

# The Role Of Technology Orientation To Mediate Market Orientation And Learning Orientation On The Marketing Performance Of Three Star Hotels In Aceh-Indonesia

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## Abstract

Research Objectives-to determine the relationship between market orientation, learning orientation and marketing performance at three-star hotels in Aceh, either directly or indirectly mediated by technology orientation. The design/methodology/approach- the sample of this study amounted to 209 managerial respondents and employees at three-star hotels, totaling 7 hotels in Aceh. Survey data collection techniques using a questionnaire. The data analysis technique in this study used the Structural Equation Model (SEM). Findings - there is an influence of market orientation on marketing performance of 0.273, learning orientation of marketing performance of 0.398, and the influence of technology orientation on marketing performance of 0.509. The direct effect of learning orientation on technology orientation is 0.406, market orientation towards technology orientation is 0.509. While the indirect effect of each variable can be seen that the indirect effect of learning orientation on marketing performance mediated by technology orientation is 0.207. So it can be concluded that technology orientation mediates the effect of learning orientation on marketing performance. Furthermore, the indirect effect of market orientation on marketing performance mediated by technology orientation is 0.509. So it can be concluded that technology orientation mediates the effect of market orientation on marketing performance. The novelty values in this study are found in technology orientation, where technology orientation is able to mediate between market orientation and learning orientation towards marketing performance at three-star hotels in Aceh.

**Keywords:** Market orientation, learning orientation, technology orientation, marketing performance, SEM, Three Star Hotel.

## Introduction

The hotel and tourism industry in Indonesia is one of the potential drivers of the national economy to drive better economic growth and can improve the Indonesian economy. In the Law of the Republic of Indonesia No. 10 of 2009 concerning Tourism, it is stated that what is meant by a hotel is a business that provides lodging services that can be complemented by other tourism services.

The hotel business is also included in the service business category that is experience. Lovelock (2002:126) views service as “a bundle consisting of the core product plus a cluster of supplementary service”. The core product is the main benefit that can meet consumer needs. The core service of the hotel is the provision of rooms to stay. While the service (supplementary services) is part of the service to complement the

core product (Lovelock, 2002: 242) and provide additional benefits (additional benefits) to increase the value of the core product (core product) and differentiate it from competitors' offers (Lovelock, 2001: 126). Increasing competition and being in a mature industry, the field of competition tends to be carried out regarding service elements (supplementary service elements), because service offers a great opportunity to increase consumer perceptions of value (Lovelock, 2002: 126-127).

Marketing performance measurement should be seen as a journey experienced over time, not as an output, method or business process (Wang and Juan 2016). Strategic orientation is an aspect of corporate culture (Deshpande et al., 1998; Hurley and Hult, 1998; Narver and Slater, 1990). Corporate or organizational culture represents an intangible resource for the firm (Barney, 1991; Grant, 1991). Strategic Orientation focuses resources to achieve desired results. Based on a cultural perspective, it is also defined as "an organizational culture that most effectively and efficiently creates the behaviors necessary to create superior value for buyers, and thus, sustain superior performance for the business" (Narver and Slater, 1990). Slater and Narver (1995) suggest that market orientation only improves performance when combined with learning orientation. Similarly, Bell et al. (2001) see "organizational learning as essential to the process of developing market knowledge, and a driving force in market-oriented organizations". The learning orientation emphasizes exploration which enables organizations to question the way in which business is conducted, question assumptions that underpin business practices and prevent market orientations from being reactive. Several previous researchers conducted a study of market orientation on marketing performance with consistent and inconsistent results such as the research conducted by Pardi et al., (2014). The results showed that market orientation had no significant effect on marketing performance and

market orientation had a significant effect on learning orientation, innovation. significant effect on marketing performance. The results of research conducted by Keskin (2006) show that market orientation does not have a direct influence on company performance, but market orientation has a significant relationship with learning orientation. Mahmoud and Hinson. (2012) Research results show that market orientation is not significantly related to marketing performance.

Market orientation is positively related to customer satisfaction at hotels in China and Hong Kong (Ennew, 2003; Sin et al., 2005; Wang et al., 2012). Market orientation is positively related to customer satisfaction but is mediated by service improvement and service innovation in the hospitality industry, for example, Taiwan (Tang, 2014). positive relationship between market orientation and sales growth in the Malaysian hospitality industry (Hilman and Kaliappen, 2014). Market orientation has a significant positive relationship with hotel performance (Hinson et al., 2017). Market orientation has an impact on marketing performance (Shoham et al., 2005). Market orientation has an impact on marketing performance (Ayimey et al., 2021). However, there are also market orientation research results with insignificant marketing performance, including Greenley, 1995; Harris, 2001; Qu, 2014; Suliyanto and Rahab, 2012; Halit Keskin 2006; Mahmoud and Hinson, 2012; Suharyono et al., 2014; Haryanto et al., 2017).

Research conducted by Maslucha and Sanaji (2013), shows that market orientation has a negative relationship with marketing performance. Cacciolatti and Lee, (2016) use exogenous variables of market orientation, marketing strategy, organizational power, marketing capability and endogenous variables of Firm Performance. Furthermore, Ghantous and Ibrahim, (2020) entrepreneurial orientation, market orientation mediated by exploration of innovation and exploitative innovation on

hospitality performance in Qatar and Ayimey et al., (2021) use market orientation as an exogenous variable on hotel marketing performance in Gana as a variable. endogenous. The factors of improving the performance of hospitality marketing, both measured objectively and subjectively, are closely related (Dawes, 2000; Jaworski and Kohli, 1993). Most studies on the impact of market orientation on business performance in general in the hospitality industry measure marketing performance which includes marketing performance and financial performance. Marketing performance indicators include the achievement of sales goals (Grissemann et al., 2013), sales growth (Hilman and Kaliappen, 2014; Ko seoglu et al., 2015; Qu, 2014; Sin et al., 2005; Wang et al., 2012 ), market share (Grissemann et al., 2013; Hilman and Kaliappen, 2014; Sin et al., 2005), and market share growth (Wang et al., 2012). Other marketing performance indicators are customer satisfaction (Qu & Ennew, 2003; Sin et al., 2005; Tang, 2014; Wang et al., 2012), customer retention (Grissemann et al., 2013; Ennew, 2003; Sin et al., ., 2005; Wang et al., 2012), customer loyalty (Wang et al., 2012), service quality (Tang, 2014), and competitive advantage (Tang, 2014). Market orientation and learning orientation are antecedents of innovation (Hurley and Hult, 1998; Lin et al., 2008), the influence of market orientation on corporate innovation is mediated by learning orientation (Keskin, 2006). Furthermore, Keskin, (2006) argues that the knowledge generated by market orientation has little benefit if it is not appreciated and applied to corporate innovation. Baker et al., (1999) argue that market orientation, representing the extent to which firms acquire, distribute, and use market information, is an input to the innovation process. The research results of Narver and Slater (1990:30) show that market orientation has an effect on marketing performance. Where market orientation consists of consumer orientation, competitor orientation, and interfunctional

coordination, while performance is seen from the marketing aspect and ROA (Return On Assets). However, research conducted by Keskin, (2006:409) explains that market orientation does not have a direct effect on marketing performance, this is influenced by the absence of a direct impact on the collection and use of market information, strategy-oriented market development, and implementation of market-oriented strategies on corporate finance, market and business performance.

## **MARKETING PERFORMANCE**

A meta-analysis of the impact of market orientation on marketing performance shows that market orientation has an impact on marketing performance. Marketing performance is measured either as objective (quantitative) marketing performance or subjective (qualitative) marketing performance. Studies show that objective marketing performance measurement and subjective marketing performance measurement are closely related (Dawes, 2000; Jaworski & Kohli, 1993; Pearce and Robinson, 1987; Venkatraman and Ramanujam, 1986). Measurement of marketing performance is important, because it can be used as input (information) for decision makers on all marketing activities that have been carried out. This also refers to the opinion of Porter (1980; 1987) who has conceptualized that competitive advantage can be done by creating goods or services that are cheap and unique, different and difficult to imitate by competitors.

This also refers to the opinion of Porter (1980) who has conceptualized that competitive advantage can be done by creating cheap goods in this case hotel rooms, cheap or unique services (different and difficult to imitate by competitors). Marketing performance is a consequence of marketing activities that have been carried out, both internal activities in relation to the management of internal resources and resources resulting from the consequences of dealing with

other parties. Measurement of marketing performance is important, because it can be used as input (information) for decision makers on all marketing activities that have been carried out. According to Kotler and Keller (2016). Marketing is concerned with the process of recognizing and meeting all the needs of humans and society. In detail, marketing is meeting needs profitably, namely marketing is meeting needs profitably. Kotler and Keller (2016) state that marketing communication is a means used by companies to inform, persuade, and remind consumers related to the products offered. Marketing performance is defined as an effort to measure the level of performance which includes: 1) sales volume; 2) number of customers; 3) profit (Gnizy and Shoham, 2014).

Marketing performance is a company's effort to find out and meet consumer needs and desires (Oduro and Haylemariam, 2019). Marketing performance is an important element of company performance in general because a company's performance can be seen from its marketing performance and marketing performance is a concept to measure a company's marketing achievement (Narver and Slater, 1994; Grisseman et al., 2013), sales growth (Hilman and Kaliappen, 2014; Ko seoglu et al., 2015; Qu, 2014; Sin et al., 2005; Wang et al., 2012), market share (Grisseman et al., 2013; Hilman and Kaliappen, 2014; Sin et al., 2005), and market share growth (Wang et al., 2012). Other marketing performance indicators are customer satisfaction (Qu & Ennew, 2003; Sin et al., 2005; Tang, 2014; Wang et al., 2012), customer retention (Grisseman et al., 2013; Qu and Ennew, 2003; Sin et al., 2005; Wang et al., 2012), customer loyalty (Wang et al., 2012), service quality (Tang, 2014), and competitive advantage (Tang, 2014), service quality (Lovelock 1991:286).

## **MARKET ORIENTATION**

Market orientation is a derivative of the marketing concept and is referred to as a business philosophy which is based on customer orientation, profit orientation, communication of market needs to all major departments of the organization, and delivering the desired satisfaction more effectively and efficiently than competitors (Barksdale and Darden, 1971; Kotler, 2016; McNamara, 1972). Furthermore, Kohli, (2017) market orientation is the process of gathering information about the needs and wants of hotel customers, communicating information about customer needs and desires between staff and departments to take responsive actions to meet hotel customer needs. According to Narver et al. (1998), market orientation is a business culture where all employees are committed to continuously creating superior value for customers. Meanwhile, according to Kohli and Jaworski (1990), market orientation refers to market acquisition related to current and future customer needs, where companies must identify the various needs of market participants such as competitors, consumers, and suppliers. Market orientation is a marketing management concept that facilitates the company's ability to provide superior products and services to internal and external customers (Lee et al., 2015).

According to Ayimey et al., (2021) Market orientation is the process of gathering information about hotel customer needs, communicating information about customer needs between hotel departments and staff, and taking responsive actions to meet hotel customer needs. According to Narver (1990:21) that market orientation is the most effective and efficient organizational culture to create the behaviors needed to create value for buyers and generate performance for the company. Market orientation refers to the direction a firm is headed to generate, disseminate, and respond to marketing intelligence (Kohli and Jaworski, 1990). By considering customer satisfaction as the company's guiding principle (Baker and Sinkula,

2009). Market orientation also focuses primarily on understanding current customer needs, and monitoring competitor activity. By having the main mission to beat competitors, and trying to reflect a responsive approach to the current market (Kocak et al., 2017: 254). serve its customers while also facing competitors, and therefore, market orientation plays an important role in business. Market-oriented companies strive towards high performance by trying to satisfy the needs and wants of customers better than their competitors (Jogaratham, 2017; Kirca et al., 2005; Qu, 2014).

Narver and Slater (1990) have proposed that market orientation consists of three behavioral components: customer orientation, competitor orientation, and coordination between functions. market orientation in this study was measured using indicators adapted from Farrell and Oczkowski (2002) consisting of 10 items as follows: 1) oriented to serve customer needs; 2) implementing strategies to gain competitive advantage; 3) create high value for customers; 4) pay attention to after-sales service; 5) employees share information related to business competition strategies; 6) respond to actions from competitors that may threaten the business; 7) the top management team regularly discusses competitors' strengths and strategies; 8) managers often interact with customers; 9) all business functions of the company are integrated in serving the needs of the target market; 10) all company managers understand how each employee can contribute to creating customer value.

## **TECHNOLOGY ORIENTATION**

Technology orientation is the company's ability to implement and improve the technology used for customer needs (Zhou et al., 2005). According to Hakala and Kohtamäki (2011), the basic idea of a technology orientation is that long-term success is best created through new technology solutions, products and services. Technology

orientation is associated with the end result of a product innovation process that uses, advances and transfers technology in the process (Halabí and Lussier 2014).

Technology orientation is the company's ability to build a strong technology infrastructure and use it to develop new products. Technology orientation means that the company is able to use its capabilities to produce its technology and technological know-how in response to the needs and claims of its customers, and even to predict them (Gatignon and Xuereb, 1997). Technology orientation is an entrepreneurial understanding acting on the assumption that consumers prefer technologically enhanced products and services. In addition, a technology-oriented company means that it will give importance to RD, acquiring new technology and improving it constantly. While market orientation aims to meet customer needs in a better way, technology orientation aspires to develop and use advanced and innovative technologies. Technological innovation is an approach that believes in having innovative technology to create breakthroughs.

According to Tutar (2016), technology-oriented companies have relatively higher profits in creating new resources that will allow competitive advantage to achieve company goals. Companies with this approach, technology is considered an important tool to ensure competitive advantage. Companies must understand how to use digital technology strategically and what capabilities they must acquire to respond rapidly to market needs, changing their value creation processes. The use of social media is important as a key component of a digital transformation strategy (Garrido et al., 2020). These tools are considered as future service technologies (Kristensson et al., 2008) that will dramatically change the process of creating value. Dynamic capabilities theory provides an ideal lens for examining the value-creating process in today's digital economy, which is characterized by rapid and dramatic

structural changes. This theory has been widely used in previous research to explain how companies can innovate in volatile markets and generate business value with the use of information technology, (Eloranta and Turunen, 2015; Wang et al., 2012).

Technology orientation in this study was measured using indicators adapted from Hakala et al., (2012) which consisted of 5 items as follows: 1) the use of technology in company services; 2) actively updating the technology used by the company; 3) use new technology to meet customer demand; 4) have better technological knowledge than competitors; 5) more ambitious service development program than competitors.

### **LEARNING ORIENTATION**

Learning orientation is the ability needed to develop and enhance innovation and the capacity to understand and adopt new ideas (Hakala et al., 2012). Furthermore, Huber (1991), defines learning orientation as the development of new knowledge or insights that have the potential to influence through values and beliefs in organizational culture. Learning orientation refers to the extent to which organizations obtain and share information regarding market changes, customer needs, competitor actions, and the development of new technologies to create new products or services that are superior to competitors (Kharabsheh et al., 2017). Learning orientation refers to activities throughout the organization in creating and using knowledge to increase competitive advantage which activities include obtaining and sharing information about customer needs, market changes, competitor actions, as well as the development of new technologies to create superior new products (Mahmoud et al. , 2016).

Garvin (1993) defines organizational learning as a process in which corporate organizations learn to choose skills in creating, learning and transferring knowledge and attitudes from the company to reflect learning outcomes.

Furthermore (Barney, 1991; Hitt et al., 2001) that resources such as knowledge, learning ability, culture, team work and human capital can contribute to an organization's competitive advantage in this hospitality industry. Organizational learning is the best way to utilize knowledge-based resources within the organization. An organization that efficiently disseminates and leverages knowledge and benefits from knowledge sharing (Hitt et al., 2001).

Baker and Sinkula (1999:413) learning orientation is a set of organizational values that influence the company's tendency to create and use knowledge of market-oriented and learning cultural processes. According to Calantone et al., (2002:515) using four indicators to measure learning, namely commitment to learning, shared vision, open mindedness, and intra organizational knowledge sharing. Furthermore, Calanton et al., (2002) proposed four indicators of learning orientation, thus, 1) commitment to learning which refers to the extent to which an organization values learning culture; 2) shared vision refers to the focus of the entire learning organization or learning direction; 3) open-mindedness related to the willingness to critically evaluate the operational routines of the organization and the acceptance of new ideas; 4) intra-organizational knowledge sharing, which involves collective beliefs or behavioral routines associated with the spread of learning among different units within the organization. Baker (1999:413) uses three components to measure learning orientation in an organization or company, namely commitment to learning, shared vision, and open mindedness. According to Baker (1999:413), three components are used to measure learning orientation in an organization or company, namely commitment to learning, shared vision, and open mindedness. The learning orientation in this study was measured using indicators adapted from Hakala and Kohtamäki (2011) which consisted of four indicator items,

namely: 1) learning from experience; 2) actively share information with all divisions; 3) discussion among members of the organization; 4) tolerate failure when trying new ideas.

### **Relationship between Market Orientation and Marketing Performance**

The effect of market orientation on marketing performance according to Narver (1990:30) research results show that market orientation has an effect on marketing performance. Baker & Sinkula (1999) show that market orientation is significantly related to firm performance. Meanwhile, Han et al., (1998) stated that market orientation has a positive and significant effect on company performance, through innovation as a mediating variable. Several research results from previous researchers on the impact of market orientation on marketing performance (Jaworski and Kohli, 1993; Kohli and Jaworski, 1990; Narver and Slater, 1990) and many studies on the impact of market orientation on marketing performance in various industries around the world. In general, the term market orientation can be defined as an extended focus, giving equal attention to customers and competitors (Kohli and Jaworski, 1990; Narver and Slater, 1990), but with a dominant customer-oriented attitude (Deshpande et al., 1993).

With a focus on the hotel business, empirical evidence shows that market orientation in hotels has a positive impact on sales growth (Hilman and Kaliappen, 2014; Seoglu et al., 2015; Qu, 2014; Heung and Yim, 2005; Wang and Chen, 2012). Other empirical evidence shows a direct relationship between market orientation and service quality (Tang, 2014). market orientation is positively related to customer loyalty (Wang et al., 2012). Furthermore, research reveals that market orientation has a positive impact on customer satisfaction (Oluwatoyin et al., 2018; Qu and Ennew, 2003; Sin et al., 2005; Tang, 2014; Wang et al., 2012). In addition, the existing literature shows that market orientation has a

positive impact on customer retention (Grissmann et al., 2013; Oluwatoyin et al., 2018; Qu and Ennew, 2003; Sin et al. 2005; Wang et al., 2012).

H1 : There is a relationship between market orientation and hotel marketing performance in Aceh.

### **Relationship between Learning Orientation and Marketing Performance**

Learning orientation leads to company development and superior performance improvement (Hurley, 1998:44). Directly Farrell (2000: 217) states that learning orientation has a significant impact on business performance. Barker (1999) has conducted research and found that learning orientation has a positive effect on market share, successful new products being marketed, and the overall performance of the company. By continuously improving the ability to learn, it is hoped that the company can be formed into a learning organization. Thus, the company can quickly anticipate changes that occur around the company through the applied strategies.

This is in line with Baker and James (2000) explaining that in developing the role of learning orientation is a series that will increase an innovative power and performance such as collecting market information, disseminating market information, innovation and marketing performance. Organizational learning occurs when people in the company act as learning agents, namely by responding to changes that occur in the environment around the company, detecting and correcting errors that occur in practice and sharpening company functions.

H2: There is a relationship between learning orientation and hotel marketing performance in Aceh.

### **Relationship between Technology Orientation and Marketing Performance**

Gatignon and Xuereb (1997) technology orientation is a strategic instrument, technology-oriented product development policies can be used for competition management, with the assumption that the higher the technology used, the more innovative the products produced and the greater the possibility that the products or services offered can be used. sold to a certain target market so that it will have an impact on the marketing performance of the hotel. According to Gatignon and Xuereb (1997) technology orientation is a strategic instrument, technology-oriented product development policies can be used for competition management, with the assumption that the higher the technology used, the more innovative the products produced and the greater the probability that the products or services offered. can be sold to a specific target market. In a technology-oriented company, it means that the company can use its technical knowledge to create technical solutions to answer and meet the needs of its users.

H3 : There is a relationship between technology orientation and hotel marketing performance in Aceh.

### **The Relationship of Market Orientation to Marketing Performance through Technology Orientation**

The effect of market orientation on marketing performance according to Narver (1990:30) research results show that market orientation has an effect on marketing performance. Baker & Sinkula (1999) show that market orientation is significantly related to firm performance. Meanwhile, Han et al., (1998) stated that market orientation has a positive and significant effect on company performance, through innovation as a mediating variable. Several research results from previous researchers on the impact of market orientation on marketing performance (Jaworski and Kohli, 1993; Kohli and Jaworski, 1990; Narver and Slater, 1990) and many studies on the

impact of market orientation on marketing performance in various industries around the world. In general, the term market orientation can be defined as an extended focus, giving equal attention to customers and competitors (Kohli and Jaworski, 1990; Narver and Slater, 1990), but with a dominant customer-oriented attitude (Deshpande et al., 1993).

With a focus on the hotel business, empirical evidence shows that market orientation in hotels has a positive impact on sales growth (Hilman and Kaliappen, 2014; Seoglu et al., 2015; Qu, 2014; Heung and Yim, 2005; Wang and Chen, 2012). Other empirical evidence shows a direct relationship between market orientation and service quality (Tang, 2014). market orientation is positively related to customer loyalty (Wang et al., 2012). Furthermore, research reveals that market orientation has a positive impact on customer satisfaction (Oluwatoyin et al., 2018; Qu and Ennew, 2003; Sin et al., 2005; Tang, 2014; Wang et al., 2012). In addition, the existing literature shows that market orientation has a positive impact on customer retention (Grissemann et al., 2013; Oluwatoyin et al., 2018; Qu and Ennew, 2003; Sin et al. 2005; Wang et al., 2012). This is in line with Baker and James (2000) explaining that in developing the role of learning orientation is a series that will increase an innovative power and performance such as collecting market information, disseminating market information, innovation and marketing performance. Gatignon and Xuereb (1997) technology orientation is a strategic instrument, technology-oriented product development policies can be used for competition management, with the assumption that the higher the technology used, the more innovative the products produced and the greater the possibility that the products or services offered can be used. sold to certain target markets so that it will have an impact on the hotel marketing performance



H4 : There is a relationship between Market Orientation through technology orientation on the marketing performance of hotels in Aceh.

**The Relationship of Learning Orientation to Marketing Performance through Technology Orientation**

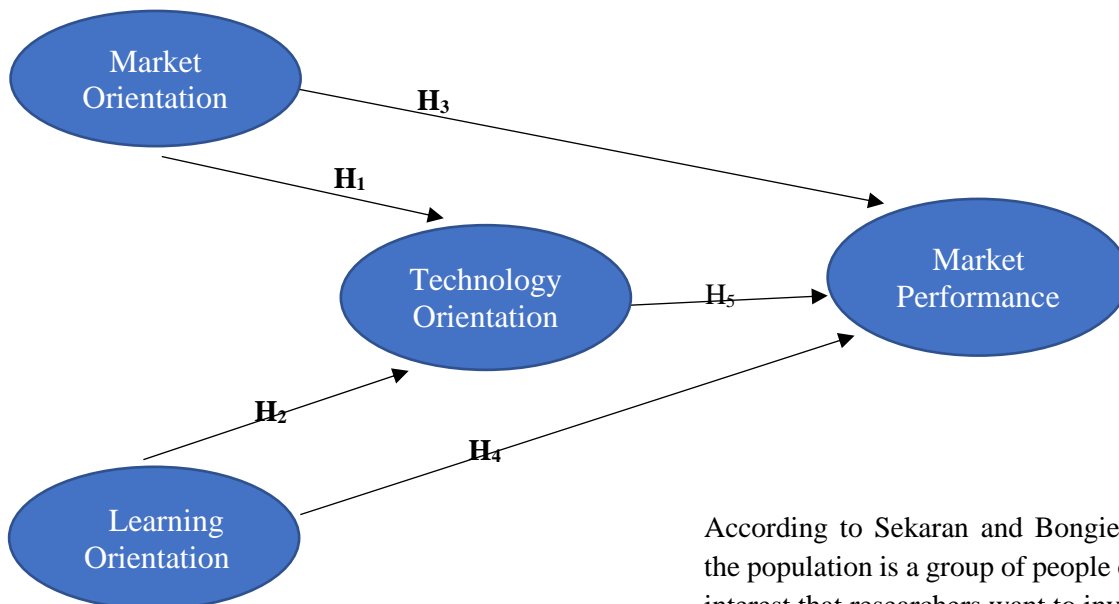
Farrell (2000: 217) states that learning orientation has a significant impact on business performance. Barker (1999) has conducted research and found that learning orientation has a positive effect on market share, successful new products being marketed, and the overall performance of the company. By continuously improving the ability to learn, it is hoped that the company can be formed into a learning organization. Thus, the company can quickly anticipate changes that occur around the company through the applied strategies. This is in line with Baker and James (2000) explaining that in developing the role of learning orientation is a series that will increase an innovative power and performance such as collecting market information, disseminating

market information, innovation and marketing performance. Gatignon and Xuereb (1997) technology orientation is a strategic instrument, technology-oriented product development policies can be used for competition management, with the assumption that the higher the technology used, the more innovative the products produced and the greater the possibility that the products or services offered can be used. sold to a certain target market so that it will have an impact on the marketing performance of the hotel.

H5: There is a relationship between learning orientation through technology orientation and hotel marketing performance in Aceh.

**RESEARCH MODEL**

The framework of thought in this study will explain the relationship between each variable which can be explained in Figure 1.1 as follows: The framework of thought in this study will explain the relationship between each variable which can be explained in Figure 1.1 as follows:



**Figure 1.1 Research Model**

**Population and Sample**

According to Sekaran and Bongie (2016: 236), the population is a group of people or a particular interest that researchers want to investigate and a combination of all elements that have similar characteristics which are seen as a research universe, and conclusions can be drawn by researchers. population is 437 people. To

simplify this research, it is necessary to draw a sample, because the sample is a collection of several members of the population who are representatives of the population in a study, so that researchers can make general conclusions from the population of this study, (Sekaran and Bouge, 2016). The sample is part of the population it represents. Sampling in this study was carried out by probability sampling method through three stages as follows: (1) determining the number of samples; (2) selecting a sample area; (3) determine respondents.

Based on the data above, the sample of this study amounted to 209 respondents consisting of managers and employees of three-star hotels in Aceh, amounting to 7 hotels. The number of samples in the study was considered to be in accordance with the provisions, because the samples used in SEM (Structural Equation Modeling) research, according to Ferdinat, (2014) were at least 100 samples. Then Ghozali (2005:64) in the SEM method the sample size is 100-200. This is in accordance with the opinion expressed by Hair et al., (2010) which says that in general the minimum number of samples for a proper estimate is between 100 and 150. Based on this theory, the authors prefer to adopt the determination of the number of samples referring to Ferdinat, (2014), Ghozali (2005:64) and Hair et al., (2010) the number of indicators is multiplied by 5, so the number of respondents needed is 209 respondents.

### Data collection technique

Data collection techniques in this study, will be used in data collection is a survey using a questionnaire. According to Uma now (2016) a questionnaire is a data collection instrument in the form of a list of written questions that have been previously formulated to be answered by respondents. The questionnaire is an efficient

data collection mechanism if the researcher knows what is needed and how to measure the variables (Uma Sekaran 2016). The scale used in this study is a Likert scale with an interval of 1-5. According to Blumberg et al., (2014) the Likert scale can produce interval data. Therefore, the use of the Likert scale in this study is considered effective, because this research is a study of social phenomena that occur in the Aceh Government.

### Data analysis method

The data analysis technique of this research uses SEM analysis. to get data into information, so that it is easy to understand and useful for finding solutions to problems, especially about a research. The purpose of data analysis is to explain the data to make it easier to understand, then make a conclusion. This research is a combination of quantitative and qualitative research, the two data analyzes used in this research are descriptive analysis and inferential analysis. Descriptive statistical data analyzes and presents data that explains, among other things, the characteristics of respondents, which are related to research variables, graphs, diagrams, frequency distributions, tables, average statistics and others. According to Sakaran and Bougie (2016) inferential statistical data is a data analysis technique used to test hypotheses in drawing research conclusions. Based on the research framework that was built, this study uses the Structural Equation Model (SEM). SEM is one of the fields of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously.

### Operational Variables

The following operational variables can be seen in Table 1.1 as follows:

Table 1.1 operational variables (Group number 1)

Variable	Indicator
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<p><b>Marketing Performance</b> Marketing performance is an effort by hotel companies to identify and fulfill consumer needs and desires (Oduro and Haylemariam, 2019; Ayemey et al., 2021; Sayekti et al., 2016)</p>	<ul style="list-style-type: none"> <li>• Achievement of sales goals at our hotel according to the set targets;</li> </ul>
	<ul style="list-style-type: none"> <li>• Sales growth at our hotel above the set target;</li> </ul>
	<ul style="list-style-type: none"> <li>• There is an increase in sales at our hotel from every year always increasing</li> </ul>
	<ul style="list-style-type: none"> <li>• Existing guests staying at our hotel from various regions or from other circles/Increasing market share;</li> </ul>
	<ul style="list-style-type: none"> <li>• We always try to do marketing effectiveness on our hotel;</li> </ul>
<p><b>Market Orientation</b> Market Orientation is The process of gathering information about customer needs, communicating information about customer needs between departments and hotel staff, in taking responsive actions to meet hotel customer needs, an effective and efficient business culture so as to create good behavior for superior value creation. (Ayemey et al. ., 2021; Kohli, 2017; Kohli et al. 1993; Tjiptono, 2011)</p>	<ul style="list-style-type: none"> <li>• Oriented to serve customer needs;</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement strategies to gain competitive advantage;</li> </ul>
	<ul style="list-style-type: none"> <li>• Create high value for customers;</li> </ul>
	<ul style="list-style-type: none"> <li>• Employees share information related to business competition strategies;</li> </ul>
	<ul style="list-style-type: none"> <li>• Respond to actions from competitors that may threaten the business;</li> </ul>
	<ul style="list-style-type: none"> <li>• The top management team regularly discusses competitors' strengths and strategies;</li> </ul>
	<ul style="list-style-type: none"> <li>• Managers interact with customers frequently;</li> </ul>
	<ul style="list-style-type: none"> <li>• All business functions of the company are integrated in serving the needs of the target market;</li> </ul>
<p>Learning Orientation is a process by which individuals will acquire new knowledge and insights which in turn will modify their behavior, actions to develop, increase innovation and capacity to understand and adopt new ideas. (Stata, 1989; Bagas Prakosa, 2006; Baker 1999:413).</p>	<ul style="list-style-type: none"> <li>• commitment to learning which refers to the extent to which an organization values a learning culture;</li> </ul>
	<ul style="list-style-type: none"> <li>• shared vision refers to the focus of the entire learning organization or the direction of learning</li> </ul>
	<ul style="list-style-type: none"> <li>• open-mindedness related to a willingness to critically evaluate an organization's operational routines and acceptance of new ideas;</li> </ul>
	<ul style="list-style-type: none"> <li>• intra-organizational knowledge sharing, which involves routine collective beliefs;</li> </ul>
	<ul style="list-style-type: none"> <li>• discussions among members of the organization;</li> </ul>
<p>Technology Orientation is the company's ability to improve and apply the technology used for customer needs. (Gatignon and Xuereb 1997; Zhou et al., 2005; Halac, 2015).</p>	<ul style="list-style-type: none"> <li>• use of technology in company services</li> </ul>
	<ul style="list-style-type: none"> <li>• actively updating the technology used by the company</li> </ul>
	<ul style="list-style-type: none"> <li>• use new technologies to meet customer demands</li> </ul>
	<ul style="list-style-type: none"> <li>• have better technological knowledge than competitors</li> </ul>
	<ul style="list-style-type: none"> <li>• more ambitious service development program than competitors</li> </ul>

**RESULTS AND DISCUSSION**

**Respondent's Characteristics**

Characteristics of respondents in terms of male and female gender. Respondents who are male are more dominant as many as 148 respondents

(70.8%) and female respondents are 61 respondents (29.2%). Then the characteristics of respondents in terms of years of service of managers and employees are grouped into the category of working period < 5 years, working period of 6-10 years totaling 78 respondents 37.3%, working period of 11-15 years totaling 41 respondents 19.6%, working period 16-20 years 57 respondents 27.4%, working period of 21-25 years 27 respondents 12.9% and working period > 26 years totaling 6 respondents 2.9%. Furthermore, the characteristics of respondents seen from education are grouped into the high school category totaling 21 respondents 10.1%, Diploma Three totaling 78 respondents 37.3%, bachelor degree totaling 92 respondents 44%, and bachelor degree totaling 18 respondents 8.6%.

Judging from the position of the respondents, the majority are employees totaling 187 respondents 89.5%, and managers amounting to 22 respondents 10.5%. Age respondents were grouped into categories 20-35 years totaling 37 respondents 17.7%, 36-45 totaling 74 respondents 35.4%, 46-55 totaling 87 respondents 41.6%, and over 55 years totaling 11 respondents 5.3%. Furthermore, the income of respondents is categorized into 2,500,000-3,499,999 totaling 46 respondents 22%, 3,500,000-4,499,999 totaling 59 respondents 28.2%, 4,500,000-5,499,000 totaling 83 respondents 39.7%, and above 5,500,000 totaling 21 respondents 10.1%.

### Normality Test

Table 1.2 Assessment of normality (Group number 2)

Variable	min	Max	Skew	c.r.	kurtosis	c.r.
TO1	1,000	5,000	-,928	-1,640	,592	1,480
TO2	1,000	5,000	-2,021	-1,105	,945	2,363
TO3	1,000	5,000	-1,390	-1,950	1,220	1,049
TO4	1,000	5,000	-,334	-1,672	,645	1,613
TO5	1,000	5,000	,409	2,046	-1,051	-1,627
MO9	1,000	5,000	-,169	-,847	-1,354	-1,384
MO8	1,000	5,000	-,382	-1,912	-1,242	-1,104
MO7	1,000	5,000	-,392	-1,960	-,701	-1,753
MO6	1,000	5,000	,056	,280	-,414	-1,035
MP6	1,000	5,000	,249	1,244	-1,048	-1,620
MP5	1,000	5,000	,418	2,090	-1,022	-1,555
MP4	1,000	5,000	,701	1,504	-,614	-1,535
MP3	1,000	5,000	,322	1,610	-,927	-1,317
MP2	1,000	5,000	,378	1,889	-,870	-1,176
MP1	1,000	5,000	,533	1,664	-,893	-2,233
LO1	1,000	5,000	-,951	-,755	-,640	-1,599
LO2	1,000	5,000	-,121	-,607	-1,625	-1,062
LO4	1,000	5,000	-,325	-1,624	-,711	-1,777
LO5	1,000	5,000	-,408	-2,041	-1,833	-1,583
MO1	1,000	5,000	-,509	-,546	-,764	-,909
MO2	1,000	5,000	-,698	-1,488	-,617	-,541
MO3	1,000	5,000	-,264	-1,321	-,752	-,879

Variable	min	Max	Skew	c.r.	kurtosis	c.r.
MO4	1,000	5,000	,000	,000	-,593	-1,484
MO5	1,000	5,000	-,402	-1,010	-,730	-1,825
Multivariate					27,670	9,997

The results of the normality test of the data above show that the data has been normally distributed in the range of  $\pm 2.58$ . From the table, we can see that the data distribution is in the range of  $\pm 2.58$ .

### Descriptive Statistics

Table 1.3 Descriptive Statistics (Group number 3)

Indicators	Mean	Std. Deviation	Skewness	Kurtosis
MO1	4.506	0.540	-.415	-1.042
MO2	4.560	0.536	-.638	-.798
MO3	4.393	0.566	-.244	-.799
MO4	4.300	0.552	.000	-.573
MO5	4.420	0.582	-.406	-.714
MO6	4.260	0.548	.057	-.387
MO7	4.400	0.590	-.396	-.684
MO8	4.526	0.527	-.386	-1.243
MO9	4.473	0.563	-.171	-1.359
LO1	4.266	0.598	-.937	4.790
LO2	4.613	0.565	-2.041	9.292
LO3	4.466	0.609	-1.404	5.439
LO4	4.333	0.563	-.338	.708
LO5	4.326	0.498	.413	-1.046
TO1	4.553	0.512	-.368	-1.511
TO2	4.460	0.551	-.327	-.967
TO3	4.513	0.501	-.054	-2.024
TO4	4.140	0.624	-.442	.940
TO5	4.440	0.549	-.251	-.995
MP1	4.680	0.482	-.961	-.620
MP2	4.493	0.514	-.123	-1.639
MP3	4.446	0.629	-.859	.523
MP4	4.380	0.587	-.328	-.694
MP5	4.600	0.491	-.412	-1.855
MP6	4.300	0.621	-.477	.265

Based on Table 1.3 it can be concluded that the results of the description of all variables and

indicators used to measure marketing performance at hotels in Aceh are good.

### Multicolinearity Test

**Table 1.4** Multicollinearity Test (Group number 4)

No	Variables	Multicollinearity Test		Decision
		Tolerance	VIF	
1	Market Orientation	0.370	2.702	Multicollinearity Free
2	Learning Orientation	0.593	1.686	Multicollinearity Free
3	Technology Orientation	0.363	2.753	Multicollinearity Free
Dependent Variable: Marketing Performance				

The results in the table above show that there is no correlation between variables or multicollinearity free. This is indicated by the acquisition of a tolerance value that is  $>0.1$  and a VIF value that is  $<$ .

### Measurement Model

The results of data processing for confirmatory factor analysis for all constructs in this study are shown in Table 1 below.

**Table 1.5** Loading Factor Indicator Against Variable (Group number 5)

	Factor	Validity	Reliability	Heteroscedasticity	Factor Loading	Average	CR
<b>Market Orientation</b>							
MO1	• Oriented to serve customer needs;	0.557	0.808	0.138	0.602	0.624	2.541
MO2	• Implement strategies to gain competitive advantage;	0.579		0.231	0.597		
MO3	• Create high value for customers;	0.513		0.225	0.563		
MO4	• Employees share information related to business competition strategies;	0.516		0.193	0.589		
MO5	• Respond to actions from competitors that may threaten the business;	0.716		0.202	0.765		
MO6	• The top management team regularly discusses competitors' strengths and strategies;	0.569		0.216	0.555		

MO7	• Managers interact with customers frequently;	0.644		0.179	0.655		
MO8	• All business functions of the company are integrated in serving the needs of the target market;	0.645		0.168	0.603		
MO9	• Managers discuss competitor strategies;	0.443		0.164	0.689		
<b>Learning Orientation</b>							
LO1	• commitment to learning which refers to the extent to which an organization values a learning culture;	0.550		0.145	0.611		
LO2	• shared vision refers to the focus of the entire learning organization or the direction of learning	0.704		0.358	0.614		
LO3	• open-mindedness related to a willingness to critically evaluate an organization's operational routines and acceptance of new ideas;	0.620	0,776	0.383	0.757	0.657	2.017
LO4	• intra-organizational knowledge sharing, which involves routine collective beliefs;	0.613		0.335	0.691		
LO5	• discussions among members of the organization;	0.731		0.327	0.614		
<b>Technology Orientation</b>							

TO1	• use of technology in company services	0.570	0.745	0.277	0.654	0.645	3.981
TO2	• actively updating the technology used by the company	0.481		0.584	0.535		
TO3	• use new technologies to meet customer demands	0.678		0.237	0.785		
TO4	• have better technological knowledge than competitors	0.557		0.198	0.575		
TO5	• more ambitious service development program than competitors	0.514		0.176	0.677		
<b>Marketing Performance</b>							
MP1	• Achievement of sales goals at our hotel according to the set targets;	0,541	0.769	0.234	0.866	0.854	5.834
MP2	• Sales growth at our hotel above the set target;	0,571		0.191	0.849		
MP3	• There is an increase in sales at our hotel from every year always increasing	0,703		0.211	0.874		
MP4	• Existing guests staying at our hotel from various regions or from other circles/Increasing market share;	0,636		0.141	0.873		
MP5	• We always try to do marketing effectiveness on our hotel;	0,408		0.226	0.885		



MP6	• We have the ability to adapt to the hotel environment;	0,616	0.204	0.782		
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The loading factor limit is 0.5. If the loading factor value > 0.5 then construct validity is met, but if the loading factor value < 0.5 then the construct must be dropped from the analysis (Ghozali, 2013). Based on the results of the table above, it can be seen that all indicators have met the requirements to be included in the next data processing process because the loading factor value is > 0.5, namely in the structural equation modeling analysis.

The full model Structural Equation Model (SEM) analysis was carried out after the analysis of the indicators forming the latent variables tested by confirmatory factor analysis. Analysis of the results of data processing at the full stage of the SEM model was carried out by conducting conformity tests and statistical tests. The results of data processing for the full SEM model analysis are shown in the following figure:

**Structural Equation Modeling (SEM) Analysis**

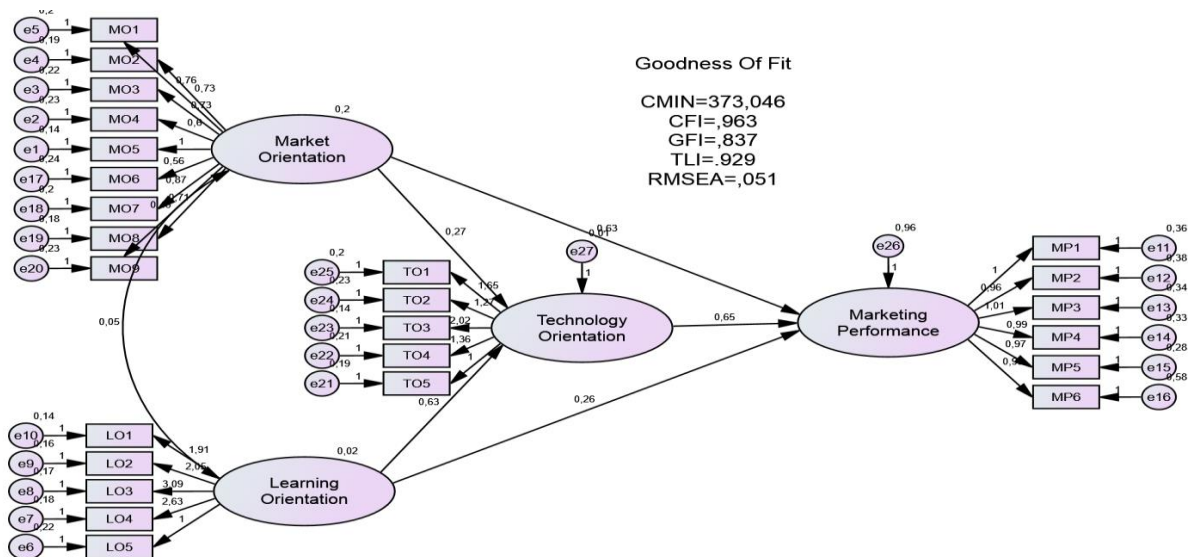


Figure 1.2

Source: AMOS Output (2022)

**Structural Equation Model (SEM) Test Results**

To see the feasibility of the model or the suitability of the model, a full model test is carried

out with SEM. The picture above shows that the structural model does not meet the criteria for the Goodness of Fit Test. For details, see the following table:

Tabel 1.6 Full Model Fit Index (Group number 6)

Indeks fit	Hasil	Cut Off	Keterangan
Chi-Square	373,046	Expected Small	Well
NORMEDCHISQ/CMIN DF	1,387	< 2	Well
P-Value	0,000	> 0,05	Well
GFI	0.837	> 0,90	Well
AGFI	0,803	> 0,90	Well
RMSEA	0,051	< 0,08	Well
TLI	0,929	> 0,90	Well
CFI	0,963	> 0,90	Well

Source: AMOS Output (2022)

Based on the table above, the overall model test results using the 2 test (chi-square) obtained a value of 373.046 and CMIN DF of 1.387 with a p-value of 0.000. Likewise with the RMSEA value; 0.051 where this value is below the cut off value <0.08. The structural model above also shows that the values of GFI (0.837), AFGI (0.803), TLI (0.929) and CFI (0.963) have met the criteria for the Goodness of Fit Test, where these values are above the cut off value (> 0.90). Thus, it can be concluded that the model in this study is in the fit category, so that it can be continued at the next stage of analysis.

### Hypothesis Testing the Effect of Exogenous Variables on Endogenous

Hypothesis testing is done by using the t-value at a significant level of 0.05. The t-value in the AMOS program is the Critical Ratio (CR) value. The criteria, if the value of  $CR > t_{\alpha/2}$  (1.96) or P-value < Sig. (1%, 5% or 10%), then the research hypothesis ( $H_a$ ) is not rejected (accepted) and rejects  $H_0$ , and vice versa if the CR value <  $t_{\alpha/2}$  or P-value > Sig, then  $H_a$  is rejected and accepts  $H_0$ . The results of hypothesis testing carried out by run data with AMOS can be seen in the following table:

Table 1.7 Pengaruh Variabel Eksogen Terhadap Endogen (Group number 7)

	Estimate	S.E.	C.R.	P	Label
Technology_Orientation <--- Market_Orientation	,270	,092	2,934	,003	par_25
Technology_Orientation <--- Learning_Orientation	,626	,303	2,066	,039	par_26
Marketing_Performance <--- Market_Orientation	,635	,259	2,135	,057	par_22
Marketing_Performance <--- Technology_Orientation	,657	,281	3,371	***	par_23
Marketing_Performance <--- Learning_Orientation	,261	,070	3,757	***	par_24

The table above shows that the effect of exogenous variables on endogenous variables has a significant value. Where the influence of market orientation on technology orientation has an estimate value of 0.270 at a significance level of 0.003. Where this value is below the p-value <0.05 and the positive standard error value is 0.092 and the CR value is in accordance with the cut off value > 1.96, which is 2.934. Furthermore,

the influence of learning orientation on technology orientation has an estimate value of 0.626 at a significance level of 0.039. Where this value is below the p-value <0.05 and the positive standard error value is 0.303 and the CR value that is in accordance with the cut off value > 1.96 is 2.066. The effect of market orientation on marketing performance has an estimate value of 0.635 at a significance level of 0.057. Where this

value is below the p-value <0.05 and the positive standard error value is 0.259 and the CR value that is in accordance with the cut off value > 1.96 is 2.135. Then the influence of technology orientation on marketing performance gets an estimate value of 0.657 at a significance level of 0.001. Where this value is below the p-value <0.05 and the positive standard error value is 0.281 and the CR value which is in accordance with the cut off value >1.96 is 3.371. And the influence of learning orientation on marketing performance gets an estimate value of 0.261 at a

significance level of 0.001. Where this value is below the p-value <0.05 and the positive standard error value is 0.070 and the CR value which is in accordance with the cut off value >1.96 is 3.757. The influence analysis below is needed to determine the magnitude of the effect of exogenous variables on endogenous variables, either directly or indirectly. The magnitude of the influence of each exogenous variable on endogenous variables directly and indirectly is shown in table 1.8 below:

**Table 1.8 Standardized Direct Effects (Group number 8 - Default model)**

	Learning_ Orientation	Market_ Orientation	Technology_ Orientation	Marketing_ Performance
Technology_ Orientation	,398	,273	,000	,000
Marketing_ Performance	,406	,509	,509	,000

**Standardized Indirect Effects (Group number 1 - Default model)**

	Learning_ Orientation	Market_ Orientation	Technology_ Orientation	Marketing_ Performance
Technology_ Orientation	,000	,000	,000	,000
Marketing_ Performance	,207	,259	,000	,000

From the table above, it can be seen that there is a direct influence of learning orientation on technology orientation of 0.406, learning orientation of marketing performance of 0.398, market orientation of technology orientation of 0.509. Then the influence of market orientation on marketing performance is 0.273 and the influence of technology orientation on marketing performance is 0.509.

While the indirect effect of each variable can be seen that the indirect effect of learning orientation on marketing performance is 0.207. Then the value must be calculated by multiplying the indirect coefficient.  $(0.406) \times (0.509) = 0.207$ . So it can be concluded that technology orientation mediates the effect of learning orientation on marketing performance. Furthermore, the indirect effect of market orientation on marketing

performance must be calculated by multiplying the indirect coefficient.  $(0.509) \times (0.509) = 0.259$ . So it can be concluded that technology orientation mediates the effect of market orientation on marketing performance.

The results of this study are in line with research by Baker and Sinkula (1999) showing that market orientation is significantly related to firm performance. Then Han et al., (1998) also stated that market orientation has a positive and significant effect on company performance, through innovation as a mediating variable. A number of researchers have conducted research on the relationship between market orientation and marketing performance. Several previous research results also state that there is a significant influence between market orientation on marketing performance, namely research

conducted by Jaworski and Kohli, 1993; Kohli and Jaworski, 1990; Narver and Slater, 1990; Deshpande et al., 1993; Hilman and Kaliappen, 2014; Seoglu et al., 2015; Qu, 2014; Heung and Yim, 2005; Wang and Chen, 2012; Tang, 2014; Wang et al., 2012; Oluwatoyin et al., 2018; Qu and Ennew, 2003; Sin et al., 2005; Ayemey et al., 2021). Furthermore, companies must understand how to use digital technology strategically and what capabilities they must acquire to respond rapidly to market needs, changing the value-creating process that impacts the company's marketing performance (Chanias et al., 2019; Quinton et al., 2018) which will have an impact on increasing sales, increasing market share. The use of social media is important as a major component of a digital transformation strategy (Galindo-Mart et al., 2019; Torres and Augusto, 2019). Increased learning orientation will improve marketing performance in all three-star hotels in Aceh Province. The results of this study are in line with research by Aryani (2002) which suggests that there is a significant influence between learning orientation and marketing performance. The results of this study are also in line with Baker and James (2000) explaining that in developing the role of learning orientation is a series that will increase an innovative power and performance such as collecting market information, disseminating market information, innovation and marketing performance. The results of this study also get updates where technology orientation is able to mediate between market orientation, learning orientation on the marketing performance of three-star hotels in Aceh-Indonesia.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSION**

1. The influence of market orientation on technology orientation has an estimate value of 0.270 at a significance level of 0.003 which means that an increase in market orientation

will be able to encourage technology orientation by 27% at three-star hotels in Aceh-Indonesia.

2. The effect of learning orientation on technology orientation has an estimate value of 0.626 at a significance level of 0.039, meaning that an increase in learning orientation will be able to encourage technology orientation by 39% at three-star hotels in Aceh-Indonesia.
3. The effect of market orientation on marketing performance has an estimate value of 0.635 at a significance level of 0.057, meaning that an increase in market orientation can increase marketing performance by 63.5% at three-star hotels in Aceh-Indonesia.
4. The influence of learning orientation on marketing performance has an estimate value of 0.261 at a significance level of 0.001 which means that an increase in learning orientation will be able to encourage marketing performance by 26.1% at three-star hotels in Aceh-Indonesia.
5. The influence of technology orientation on marketing performance has an estimate value of 0.657 at a significance level of 0.001 which means that an increase in technology orientation will be able to encourage marketing performance by 65.7% at three-star hotels in Aceh-Indonesia.
6. Technology orientation is able to mediate the relationship of learning orientation to marketing performance significantly reaching a coefficient value of 0.207 at three-star hotels in Aceh-Indonesia. In this case the role of mediation Technology orientation is full mediation,
7. Technology orientation is able to mediate the relationship between market orientation and marketing performance significantly reaching a coefficient value of 0.259 at three-star hotels in Aceh-Indonesia. In this case the role of mediation Technology orientation is full mediation.

## RECOMMENDATION

1. Further research can explore different similar research frameworks with different indicators and variable entities as research objects so that they can produce different research results.
2. This study examines the relationship between market orientation and learning orientation mediated by technology orientation to marketing performance. It is suggested that further research can use variables to create values that have sharia nuances in the hotel industry universally.

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