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Travel Agency Companies Under Technological Uncertainty: Multiple Strategic Orientation and Performance

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Abstract. *The tourism sector, the economy, and the industries that support it have all been severely damaged by the worldwide pandemic. Several of the tourism industry's market segments, such as lodging, dining, and travel agencies, are saturated. Travel industry is exceptionally vulnerable to external factors including pandemics. Furthermore, travel agencies act as intermediaries between various stakeholders: tourists, airlines, hotels, tour operators, and tourist attractions. Consequently, any changes in the larger environment affect many different sectors at once. To maintain a sustainable competitive advantage and achieve the intended results, travel agencies need to have a well-defined plan of action to navigate the constantly shifting business landscape. The travel agent industry has been significantly reshaped by technological uncertainty, primarily through the disruption of traditional business models caused by the rise of Online Travel Agents (OTAs) and their online travel booking platforms after pandemics. The study emphasizes the importance of three crucial organizational strategic orientations consisting of market orientation, entrepreneurial orientation, and learning orientation that can significantly influence the performance of travel agents in today's dynamic and competitive environment. These three orientations are not mutually exclusive and can be most effective when implemented in conjunction. The data is collected via a questionnaire and then PLS-SEM analysis is performed. The results show that the choice of an organization's strategic orientation, which includes market and entrepreneurial orientations that can impact learning orientation and organizational performance of travel agency companies, is influenced by technology uncertainty. As a component of a vibrant and alluring travel industry, travel agency businesses must be flexible and inventive in the face of ongoing technological advancements. Travel agents who can adapt, integrate technology, and offer unique added value will have a greater opportunity to survive and thrive in this digital age. Conversely, agents who fail to innovate and adapt will likely be increasingly eroded by technological advancements and changing consumer preferences.*

Keywords: *Organizational strategy orientation, environmental uncertainty, organizational performance*

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Introduction

In recent years, there has been a lot of research on the connection between business strategy and performance ((Zahra & Covin, 1993); (Desarbo et al., 2005); (Parnell, 2011); (Zehir et al., 2015); (Deutscher et al., 2016)). To provide the required performance and keep a sustainable competitive edge, businesses must have a clear plan in the face of changing business environment changes. The strategic direction of organizations became the main topic of discussion of strategies in their scientific development ((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 viewed as the company's overarching strategic direction. Organizations must adapt to the competitive environment to stay competitive. This requires businesses to find the best ways to gain and hold a competitive edge in the marketplace (Avci et al., 2011). The problem also affects the tourism sector globally, since numerous market segments—such as lodging, dining, and travel agencies—have reached a saturation threshold in both developed and developing nations.

In a dynamic climate, the tourist sector must identify methods that will work both now and in the future. Referring to the Theory of Miles and Snow, Avci et al. (2011) found that there are variations in the financial and non-financial performance of Turkish tourism enterprises depending on the orientation of the organizational strategy used by the business. According to another study, while tourism-related enterprises in developing nations tend to have similar financial performance, they may differ when it comes to adopting various organizational strategy orientations depending on their unique internal characteristics.

In addition to facing environmental uncertainties, Indonesia's tourism industry is very competitive and dynamic, particularly since the Covid-19 pandemic affects various economic and industrial sectors. The worldwide health crisis that struck had a significant effect on the travel and tourist industry as well as the businesses that supported it. The tourism industry has further collapsed due to the simultaneous fall in production and demand as well as the presence of societal limitations. The country's travel agency industry has been significantly impacted by the Covid-19 outbreak. The travel industry's extreme vulnerability to external pressures, exemplified by pandemics, stems from the interdependence fostered by travel agencies, which act as vital bridges between tourists, airlines, hotels, tour operators, and attractions. Therefore, changes in the wider environment have a cascading effect on numerous industries.

The COVID-19 pandemic severely impacted travel agencies in the country. Extended emergency lockdown measures (PPKM) prolonged the tourism industry's crisis. According to ASITA, the national travel agency association, nearly 90% of its 7,000 members were forced to shut down temporarily starting in the mid of 2020. An internal survey revealed that 30% had completely ceased operations and laid off all staff, while 65% continued limited activities without offices or employees. Only 5% managed to maintain a reduced workforce, primarily those affiliated with large corporations, government entities, or foreign investors.

Technological uncertainty has a significant connection with the travel agent industry, namely the disruption of traditional business models with the emergence of Online Travel Agents (OTAs) especially after the pandemics. Online platforms for booking travel services have significantly changed how consumers search for, compare, and book travel. The ease of access and price transparency offered by OTAs have reduced consumer dependence on traditional travel agents. The internet and social media allow travelers to directly access information about destinations, accommodation, transportation, and activities.

This reduces the need for the role of travel agents as the primary source of information. Technology enables the personalization of travel offers based on consumer data and preferences. The booking process and customer service are also increasingly automated through chatbots and other smart systems.

There hasn't been much in-depth research done on how organizational strategies are oriented in the tourism business, particularly in the travel agency tourism segment, or how the Covid-19 pandemic has affected the long-term viability of travel agent companies' performance. Each travel agency organization has a varied set of business tactics, which have varying effects on their financial and operational performance. Travel agents need to be market-oriented to understand the evolving demands of travelers (e.g., sustainable tourism, experiential travel, personalized itineraries).

They need to be entrepreneurial to adopt new technologies (e.g., AI-powered chatbots, virtual reality tours), create unique travel packages, and find new ways to reach customers in the digital age. They need a strong learning orientation to continuously update their knowledge about destinations, travel regulations, safety protocols, and customer service techniques to provide valuable and reliable services. Eko Purwanto et al. (2022) explores the impact of environmental uncertainty on the performance of travel agency companies, with a focus on the mediating role of organizational strategic orientation especially market orientation and entrepreneurial orientation. The key findings of the study are that technology uncertainty significantly influences market orientation and entrepreneurial orientation; entrepreneurial orientation has a direct impact on organizational performance and then Market Orientation and Entrepreneurial Orientation together fully mediate the relationship between Technology Uncertainty and Organizational Performance.

Further research on organizational strategy orientation, which includes market orientation, entrepreneurial orientation, and learning orientation, has not been extensively studied, especially in the context of the tourism industry within travel agent companies which act as vital bridges between tourism stakeholders. The study emphasizes the importance of 3 organizational strategic orientations (market orientation, entrepreneurial orientation, and learning orientation) in response to technological changes for enhancing company performance. How travel agency companies need to be adaptive and innovative in the face of environmental uncertainty and achieving sustainable competitive advantage. Partial Least Square Structural Equation Modeling (PLS-SEM) has been used in this study to examine data from 75 Indonesian travel agencies.

Literature Review

Technological Uncertainty

Organizations in uncertain environments must adopt flexible and adaptive strategies. A good strategic orientation will help a company navigate the uncertainty and therefore increase performance. The tourism sector faces issues from environmental unpredictability, such those posed by the Covid-19 outbreak, as well as fierce and dynamic rivalry. Following the pandemics, the travel agent industry has experienced a major upheaval due to technological uncertainty, largely through the disruption of conventional business model. Technology uncertainty refers to the unpredictability and rapid changes in technology that can affect an organization's operations, products, and services. It involves the difficulty in predicting technological advancements, the rate of adoption, and the impact of new technologies. Effective management of technology uncertainty can lead to improved performance by enabling companies to adopt new technologies that enhance efficiency, create new products, and improve customer service.

For travel agencies, this could include the uncertainty of new online booking platforms, AI travel planners, or other new technologies. Technological changes, specifically the introduction of online travel booking options, have fundamentally altered the process consumers undertake for travel arrangements. Technological changes, specifically the introduction of online travel booking options, have fundamentally altered the process consumers undertake for travel arrangements.

The impact of business strategies and environmental uncertainty (market, technological, and competitive) on organizational performance in the hotel sector was studied by Köseoglu et al. (2013). Depending on how closely a business is linked to its environment, different methods are used. '–Chin et al. (2014) on the other hand, looked at the effects of demand uncertainty, technological uncertainty and competitive threats to explore how environmental uncertainty affected the link between external integration and firm performance in SME. Managers typically hope that their technical expenditures will pay off because of the industry 4.0 movement and the inherent costs associated with implementing new technology within the firm (Hacioglu, 2020).

To examine how technology uncertainty affects organizational strategy orientation, which in turn affects organizational performance, a conceptual framework was developed for this study. Based on the explanation above, the following hypotheses can be obtained:
H1: There is a significant influence between Technology Uncertainty on Market Orientation
H2: There is a significant influence between Technology Uncertainty on Entrepreneurial Orientation
H3: There is a significant influence between Technology Uncertainty on Learning Orientation.
Organizational Strategy Orientation

Organizational Strategy Orientation
A competitive strategy is necessary to thrive since strategy is about selecting where the firm wants to go and how to get there '(Tanwar, 2013).

The strategic orientation of organizations also started to be discussed in relation to strategies in their scientific development ((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 regarded as the company's overarching strategic direction. A set of guidelines known as "strategic orientation" directs businesses' strategic actions and behaviors to ensure their performance (Han & Zhang, 2021).

Market orientation, entrepreneurial orientation, learning orientation are only a few examples of the several forms of organizational strategy orientation, according to (Vesalainen & Hakala, 2014). Market orientation is a business philosophy that emphasizes understanding and meeting the needs of customers and competitors. It involves gathering market intelligence, disseminating it throughout the organization, and responding to it effectively. Customers, rivals, and marketing direction are all included in the notion of market orientation. Travel agents need to be market-oriented to understand the evolving demands of travelers (e.g., sustainable tourism, experiential travel, personalized itineraries).

Entrepreneurial orientation refers to a company's propensity to innovate, take risks, and be proactive in pursuing new opportunities. Entrepreneurial orientation is a strategic posture that can be adopted by organizations seeking to achieve growth and innovation. Travel agents need to be entrepreneurial to adopt new technologies (e.g., AI-powered chatbots, virtual reality tours), create unique travel packages, and find new ways to reach customers in the digital age. To get a competitive edge, learning orientation is defined as an organizational propensity to produce and apply information that may lead to novel behavioral shifts or the establishment of values.

Travel agents need a strong learning orientation to continuously update their knowledge about destinations, travel regulations, safety protocols, and customer service techniques to provide valuable and reliable services. In their study, Köseoglu et al. (2013) found that the two most commonly utilized generic strategy typologies are the Miles & Snow typology, which identifies prospector, analyzer, defender, and reactor approaches, and Porter's typology, which covers cost leadership, differentiation, and focus orientation. Differentiation strategies (Porter's typology) are business strategies that have a major impact on customer satisfaction in China's hospitality industry, according to ""Lo (2012) investigation into the relationship between company strategy and performance.

Research outcomes center on strategic direction and strategic flexibility as preconditions for product innovation (Han & Zhang, 2021). In the end, the company's success is also impacted by the elements that influence the company's decision on the strategic orientation of its organization.

In today's fast-paced and competitive market, a travel agent's success can be significantly boosted by adopting market, entrepreneurial, and learning orientations. These three approaches work best when combined. Because it views the organization as whole and as a system that depends on dynamic interactions with its surroundings, Miles and Snow's strategy typology is distinct (Gnjidić, 2014). Zehir et al. (2015) looked at how differentiation strategy and innovation success affected the connection between business performance and entrepreneurial orientation. Based on the explanation above, the following hypotheses can be obtained:

H4: There is a significant influence between Market Orientation on Organizational Performance

H5: There is a significant influence between Entrepreneurial Orientation on Organizational Performance.

H6: There is a significant influence between Learning Orientation on Organizational Performance

H7: There is a significant influence between Market Orientation on Entrepreneurial Orientation

H8: There is a significant influence between Entrepreneurial Orientation on Learning Orientation

Organizational Performance

In recent decades, a great deal of research has been done on the relationship between corporate strategy and performance ((Zahra & Covin, 1993); (Desarbo et al., 2005); (Parnell, 2011); (Zehir et al., 2015); (Deutscher et al., 2016)). To achieve the desired results and preserve a sustainable competitive advantage, businesses must develop a clear strategy in the face of a changing, dynamic business environment. 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, is cited in this study on organizational performance influenced by environmental uncertainty and business strategy orientation. Vesalainen & Hakala (2014), in his research, states that the interaction of organizational strategy orientation includes market orientation, entrepreneurial orientation, learning orientation, and technology orientation.

According to the findings of Avci et al. (2011) research, given that these businesses generate comparable financial performance, tourism businesses in developing nations may differ when deciding which organizational strategy orientations to implement based on their unique internal characteristics. The impact of business strategies on organizational performance as well as market, technological, and competitive uncertainty were all studied by Köseoglu et al. (2013).

Conflict situations, which manifest as environmental uncertainty, have negative effects on the performance of international businesses, according to Hacio lu & Dinçer (2013) .

These effects include: (i) ambiguity at the management level; (ii) an increase in the level of risks in business operations; (iii)

communication problems among business units and intra-group activities; (iv) the transfer of skilled workers for combating; and (v) deteriorating infrastructure and facilities (Hacioglu et al., 2012). The choice of a MO-EO orientation strategy, on the other hand, 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. Wales et al. (2020), a previous study that served yet another source of information for this one, looked at the effects of market, entrepreneurial, and learning orientations on sales growth performance, with the results showing that entrepreneurial orientation has the greatest influence on sales performance in Finnish and Russian businesses.

To achieve optimal performance in the face of environmental uncertainty during the current pandemic, travel industry professionals must conduct research on the optimal strategy for travel agency companies. Based on the explanation above, the following hypotheses can be obtained:

H9: Market Orientation mediates the relationship between Technology Uncertainty and Organizational Performance

H10: Entrepreneurial Orientation mediates the relationship between Technology Uncertainty and Organizational Performance

H11: Learning Orientation mediates the relationship between Technology Uncertainty and Organizational Performance

H12: Market Orientation mediates the relationship between Technology Uncertainty and Entrepreneurial Orientation

H13: Entrepreneurial Orientation mediates the relationship between Market Orientation and Learning Orientation

H14: Entrepreneurial Orientation mediates the relationship between Market Orientation and Organizational Performance

H15: Market Orientation & Entrepreneurial Orientation mediates the relationship between Technology Uncertainty and Learning Orientation

H16: Market Orientation & Entrepreneurial Orientation mediates the relationship between Technology Uncertainty and Organizational Performance

H17: Entrepreneurial Orientation & Learning Orientation mediates the relationship between Market Orientation and Organizational Performance

H18: Market Orientation, Entrepreneurial Orientation & Learning Orientation mediates the relationship between Technology Uncertainty and Organizational Performance

Based on the literature and hypothesis development above, this study develops conceptual framework as shown in the Figure 1:

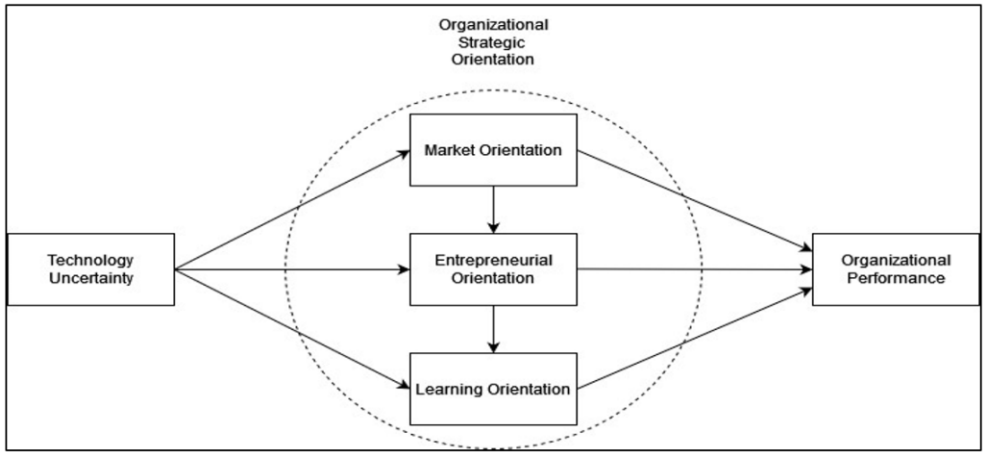

Figure 1.
Conceptual Framework

Research Methodology

This research consists of three stages, namely problem formulation, data collection, and data analysis. This research begins with a study of literature to identify gaps in literature and to map the phenomena that occur. The process of gathering data was then carried out. In this study, the procedures to be followed are to draft a writing plan framework, then put together a questionnaire and send an online questionnaire survey to the analysis unit, which is comprised of managers of a travel agency company throughout Indonesia, for data collecting. The next stage is data processing using the SmartPLS version 4.0 program.

The population of this study consisted of managers of travel agency companies operating throughout Indonesia. The analysis unit employed in this study was an individual analysis unit with individual respondent observation units. With a sample of 75 respondents who completed the entire online questionnaire, we applied the purposive sampling technique. The research population's managers who have been heavily involved in implementing organizational strategic orientation to overcome environmental uncertainty and help the organization achieve expected performance were chosen as homogeneous purposive samples for the study's respondents.

The Partial Least Squares approach with Smart PLS version 4.0 is the data analysis technique used, and the analysis's main goal is prediction rather than model validation. The analysis of the impact of organizational strategic orientation and environment unpredictability on organizational performance in the travel sector is of interest to the writers.

Results and Discussion

According to the findings of the descriptive study, male managers made up 64% of the respondents, while those between the ages of 25 and 35 made up 41,9%. Those with a bachelor's degree (42.7%) and more than ten years of service (52.7%) made up many responders. Furthermore, the study's findings demonstrated that the percentage of samples with a term of service between five and ten years was higher than the percentage of samples with a period of occupation of other structural posts (41.1%). A valid indicator set is ensured by using an outer model to evaluate the relationship between construction and indicators. This process measures the results of the discriminant, convergent validity, and reliability tests utilizing Outer Loadings, Average Variance Extracted (AVE), and Composite Reliability (CR) (Hair et al., 2014).

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

Variable	CompositeReliability	Cronbach'sAlpha	AVE
Entrepreneurial Orientation	0.873	0.812	0.588
Learning Orientation	0.861	0.801	0.556
Market Orientation	0.876	0.823	0.586
Organizational Performance	0.902	0.871	0.554
Technology Uncertainty	0.845	0.758	0.578

Table 2.
Result of Direct Effect Hypothesis Testing

Hypothesis	Exogenous	Endogenous	T-Stat	P-Value	Result
H1	Technology Uncertainty	Market Orientation	5.508	0000	Significant, Accepted
H2	Technology Uncertainty	Entrepreneurial Orientation	1.589	0.112	Not Significant, Not Accepted
H3	Technology Uncertainty	Learning Orientation	0.101	0.920	Not Significant, Not Accepted
H4	Market Orientation	Organizational Performance	0.748	0.455	Not Significant, Not Accepted
H5	Entrepreneurial Orientation	Organizational Performance	2.578	0.010	Significant, Accepted
H6	Learning Orientation	Organizational Performance	0.328	0.743	Not Significant, Not Accepted
H7	Market Orientation	Entrepreneurial Orientation	7.409	0.000	Significant, Accepted
H8	Entrepreneurial Orientation	Learning Orientation	3.509	0.000	Significant, Accepted

Based on table 1, AVE value for Technology Uncertainty, Market Orientation, Entrepreneurial Orientation, Learning Orientation and Organizational Performance variables has the higher value than the acceptable level, 0.5. While CR value for the indicators to measure Technology Uncertainty, Market Orientation, Entrepreneurial Orientation, Learning 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.

The connection between bootstrapped hypothesis structures is represented by the path coefficient (Hair et al., 2011). According to the test conditions, exogenous variables significantly affect endogenous variables if the t-statistic is greater than 1.96. The t-statistic for the relationship between Technology Uncertainty and Market Orientation is 5.508. As a result, one could argue that H1 is true, and that Market Orientation is greatly impacted by Technology Uncertainty. The t-statistic, which is 2.578, indicates the relationship between entrepreneurial orientation and organizational performance. This implies that H5 is valid and that there is a substantial positive relationship between organizational performance and entrepreneurial orientation. Another finding shows that the correlation between entrepreneurial orientation and market orientation has a t-statistic of 7.409. Therefore, it is reasonable to argue that H7 is true, and that Market Orientation has a major influence on Entrepreneurial Orientation. The t-statistic for the relationship between learning orientation and entrepreneurial orientation is 3.509. As a result, one could argue that H8 is true, and that learning orientation is greatly influenced by entrepreneurial orientation.

Table 3.
Result of Indirect Effect Hypothesis Testing

Hypothesis	Exogenous	Intervening	Endogenous	P values	Result
H9	Technology Uncertainty	Market Orientation	Organizational Performance	0.461	Not Significant, Not Accepted
H10	Technology Uncertainty	Entrepreneurial Orientation	Organizational Performance	0.225	Not Significant, Not Accepted
H11	Technology Uncertainty	Learning Orientation	Organizational Performance	0.975	Not Significant, Not Accepted
H12	Technology Uncertainty	Market Orientation	Entrepreneurial Orientation	0.000	Significant, Accepted
H13	Market Orientation	Entrepreneurial Orientation	Learning Orientation	0.001	Significant, Accepted
H14	Market Orientation	Entrepreneurial Orientation	Organizational Performance	0.012	Significant, Accepted
H15	Technology Uncertainty	Market & Entrepreneurial Orientation	Learning Orientation	0.008	Significant, Accepted
H16	Technology Uncertainty	Market & Entrepreneurial Orientation	Organizational Performance	0.027	Significant, Accepted
H17	Market Orientation	Entrepreneurial & Learning Orientation	Organizational Performance	0.748	Not Significant, Not Accepted
H18	Technology Uncertainty	Market, Entrepreneurial & Learning Orientation	Organizational Performance	0.744	Not Significant, Not Accepted

The purpose of indirect effect hypothesis testing is to determine whether exogenous variables have an indirect impact on endogenous variables through intervening variables. According to the test criteria, it is declared that there is a significant effect of exogenous variables on endogenous variables through intervening variables if the p-value level of significance (alpha = 5%) is met. It is evident from the tests in the above table that the impact of technological uncertainty on entrepreneurial orientation through market orientation results in a 0.000 p-value. As a result, hypothesis 12 (H12) is accepted, suggesting that Market Orientation mediates the Technology Uncertainty variable with Entrepreneurial Orientation. A p-value of 0.008 indicates how technology uncertainty affects learning orientation through market and entrepreneurial orientation. It can be demonstrated that Learning Orientation and Market & Entrepreneurial Orientation fully mediate the Technology Uncertainty variable, for which H15 is accepted.

In addition, a p-value of 0.027 is produced by the relationship between Technology Uncertainty and Organizational Performance through Market and Entrepreneurial Orientation.

In conclusion, H16 is approved since it demonstrates that Market & Entrepreneurial Orientation completely mediates the link between Organizational Performance and the Technology Uncertainty variable. An additional finding indicates that a p-value of 0.001 is produced by the relationship between Market Orientation and Learning Orientation through Entrepreneurial Orientation. H13 is approved since it can be concluded that Entrepreneurial Orientation mediates the Market Orientation variable with Learning Orientation. Lastly, a p-value of 0.012 indicates that Market Orientation has an impact on Organizational Performance through Entrepreneurial Orientation. H14 is accepted since it can be concluded that Entrepreneurial Orientation mediates the relationship between Market Orientation and Organizational Performance.

Discussion

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

The market orientation of travel agent companies is directly impacted by technological uncertainty, as demonstrated by this study's t-statistic of 5.508 and p-value of 0.000. The findings indicate that the Organizational Strategic Orientation - Market Orientation of Travel Agent Company is impacted by shifts in Technology Uncertainty. According to the theory, market orientation increases with increasing technology uncertainty. These findings are consistent with a study conducted by Köseoglu et al. (2013) that looked at how organizational performance in the hospitality sector was affected by business strategies and environmental uncertainty, including technology-related uncertainty. While they waited for their turn, '–Chin et al. (2014) investigated the effects of demand uncertainty, technological uncertainty, and competitive threat to ascertain how environmental uncertainty affected the relationship between firm performance and external integration in Malaysian SMEs.

According to Hakala (2011), marketing orientation, customers, and competitors are all included in the idea of market orientation. Market orientations encompass the company's chosen products, services, and technologies as well as adaptive actions related to the competitive environment, which includes the market, customers, and competitors. Technology-related uncertainty influences an organization's strategic orientation decision, which is important for travel agency businesses to stay market-driven, competitive, and well-liked by their customers.

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

Travel agency organizations' organizational performance is positively and significantly impacted by entrepreneurial orientation, as demonstrated by the t-statistic of 2.578 and p-value of 0.010, which show a direct relationship between the two. The study's findings suggest that a company's performance could be influenced by its strategic orientation, which encourages innovation and the development of new products and markets.

Put another way, the importance of having an entrepreneurial orientation affects an organization's effectiveness. These results are in line with research by Zehir et al (2015), which examined the effects of differentiation strategy and innovation performance on the relationship between entrepreneurial orientation and business performance. Product development performance was examined in a study by Morgan & Anokhin (2020) in relation to entrepreneurial and market orientation. The results indicated that service companies were more positively impacted by the adoption of a MO-EO orientation strategy than manufacturing or product-producing companies, based on the industrial character and environmental maturity of the company. —Wales et al. (2020) looked at the effects of market orientation, learning orientation, and entrepreneurial orientation on sales growth performance and found that entrepreneurial orientation had the biggest effect on sales.

This study is consistent with earlier research. This study looked at the impact that organizational strategy orientation, more specifically, entrepreneurial orientation—had on the operational performance of travel agency businesses during uncertain times, particularly during pandemics.

The Effect of Market Orientation on Entrepreneurial Orientation of Travel Agent Company

The entrepreneurial orientation of travel agent companies is positively correlated with market orientation, as indicated by the 0.000 p-value and 7.409 t-statistic for the relationship between the two variables. The results aligned with the study carried out by Morgan & Anokhin (2020), which demonstrated that service companies experienced greater benefits from the implementation of a MO-EO orientation strategy in comparison to manufacturing or product-producing firms.

The industrial character of the company and its environmental maturity also influenced the latter. ––Wales et al. (2020) states that businesses seeking to expand and improve business performance will likely find it easier to use unique, hard-to-replicate resources and skills if they can demonstrate EO and MO. A market-oriented approach stimulates an increase in entrepreneurial orientation by providing an environment that is conducive to small-scale innovation.

The Effect of Entrepreneurial Orientation on Learning Orientation of Travel Agent Company

According to the t-statistics of 7.409 and p-value of 0.000 for the relationship between market orientation and entrepreneurial orientation, travel agent companies' entrepreneurial orientation is directly impacted by market orientation. The results also aligned with the findings of Morgan & Anokhin (2020) study, which demonstrated that service companies were more advantageous than manufacturing or product-producing companies when using a MO-EO orientation strategy.

The latter was also impacted by the industrial character of the company and environmental maturity. —Wales et al. (2020) states that while companies aim for increased business performance and expansion, EO and MO demonstrations will likely help them make use of unique and challenging-to-replicate resources and skills. An increase in entrepreneurial orientation is fostered by a market-oriented approach because it promotes small-scale innovation. Due to their improved understanding of client needs, companies with an entrepreneurial mindset will therefore have a competitive advantage over their rivals.

The Effect of Technology Uncertainty on Entrepreneurial Orientation by Mediation of Market Orientation

The influence of Technology Uncertainty on Entrepreneurial Orientation demonstrates that Market Orientation mediates the relationship between the Technology Uncertainty variable and the Entrepreneurial Orientation of Travel Agent Companies, with a p-value of 0.000. Companies with a high EO level take on greater risk, go for bolder, more radical innovations, and interact with the market in a proactive manner. Studies show that while EO has a greater impact on a company's sales growth than either MO or LO, there is a stronger correlation between MO and sales growth. It is plausible that MO performance functioned as a cost-competitive strategy rather than a profit-making one, given that the impact on performance was not statistically significant. That market orientation helps to foster incremental innovation (Wales et al., 2020). The Organizational Strategic Orientation of Travel Agent Companies - Market Orientation - is affected by changes in Technology Uncertainty. Theoretically, the higher the Technology Uncertainty, the higher the Market Orientation. —Wales et al. (2020) states that proving EO and MO will most likely help companies use unique, hard-to-replicate resources and expertise in their pursuit of increased business performance and growth. This market-driven approach promotes small-scale innovation, which strengthens the entrepreneurial spirit.

We conclude that technological uncertainty influences an organization's strategic orientation in choosing a market orientation that can impact entrepreneurial orientation.

The Effect of Market Orientation on Learning Orientation by Mediation of Entrepreneurial Orientation

The relationship between the Market Orientation variable and the Learning Orientation of Travel Agent Companies is mediated by Entrepreneurial Orientation. A p-value of 0.001 indicates that Market Orientation has an impact on Learning Orientation through Entrepreneurial Orientation. The results are consistent with Wales et al. (2020) research, which indicates that Learning Orientation is a useful and supplemental strategic orientation for businesses seeking to maximize their entrepreneurial endeavors. LO serves as the "organizational glue" that holds EO and MO together so that businesses can process information efficiently, learn from past mistakes, and produce innovative products. Learning orientation (LO) is a strategy that businesses use to counter threats and seize opportunities in the business environment. That market orientation encourages greater entrepreneurial orientation and facilitates incremental innovation. In conclusion, market orientation influences learning orientation after first influencing entrepreneurial orientation.

The Effect of Market Orientation on Organizational Performance by Mediation of Entrepreneurial Orientation

Entrepreneurial Orientation mediates the relationship between the Market Orientation variable and the Organizational Performance of Travel Agent Companies, according to a p-value of 0.012. Through entrepreneurial orientation, market orientation can influence organizational performance.

These results are in line with a study by Zehir et al. (2015) that examined the relationship between business performance and entrepreneurial orientation and how differentiation strategy and innovation performance affected it.

The impact of entrepreneurial and market orientation on the effectiveness of product development was examined in a study conducted by Morgan & Anokhin (2020). As compared to manufacturing or product-producing companies, the results indicated that service companies benefited more from the adoption of a MO-EO orientation strategy. It was also discovered that the company's industrial nature and level of environmental maturity had an impact on the adoption of a MO-EO orientation strategy. —Wales et al. (2020) states that businesses seeking to expand and improve business performance will likely find it easier to use unique, hard-to-replicate resources and skills if they can demonstrate EO and MO. To sum up, an organization's performance is influenced by entrepreneurial behavior, which is influenced by market orientation.

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

The p-value of 0.008 indicates that market orientation and entrepreneurial orientation jointly fully mediate the Technology Uncertainty variable with the Learning Orientation of Travel Agent Companies. This indicates that Technology Uncertainty influences Learning Orientation through these two orientations. The results are consistent with Wales et al. (2020), which argues that learning orientation is an additional and useful strategic approach for companies trying to get the most out of their entrepreneurial ventures. Configurations of EO, MO, and LO propel organizational growth in high-tech companies —(Wales et al., 2020). As the "organizational glue" that holds EO and MO together, LO helps businesses process information efficiently, learn from past mistakes, and create innovative solutions that work.

Exploratory innovation is linked to EO, exploitative innovation to MO, and both to LO. As a result, the business can use its EO to study ambitious possibilities for new entries and updates, its LO to continuously refresh the organization's routine and perspective, and its MO to scan the market and technology for opportunities to improve business models.

There will be more learning about possible new product market opportunities when LO is paired with MO and EO. If businesses highlight EO, MO, and LO together, they will likely be able to use unique and challenging-to-replicate skills and resources while working toward company performance and growth. The company operates at its peak when EO, MO, and LO are all operating at maximum capacity. The number of unique, bilateral, and often shared securities represents the total effect of EO, MO, and LO securities on the growth of the company's sales. We can draw the conclusion that the ambiguity surrounding technology affects an organization's choice of strategic orientation, influencing entrepreneurial and market orientations that in turn can affect learning orientation.

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

The relationship between the Technology Uncertainty variable and the Organizational Performance of Travel Agent Companies is fully mediated by market orientation and entrepreneurial orientation combined. Using these two methods, the effect of technological uncertainty on organizational performance results in a p-value of 0.027.

According to Köseoglu et al. (2013), business strategies and environmental uncertainty, including technology uncertainty, have an effect on organizational performance in the hospitality sector. Conversely, market orientations vary in how resource reallocation for product and market development modifies organizational and environmental relations. According to Hakala (2011), adaptive processes related to the competitive environment (market, customers, and competitors) as well as the goods, services, and technologies that the business decides to provide to the environment are included in market orientations.

Morgan & Anokhin (2020) study found that market orientation and entrepreneurial orientation have an impact on product development performance.

The research findings that the choice 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, are consistent with these findings. It can be concluded that technological uncertainty influences an organization's decision about its strategic orientation, which includes deciding between an entrepreneurial and market orientation that can affect organizational performance.

Conclusion

The research reveals how the pandemic has reshaped the travel industry landscape, potentially leading to long-term changes in business models and practices. By focusing on travel agencies during the COVID-19 pandemic, the research provides a unique and timely perspective. The findings can offer valuable guidance to travel agency managers on how to navigate future crises and build resilient organizations. The results of the study showed that technological uncertainty has a direct impact on how travel agency businesses position themselves in the marketplace. The organization's strategic orientation decision, which aids in choosing a market orientation that motivates travel agency businesses to compete, be customer-focused, and win over their clients, is impacted by uncertainty about technology. Technology uncertainty also influences an organization's choice of strategic orientation, causing it to take an entrepreneurial approach that promotes creativity and the creation of new goods and markets via a market orientation. This research indicates that entrepreneurial orientation has a direct impact on organizational performance and that an organization's choice to adopt an entrepreneurial strategic orientation may also have an impact on performance. Focusing on customer needs and market opportunities (market orientation) guides entrepreneurial efforts and innovation. Continuously learning (learning orientation) fuels both markets

understanding and the identification of new business ventures. This adaptability and knowledge acquisition are key to long-term success and better performance.

As a result, entrepreneurial orientation directly affects learning orientation. Furthermore, this study showed that, in terms of learning orientation and organizational performance, entrepreneurial orientation fully mediates the market orientation variable. Three phases can be identified in the execution of an organization's strategic orientation: learning, entrepreneurial, and market orientations. However, the only orientations that affect travel agency businesses' performance are market orientation and entrepreneurial orientation. The relationship between organizational performance and learning orientation in travel agency firms has not been proven. Businesses that operate travel agencies need to be adaptable and creative to keep up with the numerous, quick changes in the environment, especially in the field of technology.

The performance of travel agency businesses can be enhanced by organizational strategy orientation, which places an emphasis on market and entrepreneurial orientation. Businesses that act as travel agents are a part of the thriving and seductive tourism sector. The travel agent industry's future will continue to be significantly shaped by technological uncertainty. Survival and success in the digital age will favor agents who can adapt, incorporate technology, and provide distinctive benefits. In contrast, those who resist innovation and adaptation face increasing challenges from technological advancements and shifting consumer tastes.

Future research should consider the following recommendations: (1) to expand the body of knowledge in the field, more literature and new theories on organizational strategy orientation should be added; (2) to clarify the need to consider environmental uncertainty related to technological change in order to improve organizational performance; (3) to directly survey more respondents in order to ensure higher-quality data and lower research errors; and (4) to be able to add to or even modify the variables in this study.

Declarations

Author contribution

All authors contributed equally as the main contributors of this paper. All authors read and approved the final paper.

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Competing interest

The authors declare that they have no conflicts of interest to report regarding the present study

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