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THE EFFECTS OF MARKET ORIENTATION AND MARKETING STRATEGIES ON IMPROVING HOTEL PERFORMANCE POST COVID-19: THE MODERATION ROLE OF SERVICE INNOVATION

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Abstract

The widespread decline in hotel performance after Covid-19 requires various strategic programs to restore performance. The hotel industry is a business greatly influenced by market orientation, marketing strategy, and service innovation. Therefore, this study aims to analyse how market orientation, marketing strategy, and service innovation contribute to hotel performance. This study involved 145 General Managers and Heads of Departments at star hotels in Balikpapan City, Indonesia. The study results reveal that hotel performance is significantly predicted by market orientation and marketing strategy. Meanwhile, service innovation did not significantly impact improving hotel performance. Apart from that, service innovation was not proven to moderate the effect of market orientation or marketing strategy on hotel performance in Balikpapan. The results of this study are significant for hotel practitioners to determine procedures for improving hotel performance after COVID-19, especially strategies to improve hotel performance by optimizing market orientation, marketing strategy, and service innovation.

Keywords: hotel performance, market orientation, marketing strategy, covid-19

INTRODUCTION

The global tourism industry is largely acknowledged as a significant contributor to modern economies (UNWTO, 2020). The hotel business, for example, is crucial to the expansion of the tourism sector. A decrease in performance was seen across the board in the hotel business as a whole during the Covid-19 pandemic (Sharma & Nicolau, 2020). Stay-at-home regulations and other forms of social isolation have been implemented in every country, making it necessary for citizens to spend less time doing things outside the house. By November of 2020, it is predicted that hotel business losses from the Covid-19 epidemic will amount to 100 trillion rupiah, or around US\$7.1 billion (PHRI, 2020). The hotel industry faces challenges from both the Covid-19 pandemic and intense competition from other sectors. There is a lot of rivalry in the hotel industry, therefore the management has to come up with a creative solution to this problem. After the COVID-19 pandemic, hotels will need to be flexible and innovative to suit guests' more diverse and complicated needs.

According to the research (Hernández-Perlines et al., 2019; Tajeddini et al., 2020), hotels need to constantly innovate in order to maintain a competitive edge and boost short-term performance. Finding the areas where service quality can be raised or new technologies implemented is crucial to the success of a hotel (Bull, 2010). For the simple reason that all businesses must cater to their clientele and compete with one another. This highlights the importance of having a focus on the market and employing various marketing methods. Meeting consumer expectations in order to boost earnings is how other academics

characterize "market orientation" (Narver & Slater, 1990). Thus, market orientation still cares about how customers and rivals behave and what they need and want.

Numerous studies and reports (Buhalis, 2000; Seaton & Bennett, 1996) attest to the significance of marketing in the tourism sector. Previous tourism marketing studies, however, have largely concentrated on customer behavior, tourism goods, and the channels through which they are sold. Research in other sectors, however, is increasingly pointing to a marketing mindset as a means to competitive advantage (V. Kumar et al., 2011). According to the work of Zhou, et al. (2005), "market orientation" is a "strategic orientation" that emphasizes "traditional marketing teachings" that advise enterprises to keep their customers near and prioritize their needs. The market orientation stands out from other competitive strategy orientations, such learning from the successes of competitors, because it prioritizes the needs of the customer.

Kohli and Jaworski (1990) say that market orientation means predicting and responding to changes in what customers want and need. According to Narver and Slater (1990), "market orientation" means meeting customer wants in order to make more money. Market direction, in a different sense, means making plans based on what customers want and how things are going with competitors (K. Kumar et al., 1998). This means that market orientation still looks at how customers and rivals' needs, wants, and habits change over time. Narver and Slater (1990) say that market orientation is made up of three parts: focusing on the customer, focusing on the competitors, and integrating functions across departments. Being customer-oriented means getting to know your target customers so you can give them better value. Being competitor-oriented means knowing the strengths, weaknesses, and capabilities of current and potential competitors. And cross-functional integration means working together to give clients better value through communication, coordination, information sharing, and joint participation. There is a robust and positive association between market orientation and organizational performance, according to the vast majority of research on the topic (Jaworski & Kohli, 1993; Kirca et al., 2005). However, several studies have found that the strength of this connection depends on context (Greenley, 1995).

Hypothesis 1: The presence of a market orientation is found to have a statistically significant and favorable impact on the performance of hotels.

According to Griffith (2010), a company's "marketing strategy" is its "coordinated set of choices" that it makes in response to the market. At the core of every marketing endeavor are the decisions made about segmenting the market and using scarce marketing resources to produce, communicate, and give the highest value to customers in exchange for return on investment. The impact of service innovation on organizational outcomes is amplified when hotels engage in cooperative marketing (Harif et al., 2022). Using effective marketing techniques can boost a company's bottom line (Freeman, 2010). A company's marketing strategy consists of the steps it will take to attract new customers and turn them into paying clients. Prior research (Harif et al., 2022; Köseoglu et al., 2020) has stressed the significance of marketing tactics for boosting hotel performance in the wake of the Covid-19 outbreak. Different hotel chains can benefit from utilizing diverse advertising approaches (Chen et al.,

2021). Understanding how the market functions is essential for developing an effective marketing plan (González-Rodríguez et al., 2018).

Hypothesis 2: The marketing strategy employed by hotels exerts a substantial and favorable impact on their overall performance.

Service innovation usually involves creating advanced public services (Vries et al., 2016). The service landscape and rapid industry developments have increased service innovation prospects. Hospitality service innovation matters. A more competitive environment, changing customer expectations with increased demand, their willingness to contribute to service innovation, and demand for more personalized and customized services all create service opportunities (Aguirre et al., 2016), which improve customer satisfaction.

The quality of service provided to customers is the single most important component in a business's level of success (Buhalis & Sinarta, 2019; Singjai et al., 2018). Knowledge development and service innovation in the hospitality business create something new and valuable for guests (Huang & Liu, 2019). Therefore, service innovation is the most important factor that hotels consider while developing new services. There is a positive relationship between service innovation and the financial success of hotels, according to the available data (Hameed et al., 2021). Innovation (product and process) has been shown to moderate the connection between the ability to engage customers and the success of service businesses (Anning-Dorson, 2018).

Hypothesis 3: The impact of service innovation on hotel performance is notably beneficial.

Hypothesis 4: The impact of market orientation on hotel performance is greatly moderated by service innovation.

Hypothesis 5: The presence of service innovation plays a substantial moderating role in the relationship between marketing strategy and hotel performance.

It is clear from the existing body of literature that hotels will need to implement a number of organizational initiatives incorporating market orientation, marketing strategy, and service innovation in order to improve their performance in the wake of Covid-19. Figure 1 depicts the statistical association between the various study variables.

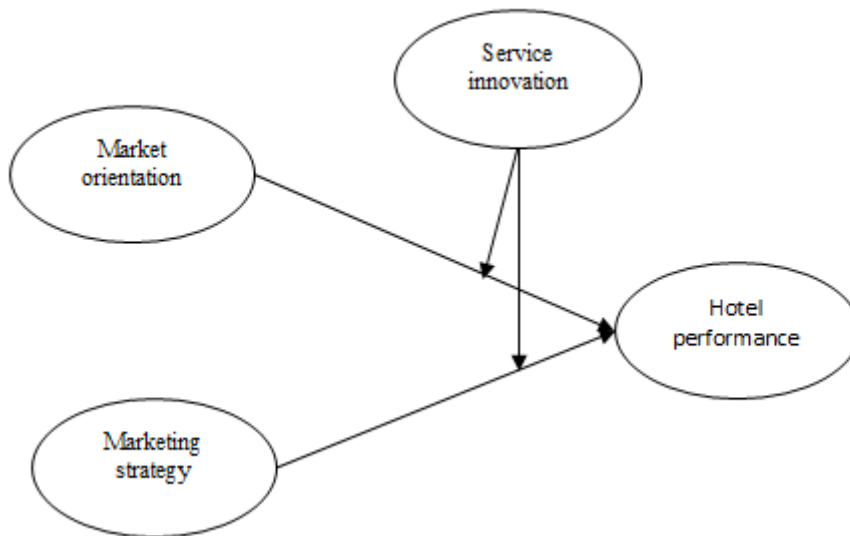


Figure 1. Conceptual model

METHOD

This is ex-post facto quantitative study. Ex-post facto research tests data by tracing it backwards to uncover the causes, connections, and interpretations (Müller et al., 2015). As the event has already occurred, this research does not control or treat the independent factors (Bordens & Abott, 2008). This ex-post facto research reveals market orientation, marketing strategy, and service innovation as post-covid-19 hotel performance antecedents. Additionally, theoretical studies and past research show that the service innovation element mediates the relationship between market orientation and marketing strategy and hotel performance.

Two-star to five-star hotels in Balikpapan city are involved in collecting data regarding market orientation, marketing strategy, service innovation, and hotel performance. The people who took part in this study were 145 General Managers and Heads of Departments (HOD). The study's population and group are broken down in Table 1. This study used the standard sample size table from Isaac and Michael (1981) to figure out the sample size. The table has a 1% error rate. A total of 108 people were asked to fill out the survey.

Table 1. Research Population and Sample

| No | Hotel Name | Total Population | Number of Samples |
|----|--------------|------------------|-------------------|
| 1 | 2-star hotel | 25 | 20 |
| 2 | 3-star hotel | 70 | 58 |
| 3 | 4-star hotel | 50 | 42 |
| 4 | 5-star hotel | 10 | 8 |
| | Total | 155 | 108 |

The reference utilized for hotel performance data is Campo, Díaz, and Yagüe's (2014) study. The initial questionnaire elucidates corporate success by delineating three distinct elements, including marketing, economic, and finance. In the present study, two aspects, specifically financial performance and economic performance, are employed to elucidate the concept of hotel performance. The overall quantity of hotel performance indicators comprises a total of eight components, which may be further categorized into three financial performance indicators and five economic performance indicators. A 5-point Likert scale was employed, with the scale ranging from 1 (indicating extremely bad) to 5 (indicating very good).

Subsequently, data pertaining to market orientation was obtained by the utilization of a prior research conducted by Kohli, Jaworski, and Kumar (1993), as adapted by Qu (2014). The questionnaire encompasses three distinct dimensions, including market intelligence generation, intelligence distribution, and responsiveness to intelligence. The questionnaire comprises a total of ten items, which can be categorized into four things related to market intelligence generation, three items related to intelligence distribution, and three items related to responsiveness to intelligence. The present survey used a Likert scale with five response options, ranging from "strongly disagree" (1) to "strongly agree" (5).

The questionnaire on management perspective pertaining to market strategy was derived from Knight's (2000) work. A total of four products were developed. Additionally, the scale for measuring service innovation was derived from prior research conducted by Monica Hu and colleagues (2009). The initial iteration of the Service Innovation Behavior questionnaire comprised of two distinct dimensions: employee service innovation behavior (ESIB) and new service development (NSD). This study has produced a set of six questions to quantify service innovation. The assessment of market strategy and service innovation is conducted using a Likert scale consisting of five points, ranging from "strongly disagree" (1) to "strongly agree" (5).

The hypothesis of this study was evaluated using Partial Least Square-Structural Equation Modeling (PLS-SEM). The present study used Smart-Partial Least Squares (PLS) software version 3.2.9. The analysis of Partial Least Squares Structural Equation Modeling (PLS-SEM) comprises two primary components: firstly, the assessment of the measurement model, and secondly, the evaluation of the structural model. The measurement model is employed to assess the questionnaire's validity for each variable.

RESULT AND DISCUSSION

Item Validity Test

Testing the validity of this research questionnaire items uses outer model analysis on SmartPLS. This validity test aims to test the validity of the hotel performance questionnaire items, market orientation, marketing strategy and service innovation. In the first step, this research developed a PLS model and ran the model shown in Figure 2. In Figure 2, it can be seen that there are still items that have a loading factor of less than 0.7, namely MO9 and HP8; then these two items were removed from the model.

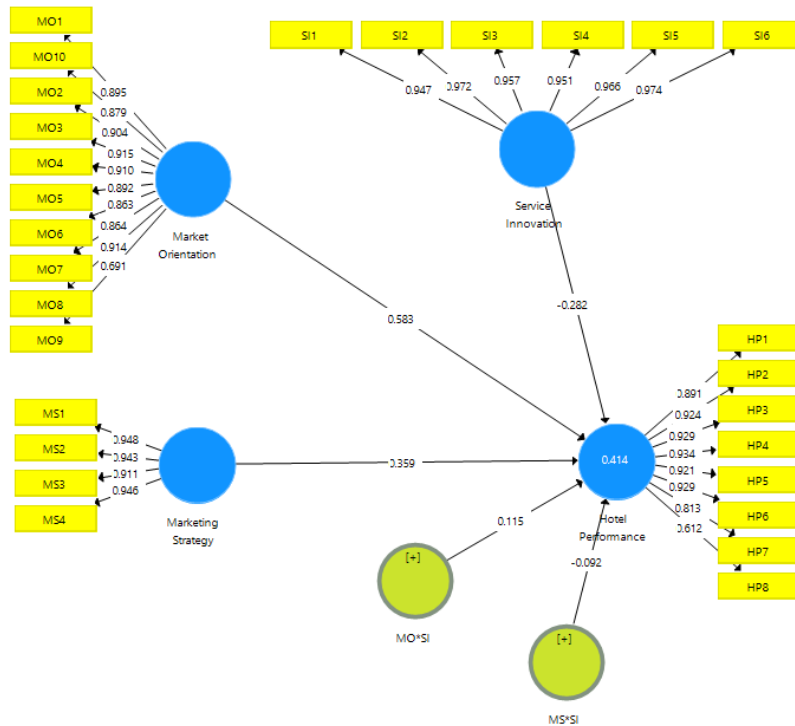


Figure 2. First Model

Next, this research removed invalid items from the model and retested the modified running model shown in Figure 2. In Figure 2, it can be seen that all items in each variable met the threshold, namely above 0.7.

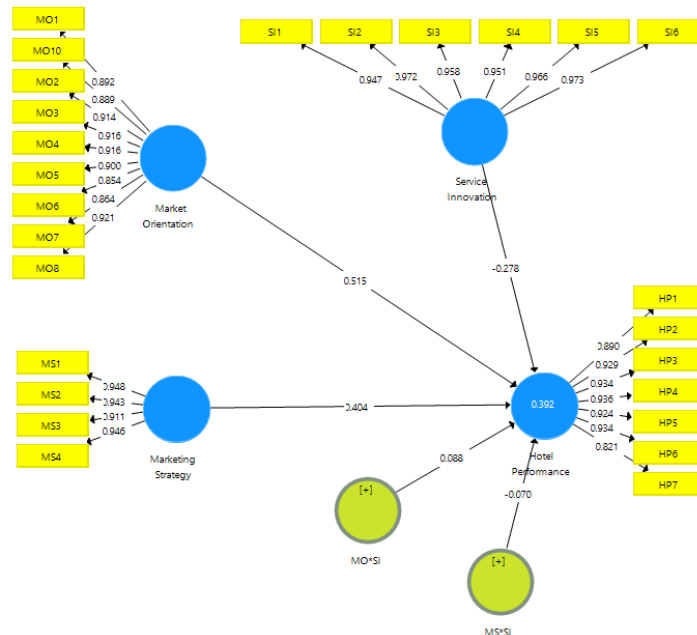


Figure 3. Modification Model

Details of the questionnaire validity test results on each research variable are shown in Table 2. Table 2 proves that the questionnaire items on hotel performance, market

orientation, marketing strategy and service innovation have factor loading above 0.7. Thus, all questionnaire items for each variable are declared valid.

Table 2. Item Validity Test Results (Outer loading)

| Items | Hotel Performance | Market Orientation | Marketing Strategy | Service Innovation |
|-------|-------------------|--------------------|--------------------|--------------------|
| HP1 | 0.89 | | | |
| HP2 | 0.929 | | | |
| HP3 | 0.934 | | | |
| HP4 | 0.936 | | | |
| HP5 | 0.924 | | | |
| HP6 | 0.934 | | | |
| HP7 | 0.821 | | | |
| MO1 | | 0.892 | | |
| MO10 | | 0.889 | | |
| MO2 | | 0.914 | | |
| MO3 | | 0.916 | | |
| MO4 | | 0.916 | | |
| MO5 | | 0.9 | | |
| MO6 | | 0.854 | | |
| MO7 | | 0.864 | | |
| MO8 | | 0.921 | | |
| MS1 | | | 0.948 | |
| MS2 | | | 0.943 | |
| MS3 | | | 0.911 | |
| MS4 | | | 0.946 | |
| SI1 | | | | 0.947 |
| SI2 | | | | 0.972 |
| SI3 | | | | 0.958 |
| SI4 | | | | 0.951 |
| SI5 | | | | 0.966 |
| SI6 | | | | 0.973 |

Reliability Test

Furthermore, the results of the reliability test of the hotel performance questionnaire, market orientation, marketing strategy and service innovation are shown in Table 3. Table 3 shows that all the questionnaire reliability criteria have met the requirements; for example, Cronbach's Alpha score is above 0.7. Thus, all questionnaires in this research were declared reliable or reliable for measuring hotel performance, market orientation, marketing strategy and service innovation.

Table 3. Reliability Test Results

| Variable | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|--------------------|------------------|-------|-----------------------|----------------------------------|
| Hotel Performance | 0.965 | 0.967 | 0.971 | 0.829 |
| Market Orientation | 0.969 | 0.971 | 0.974 | 0.804 |
| Marketing Strategy | 0.954 | 0.959 | 0.967 | 0.879 |
| Service Innovation | 0.984 | 0.984 | 0.986 | 0.924 |

Hypothesis test

Before testing the research hypothesis, the first step is to test the model's suitability. The model suitability test must meet the criteria: an NFI score above 0.8 and SRMR below 0.08 (Ghozali, 2017; Hair et al., 2010). Based on the model fit test results via SmartPLS-SEM, NFI and SRMR values were obtained, which met the criteria as shown in Table 4. Thus, research hypothesis testing could then be carried out.

Table 4. Model fit criteria

| Criteria | Saturated Model | Estimated Model |
|------------|-----------------|-----------------|
| SRMR | 0.037 | 0.039 |
| d_ULS | 0.486 | 0.52 |
| d_G | 1.288 | 1.283 |
| Chi-Square | 944.764 | 955.313 |
| NFI | 0.848 | 0.847 |

After getting the results that the model meets the model fit criteria, the next step is hypothesis testing. Test the research hypothesis using PLS inner model analysis to test the direct effect and research moderation test. This research hypothesis test was carried out by testing the significance of the influence using the bootstrapping method in SmartPLS 3.2.4. The bootstrapping method is a method of repeatedly taking new samples using original data (Efron & Tibshirani, 1998). In addition, the bootstrapping method in this research was used to test the significance of direct and indirect effects in the research model. This research used 500 bootstrap samples with a confidence level of 95%.

The results of hypothesis testing using the bootstrapping method are shown in Table 5. The first hypothesis test aims to test the influence of market orientation on hotel performance. The results show that the original sample score was 0.515 (p-value = 0.003), meaning that the first hypothesis was accepted. This finding means that market orientation has a significant positive influence on hotel performance. The next finding is that marketing strategy was proven to significantly influence hotel performance (original sample = 0.404; p-value = 0.003). Thus, the second hypothesis is accepted and means that marketing strategy

significantly influences hotel performance. Apart from that, this research also proves that service innovation does not have a significant influence on hotel performance (p-value=0.086; third hypothesis is rejected).

A moderation test was also carried out in this research, the results of the service innovation moderation test on the influence of market orientation on hotel performance showed an original sample gain of 0.088 and a p-value of 0.553 (the fourth hypothesis was rejected). This finding means that service innovation does not significantly moderate the influence of market orientation on hotel performance. And finally, this study examines the moderating role of service innovation on the influence of marketing strategy on hotel performance. The results of the moderation test show that service innovation is not proven to significantly moderate the influence of marketing strategy on hotel performance (p-value = 0.652; fifth hypothesis is rejected).

Table 4. Research Hypothesis Test Results

| Path | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-----------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Market Orientation -> Hotel Performance | 0.515 | 0.512 | 0.173 | 2.98 | 0.003 |
| Marketing Strategy -> Hotel Performance | 0.404 | 0.404 | 0.135 | 2.984 | 0.003 |
| Service Innovation -> Hotel Performance | -0.278 | -0.262 | 0.161 | 1.72 | 0.086 |
| MO*SI -> Hotel Performance | 0.088 | 0.067 | 0.149 | 0.594 | 0.553 |
| MS*SI -> Hotel Performance | -0.07 | -0.034 | 0.154 | 0.451 | 0.652 |

CONCLUSION

Improving hotel performance after COVID-19 is essential. Specifically, how to improve hotel performance by maximizing the role of market orientation, marketing strategy, and service innovation. The results of this study prove that hotel performance is significantly predicted by market orientation and marketing strategy. Meanwhile, service innovation did not considerably impact improving hotel performance. Apart from that, service innovation was not proven to moderate the effect of market orientation or marketing strategy on hotel performance in Balikpapan. The results of this study are significant for hotel practitioners to determine procedures for improving hotel performance after COVID-19.

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