Köseoglu et al. (2013) examined that environmental uncertainty (Market Uncertainty, Technology Uncertainty, Competitive Uncertainty) and business strategies affect organizational performance in the hospitality industry. The selection of strategies is conditional depending on how close the business is related to its environment and Environmental Uncertainty requires companies to be able to respond to unexpected changes quickly in order to survive (Desarbo et al., 2005). Meanwhile, Chin et al. (2014) examined the influence of environmental uncertainty on the relationship between external integration and company performance in SMEs in Malaysia by looking at the implications of demand uncertainty, technological uncertainty, and competitive threats. In the Industry 4.0 movement and the inherent cost of incorporating new technology under the organization, managers are naturally expectant that their technological investments results in deserved payouts (Hacioglu, 2020; Hacioglu, 2019). So that in this study a conceptual framework was built that will look at the influence of Environmental Uncertainty on Organizational Strategy Orientation which will later affect Organizational Performance.

Organizational Strategy Orientation

Strategy is about 2 things, namely deciding where the business wants to run and deciding how to achieve this so that a competitive strategy is needed to survive (Tanwar, 2013). The discussion of strategies in their development scientifically also began to focus on the strategic orientation of organizations (Avci et al., 2011; Zehir et al., 2015; Deutscher et al., 2016; Zehir et al., 2016; Morgan & Anokhin, 2020; Wales et al., 2020; Han & Zhang, 2021). The strategic orientation of the organization is seen as an overall strategic direction for the company. The company needs to determine the strategic orientation of the organization to achieve the expected

performance. Strategic orientation is a set of principles that guide the strategic activities and behaviors of companies to guarantee their performance (Han & Zhang, 2021).

According to Hakala (2011) there are several types of organizational strategy orientation including market orientation, entrepreneurial orientation, learning orientation and technology orientation. The concept of market orientation includes customers, competitors and marketing orientation. Similarly, technology orientation includes product, production and innovation orientation. Market & Technology Orientations include adaptive processes that relate to the competitive environment (market, customers and competitors) as well as the products, services and technologies that the company chooses to offer to the environment. Meanwhile, entrepreneurial and learning orientations investigate the process of matching resources with the environment. Entrepreneurial orientation changes organizational and environmental relations with the reallocation of resources through products and market development. Learning orientation is seen as an organizational tendency to create and use knowledge that can potentially cause new behavior changes or value creation to achieve competitive advantage.

Köseoglu et al. (2013) in their research stated that the two generic strategy typologies that are widely used are Porter's typology which includes cost leadership, differentiation and focus orientation and Miles & Snow typology which identifies prospector, analyzer, defender, and reactor approaches. Meanwhile, Parnell (2011) in his research mentioned the relationship between focus strategy and marketing & linking capabilities, then between differentiation strategy and technology capabilities, as well as between cost leadership strategy and management capabilities where the combination of low-cost & differentiation strategy improves performance for companies with strong management and technology capabilities. Lo (2012) investigating the relationship between business strategy and performance found that differentiation strategies (Porter's typology) are business strategies that can significantly affect customer satisfaction in the hospitality industry in China. Han & Zhang (2021) in their research mentioned that in the latest research streams based on resource-based logic and dynamic capability perspectives, research results focus on strategic orientation and strategic flexibility as antecedents of product innovation. The specific factors of the company influence how the company chooses the strategic orientation of its organization which ultimately also affects the performance of the company.

Business actors in the tourism industry, especially travel agency companies, apply different strategies to optimize organizational performance. On the other hand, Avci et al. (2011) used Miles & Snow typology in their research for tourism companies in Turkey and demonstrated differences in financial and non-financial performance based on strategic orientation with the most superior prospectors approach compared to others. Miles and Snow's strategy typology is a unique typology because it sees the organization as complete and as a system that integrates on dynamic interactions with its environment (Gnjidić, 2014). Zehir et al. (2015) examined the influence of innovation performance and differentiation strategy on the relationship between entrepreneurial orientation and company performance. This study identified how the organizational strategy orientation affects the performance of Indonesian tourism industry companies, especially the travel agent company sector, which faces environmental uncertainty, especially during the pandemic in running its business.

Organizational Performance

The relationship between corporate strategy and performance has been widely researched in recent decades (Zahra & Covin, 1993; Desarbo et al., 2005; Parnell, 2011; Zehir et al., 2015; Deutscher et al., 2016). Companies need to establish a clear strategy in the face of dynamic business environment changes in order to achieve the expected performance and maintain a sustainable competitive advantage. This research on Organizational Performance influenced by Environmental Uncertainty and Business Strategy Orientation refers to the journal Avci et al. (2011) which in their research states that there are differences in both financial performance and non-financial performance in tourism companies based on the organizational strategy orientation chosen by the company referring to the Miles and Snow theory and Hakala (2011) which in his research states the interaction of organizational strategy orientation includes market orientation, entrepreneurial orientation, learning orientation and technology orientation. The results of research by Avci et al. (2011) also found that in developing countries, tourism businesses can be different when choosing between implementing different organizational strategy orientations based on their respective internal characteristics considering that these companies produce similar financial performance.

Köseoglu et al. (2013) examined environmental uncertainty including Market Uncertainty, Technology Uncertainty, and Competitive Uncertainty and Business Strategies that affect Organizational Performance. According to Hacıoglu, conflict situation for international business has negative impacts affecting firm performance (i) ambiguity at management rank (ii) increasing level of risks in business operations (iii) communication problems among business units and intra-group activities (iv) transfer of skilled workers for combating (v) deteriorating infrastructure and facilities are some effects of conflict situation which shows the form of environmental uncertainty (Hacıoglu et al., 2012). On the other hand, Morgan & Anokhin (2020) examined the influence of market orientation and entrepreneurial orientation on product development performance with the results of research that the selection of a MO-EO orientation strategy showed a positive influence on service companies compared to product-producing or manufacturing companies which were also influenced by environmental maturity and the company's industrial character.

Previous research that also became another reference for this study, namely Wales et al. (2020) examined the influence of market orientation, entrepreneurial orientation and learning orientation on sales growth performance where entrepreneurial orientation has the most impact on sales performance in Finnish and Russian companies. Research on the choice of the best strategy for travel agent

companies is a necessity of business people in the tourism industry to produce the best performance in facing environmental uncertainty conditions during the current pandemic.

Conceptual Framework of the Research

This study investigates 6 main constructs consisting of three independent variables of Environmental Uncertainty consist of Market Uncertainty, Technology Uncertainty and Competitive Uncertainty and one dependent variable, namely Organizational Performance with Organizational Strategic Orientation consist of Market Orientation and Entrepreneurial Orientation as mediating variables. For more details, see Figure 1 below:

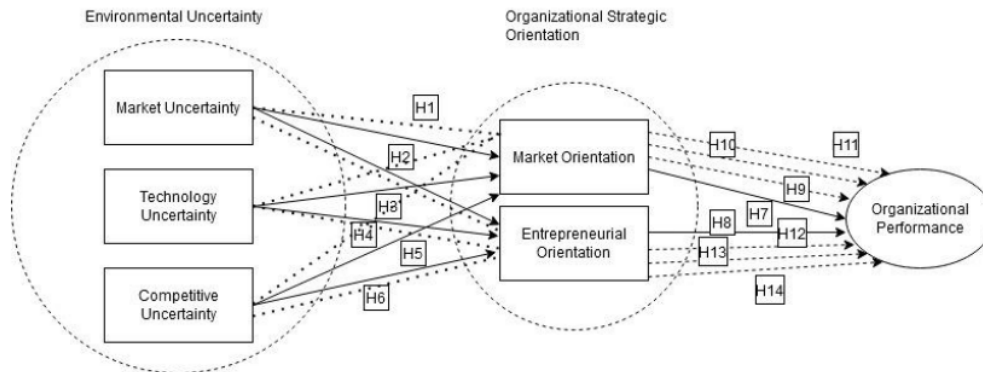


Figure 1: Research Framework & Hypothesis

The hypotheses of this study are:

- H1: There is a significant influence between Environmental Uncertainty – Market Uncertainty on Organizational Strategic Orientation – Market Orientation
- H2: There is a significant influence between Environmental Uncertainty – Market Uncertainty on Organizational Strategic Orientation – Entrepreneurial Orientation
- H3: There is a significant influence between Environmental Uncertainty – Technology Uncertainty on Organizational Strategic Orientation – Market Orientation
- H4: There is a significant influence between Environmental Uncertainty – Technology Uncertainty on Organizational Strategic Orientation – Entrepreneurial Orientation
- H5: There is a significant influence between Environmental Uncertainty – Competitive Uncertainty on Organizational Strategic Orientation – Market Orientation
- H6: There is a significant influence between Environmental Uncertainty – Competitive Uncertainty on Organizational Strategic Orientation – Entrepreneurial Orientation
- H7: There is a significant influence between Organizational Strategic Orientation – Market Orientation on Organizational Performance
- H8: There is a significant influence between Organizational Strategic Orientation – Entrepreneurial Orientation on Organizational Performance
- H9: Organizational Strategic Orientation – Market Orientation mediates the relationship between the Environmental Uncertainty – Market Uncertainty and Organizational Performance
- H10: Organizational Strategic Orientation – Market Orientation mediates the relationship between the Environmental Uncertainty – Technology Uncertainty and Organizational Performance
- H11: Organizational Strategic Orientation – Market Orientation mediates the relationship between the Environmental Uncertainty – Competitive Uncertainty and Organizational Performance
- H12: Organizational Strategic Orientation – Market Orientation & Entrepreneurial Orientation mediates the relationship between the Environmental Uncertainty – Market Uncertainty and Organizational Performance
- H13: Organizational Strategic Orientation – Market Orientation & Entrepreneurial Orientation mediates the relationship between the Environmental Uncertainty – Technology Uncertainty and Organizational Performance
- H14: Organizational Strategic Orientation – Market Orientation & Entrepreneurial Orientation mediates the relationship between the Environmental Uncertainty – Competitive Uncertainty and Organizational Performance

Research and Methodology

This research was aimed to examine the mediation role of the organization's strategic orientation on the influence of environmental uncertainty on the performance of travel agency companies. The respondents in this study were manager of a travel agency company throughout Indonesia and we used purposive sampling technique with a sample of 75 respondents. The selection of manager showed that the manager has been highly involved in the implementation of organizational strategic orientation to overcome environmental uncertainty, so the organization could achieve the expected performance.

The instrument in this research was entirely in the form of questionnaire, which has been adopted and modified necessarily from scientific articles based on the previous researches which were relevant to this recent research. Each questionnaire instrument in this research was made similarly by using 5 Likert scales referring to the original questionnaire source articles. The measurement scale for business strategy, environmental uncertainty, and organizational performance variables used Likert scales 1-5 (1: highly disagree, 2: disagree, 3: neutral, 4: agree, and 5: highly agree) (Köseoglu et al., 2013). The questionnaire item for the reverse variable of environmental uncertainty, score 0 was given for the response "highly agree" and score 5 for response "highly disagree". The respondent profiling in the questionnaire helped more detailed analysis on questionnaire result. Some questions of respondent profiling were also given in this research covering to these aspects" (1) gender, (2) educational background, (3) age, (4) working period, and (5) period of occupying a structural position.

After the questionnaire has been compiled, the next step was data collection. The questionnaire was designed online in order to ease the questionnaire design or completeness through its features, so it prevented the questionnaire to be saved when some questions have not answered yet, it was aimed to avoid missing data during data processing. The data processing exerted SmartPLS program in 3.2.9 version with an analysis orientation on prediction direction. SmartPLS approach was not based on a lot of assumption and used to confirm theory and define relation among variables.

Findings and Discussions

The results of the descriptive analysis of respondents showed that the majority of respondents were female managers (64%) and the majority were aged 25 - <35 years old (41.9%). The most respondents with an education level of bachelor degree (42.7%) and with a service period of >10 years (52.7%). Furthermore, the results of the study showed that the proportion of samples with a term of service of 5 - <10 years more than the proportion of samples with the duration of occupying other structural positions (41.1%).

Table 1: Composite Reliability, Cronbach's Alpha, AVE

Variable	Composite Reliability	Cronbach's Alpha	AVE
Market Uncertainty	0.567	0.390	0.306
Technology Uncertainty	0.845	0.755	0.577
Competitive Uncertainty	0.646	0.443	0.343
Market Orientation	0.876	0.823	0.586
Entrepreneurial Orientation	0.872	0.810	0.583
Organizational Performance	0.902	0.871	0.553

Source: Primer Data, 2022

The outer model was used to evaluate the relation between indicators and construct in order to ensure that the research indicators were valid. Three aspects have been evaluated in this process were composite reliability (CR), average variance extracted (AVE), and factor loadings (Hair et al., 2014). Average Variance Extracted (AVE), Outer Loading, and Composite Reliability (CR) were used to measure discriminant and convergent validity also reliability test.

Based on the Table 1, AVE value for Technology Uncertainty, Market Orientation, Entrepreneurial Orientation and Organizational Performance variables have the higher value than the acceptable level, 0.5. While, CR value for the indicators to measure Technology Uncertainty, Market Orientation, Entrepreneurial Orientation and Organizational Performance variables were gratifying about >0.70, which it was indicated a good internal consistency. Cronbach's alpha value for the reliability criteria is quite high; Organization Performance has the highest Cronbach's alpha value.

Table 2: Results of Direct Effect Hypothesizes Testing

Hypothesis	Exogenous	Endogenous	T-Statistic	P Value	Result
H1	Market Uncertainty	Market Orientation	0.839	0.402	Not Significant, Not Accepted
H2	Market Uncertainty	Entrepreneurial Orientation	0.544	0.587	Not Significant, Not Accepted
H3	Technology Uncertainty	Market Orientation	2.510	0.012	Significant, Accepted
H4	Technology Uncertainty	Entrepreneurial Orientation	2.832	0.005	Significant, Accepted
H5	Competitive Uncertainty	Market Orientation	1.394	0.164	Not Significant, Not Accepted
H6	Competitive Uncertainty	Entrepreneurial Orientation	1.359	0.175	Not Significant, Not Accepted
H7	Market Orientation	Organizational Performance	0.626	0.532	Not Significant, Not Accepted
H8	Entrepreneurial Orientation	Organizational Performance	2.862	0.004	Significant, Accepted

The path coefficients were used to reflect a relation between the hypothesized construct in this model by using bootstrapping (Hair et al., 2011). Testing the direct effect hypothesis is used to test whether there is a direct effect of exogenous variables on endogenous variables. The test criteria state that if the p-value level of significance (alpha = 5%) or t-statistic value >1,96, then it is stated that there is a significant effect of exogenous variables on endogenous variables.

The effect of Technology Uncertainty on Market Orientation produces p-value of 0.012. So, it can be concluded that Technology Uncertainty has a significant influence on the Market Orientation so that hypothesis 3 (H3) is accepted. The effect of Technology Uncertainty on Entrepreneurial Orientation produces p-value of 0.005, Technology Uncertainty also has a significant influence on the Entrepreneurial Orientation, so hypothesis 4 (H4) is accepted. The effect of Entrepreneurial Orientation on Organizational Performance produces p-value of 0.004. If the organization in this case the travel agent company implements Entrepreneurial Orientation, it affects the achievement of better Organizational Performance, so hypothesis 8 (H8) is accepted.

Table 3: Results of Indirect Effect Hypothesizes Testing

Hypothesis	Exogenous	Intervening	Endogenous	Indirect Coefficient	P Value
H9	Market Uncertainty	Market Orientation	Organizational Performance	0.271	0.786
H10	Technology Uncertainty	Market Orientation	Organizational Performance	0.623	0.533
H11	Competitive Uncertainty	Market Orientation	Organizational Performance	0.496	0.620
H12	Market Uncertainty	Market & Entrepreneurial Orientation	Organizational Performance	0.802	0.423
H13	Technology Uncertainty	Market & Entrepreneurial Orientation	Organizational Performance	2.417	0.016
H14	Competitive Uncertainty	Market & Entrepreneurial Orientation	Organizational Performance	1.375	0.170

Indirect effect hypothesis testing aims to test whether there is an indirect effect of exogenous variables on endogenous variables through intervening variables or not. The test criteria state that if the p-value level of significance (alpha = 5%) then it is stated that there is a significant effect of exogenous variables on endogenous variables through intervening variables.

Based on the tests listed in the table above, it can be seen that the influence of Technology Uncertainty on Organizational Performance through Market Orientation and Entrepreneurial Orientation produces p-value of 0.016. It can be concluded that Market Orientation and Entrepreneurial Orientation together fully mediates the Technology Uncertainty variable with the Organizational Performance, so hypothesis 13 (H13) is accepted.

Discussion

The Effect of Technology Uncertainty on Market Orientation of Travel Agent Company

In this study, it is known that Technology Uncertainty has a direct influence on Market Orientation of Travel Agent Company with p-value of 0.012 and t-statistic of 2.510. The results means that changes in the Technology Uncertainty have an impact on the Organizational Strategic Orientation - Market Orientation of Travel Agent Company, where the higher the Technology Uncertainty, the higher also Market Orientation.

These results are in line with the research of Köseoglu et al. (2013) examined that environmental uncertainty including technology uncertainty and business strategies affect organizational performance in the hospitality industry. Meanwhile, Chin et al. (2014) examined the influence of environmental uncertainty on the relationship between external integration and company performance in SMEs in Malaysia by looking at the implications of demand uncertainty, technological uncertainty, and competitive threat. Hakala (2011) mentioned that the concept of market orientation includes customers, competitors and marketing orientation. Market Orientations include adaptive processes that relate to the competitive environment (market, customers and competitors) as well as the products, services and technologies that the company chooses to offer to the environment. So that, technology uncertainty influences the choice of the organization's strategic orientation to choose a market orientation that spurs travel agent companies to be able to compete, be market-oriented and gain the hearts of their customers.

The Effect of Technology Uncertainty on Entrepreneurial Orientation of Travel Agent Company

Technological Uncertainty faced by travel agent companies has a direct influence on the Entrepreneurial Orientation with a p-value of 0.005 and with t-statistic of 2.832 indicating that technology uncertainty also has a positive and significant effect on Entrepreneurial Orientation besides Market Orientation of Travel Agent Companies.

According to Hakala (2011) there are several types of organizational strategy orientation including market orientation, entrepreneurial orientation, learning orientation and technology orientation. Entrepreneurial orientations investigate the process of matching resources with the environment. Entrepreneurial orientation changes organizational and environmental relations with the reallocation of resources through products and market development. Zehir et al. (2015) examined the influence of innovation performance and differentiation strategy on the relationship between entrepreneurial orientation and company performance. Technology uncertainty also influences the choice of the organization's strategic orientation to choose entrepreneurial orientation that stimulates organizations to continue to innovate and develop products and markets.

The Effect of Entrepreneurial Orientation on Organizational Performance of Travel Agent Company

Entrepreneurial Orientation has a direct influence on Organizational Performance with a p-value of 0.004 and with t-statistic of 2.862 indicating that Entrepreneurial Orientation has a positive and significant effect on organizational performance of travel agent companies. The results in the study mean that the value of the entrepreneurial orientation affects the organizational performance, where the choice of the organization's strategic orientation to choose entrepreneurial orientation that stimulates organizations to continue to innovate and develop products and markets can influence organizational performance.

These results are in line with the research of Zehir et al. (2015) examined the influence of innovation performance and differentiation strategy on the relationship between entrepreneurial orientation and company performance. Morgan & Anokhin (2020) also examined the influence of market orientation and entrepreneurial orientation on product development performance with the results of research that the selection of a MO-EO orientation strategy showed a positive influence on service companies compared to product-producing or manufacturing companies which were also influenced by environmental maturity and the company's industrial character. Previous research that also in line with the research, Wales et al. (2020) examined the influence of market orientation, entrepreneurial orientation and learning orientation on sales growth performance where entrepreneurial orientation has the most impact on sales performance in Finnish and Russian companies. This study identified how the organizational strategy orientation especially Entrepreneurial Orientation affects the performance of travel agent companies, which faces environmental uncertainty, especially during the pandemic in running its business.

The Effect of Technology Uncertainty on Organizational Performance by Mediation of Market Orientation & Entrepreneurial Orientation

The influence of Technology Uncertainty on Organizational Performance through Market Orientation and Entrepreneurial Orientation produces p-value of 0.016 and t-statistic of 2.417 indicating that Market Orientation and Entrepreneurial Orientation together fully mediates the Technology Uncertainty variable with the Organizational Performance of Travel Agent Companies. Köseoglu et al. (2013) revealed that environmental uncertainty including technology uncertainty and business strategies affect organizational performance in the hospitality industry. According to Hakala (2011) Market Orientations include adaptive processes that relate to the competitive environment (market, customers and competitors) as well as the products, services and technologies that the company chooses to offer to the environment, in the other hand, Entrepreneurial orientation changes organizational and environmental relations with the reallocation of resources through products and market development. These results are in line with the research of Morgan & Anokhin (2020) that market orientation and entrepreneurial orientation have influence on product

development performance with the results of research that the selection of a MO-EO orientation strategy showed a positive influence on service companies compared to product-producing or manufacturing companies which were also influenced by environmental maturity and the company's industrial character. It can be concluded that technology uncertainty influences the choice of the organization's strategic orientation to choose a market orientation and entrepreneurial orientation that can affect organizational performance.

Conclusions

Technology uncertainty has a direct influence on the market orientation of travel agent companies. Technology uncertainty influences the choice of the organization's strategic orientation to choose a market orientation that spurs travel agent companies to compete, be market-oriented, and gain the hearts of their customers. Technology uncertainty also influences the choice of the organization's strategic orientation to choose the entrepreneurial orientation that stimulates organizations to continue to innovate and develop products and markets. In this research, entrepreneurial orientation has a direct influence on organizational performance. Therefore, choosing the organization's strategic orientation to entrepreneurial orientation can influence organizational performance. This research also showed that market orientation and entrepreneurial orientation fully mediate the technology uncertainty variable with organizational performance. It can be concluded that technology uncertainty influences the choice of the organization's strategic orientation to choose a market orientation and entrepreneurial orientation that can affect the organizational performance of travel agent companies. Travel agent companies, as part of a dynamic and attractive tourism industry, face a variety of rapid environmental changes, including technological change, are required to be adaptive and innovative in facing various environmental changes that occur, especially in technological changes through organizational strategy orientation, which is Entrepreneurial Orientation and Market Orientation to encourage the improvement of the performance of travel agents companies.

The recommendations for future research are (1) Following research can add literature and new theories on the organizational strategy orientation so that research and discussion on this object can continue to grow (2) Following research can add insight into the need to consider environmental uncertainty relating to technological change to achieve the better organizational performance (3) Following researches can increase the number of respondents, expand the respondent area, and survey respondents directly to ensure more reliable respondents to minimize errors in research (4) Following researches are expected to be able to add or even change the variables in this study.

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Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

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