The Sub Saharan Journal of Social Sciences and Humanities (SJSSH)
ISSN: 2619-8894 (Online), 2619- 8851 (Print)

Applicability of Market Orientation Scales in Tanzania: A Tourism Industry Perspective

Ismail J. Ismail
Department of Business Administration and Management, The University of Dodoma, Dodoma, Tanzania.
Email of the corresponding author: ismailjismail1977@gmail.com

Received: February 13, 2020; **Accepted:** December 12, 2020; **Published:** June 15, 2021

Abstract: *The insufficient information on the market orientation measurements in developing countries has created an interest among scholars to develop an applicable measure from different perspectives. Thus this present study was set to test the applicability of MKTOR and MARKOR scales of market orientation in Tanzania using a tourism industry perspective. The structured questionnaire was supplied to 210 owners and managers of the tour operation business. The study involved a multi-stage sampling procedure in selecting the study areas and the respondents. On the other hand, the Structural Equation Modelling (SEM) findings revealed that all five constructs were significant to the performance of tour operators. Specifically, customer orientation had (β = 0.141, p=0.036) on non-financial performance and (β = 0.471, p=0.001) on financial performance. Also, competitor orientation had (β = 0.26, p=0.001) on non-financial with and (β = -0.01, p=0.934) financial performance. Additionally, intelligence generation was found to have (β = 0.18, p=0.011) and (β = 0.10, p=0.011) on financial performance. Intelligence dissemination was found to have (β = 0.110, p=0.002) on non-financial performance and (β = 0.174, p=0.010) on financial performance while responsiveness had (β = 0.001, p=0.870) on non-financial performance and (β = 0.182, p=0.001) on financial performance. It can be concluded that MKTOR and MARKOR scales of market orientation can be applied in the tourism industry in Tanzania. The study further recommends to the government and tourism supporting sectors that formal and informal training are supposed to be established to improve the skills of tour operators related to market orientation.*

Keywords: MKTOR, MARKOR, Market orientation, tour operators, tourism industry

1.0 Introduction

Globally, the tourism industry is one of the significant sources of income (Anim et al., 2018). According to World Travel & Tourism Council (2018), the tourism industry in the world contributed 3.2% directly to GDP and created 6 million new jobs in 2017. In Africa, the sector contributed a total of 3.3% to the GDP in 2017 and 4% in 2018. Also, it created 2.6% of the total jobs in 2017. In Tanzania, the tourism industry's contribution is based on the uniqueness of the natural resources, particularly wildlife and landscapes. Specifically, the sector comprises national parks such as Ngorongoro, Manyara, Serengeti, and Mikumi; a landscape that includes mountain Kilimanjaro, the highest mountain in Africa, Mountain Meru, mountain Uluguru and mountain Udizungwa. The beauty of Tanzania also consists of the craters like Ngorongoro. Likewise, Tanzania has many historical and archaeological sites located in different parts of the country, such as in Bagamoyo, Kilwa, Olduvai George, Isimile, and Tarangire.

All these features indicate that Tanzania is a rich country. One would be inclined to believe that tour operation roles such as transportation, accommodation, and other services to tourists are performing well. However, contrary to this, the performance of the tourism industry is questionable. This is supported by the statistics revealed by WEF (2017), which indicate that Tanzania ranks 91 instead of the neighboring Kenya, which ranks 80 out of 136 countries in the travel and tourism competitiveness index. Tourism Statistics Bulletin (2017) also noted that, by the end of 2017, national parks witnessed 408,136 arrivals of domestic tourists. The doubtful performance of tour operators in Tanzania can be explained by many challenges, including poor and inadequate infrastructures, insufficient institutional and technical capabilities, and skilled personnel (Anderson, 2011). Similarly, other challenges include competition from other neighboring countries such as Kenya, marketing challenges explained by customers' preference and taste, poor destination marketing, and increased market competition (Felix, 2015). On the other hand, Camisón & Forés (2015) noted a competitive environment, strategies selection, and lack of advice and support.

In responding to these challenges, attending to customer requirements is considered a key factor for uplifting the tourism sector (Dmour et al., 2012; Jangl, 2015). Therefore, implementing a market orientation philosophy by understanding and responding to customers' current and future needs is crucial for improving business performance (Anim et al., 2018; Hussain et al., 2015). This is because market orientation is superior in creating customer value, leading to customer satisfaction, enabling the firm to scrutinize external factors that influence customer needs and enhanced performance (Asikhia, 2011; Kohli & Jaworski, 1990; Narver & Slater, 1990). Generally, market orientation has become a significant discipline in marketing. Indeed it is a "cornerstone of the marketing discipline."

Additionally, market orientation has emerged to be one of the most crucial weapons for achieving sustainable competitive advantage. Past empirical studies have connected market orientation with various benefits such as overall business performance, customer satisfaction, customer service and retention, new product success, growth in sales revenue, employee satisfaction, commitment, and positive word-of-mouth. It has also gained popularity after

Kohli & Jaworski (1990) and Narver & Slater (1990) conceptualized, operationalized, and tested it empirically. Since then, several studies have been conducted on the topic and mainly focused on antecedents and consequences of market orientation and measurements to see its effect on organizational performance (Kohli et al., 1993; Narver & Slater, 1990; Upadhyay, 2013).

Furthermore, while Narver & Slater (1990) conceptualize market orientation as a business culture that effectively and efficiently creates behavior to satisfy the customer through the creation of customer value to obtained superior performance, Kohli & Jaworski (1990) consider market orientation as organization behavior associated with intelligence generation, intelligence dissemination and responsiveness of acquired information. Based on the culture approach, Narver & Slater (1990) developed a market orientation measurement scale called MKTOR, which comprises customer orientation, competitor orientation, and inter-functional coordination. Kohli et al. (1993), on the other hand, developed a MARKOR scale consisting of intelligence generation, intelligence dissemination, and responsiveness based on the behavioral aspect. Despite several market orientation measurement scales, MARKOR and MAKTOR scale are the basis for other market orientation scale development and are widely used in market orientation studies than different scales (Dmour et al., 2012; Dursun & Kilic, 2017).

However, the major challenge in market orientation is researchers' failure to agree on the best measurement scales and even information that guides the selection of the scale based on the industry needs. This is because the information available is insufficient (Farrell & Oczkowski, 1997; Matsuno et al., 2005; Ospina & Perez, 2013). The inadequate knowledge of the market orientation measurements creates interest among the scholar to develop an applicable measure in different perspectives, such as in the tourism setting. This is suggested by several studies which noted that the application and validation of the suitability of market orientation measurement in the tourism sector is limited (Campo et al., 2014; Wang et al., 2012). Most of the studies centered on market orientation are banking, manufacturing, retailing, and very little in tourism (Line & Wang, 2016; Upadhyay, 2013). Furthermore, most market orientation studies are based on high-income, and industrialized countries, mainly in Europe, Asia, and America, which means the theory tested could not be assumed to practically work in other countries (Asikhia, 2011; Roersen et al., 2013). According to Campo et al. (2014) and Pena et al. (2012), market orientation can produce different results in different settings and contexts. Therefore scales that were developed in developed countries may miss important attributes in developing countries. Apart from that, studies that have tested and compared the market orientation measurement scales have questioned the consistency of measurements and generalizability of the scale in an international context (Ospina & Perez, 2013; Sampaio et al., 2018). This provides a need for further research to enrich the existing literature on the applicability of market orientation measurement scales in the tourism sector. Its literature is underdeveloped, particularly for the Sub-Saharan countries like Tanzania. This is supported by Ospina & Perez (2013), who suggested the extension of market orientation studies in other areas and other disciplines. This study, therefore, contributes to the body of literature on market orientation measurement scales by validating the applicability of MKTOR and MARKOR scales in the tourism sector in the context of tour operators in Tanzania. The study used reliability, validity tests, and path analysis to determine if the constructs developed and applied in developed countries can also apply in the context of developing countries, especially in the tourism sector. This study is essential because the tourism sector in developing countries has not performed much as expected, partially caused by the weak and poor marketing strategies. The body of literature has further suggested that most of the marketing strategies used in developing countries are copied from the developed countries where environmental settings differ. Apart from that, this study has contribution to tourism policy development and generally to the body of knowledge in the academia.

2.0 Theoretical and Conceptual Framework

2.1 Resource-Based Theory

In Resource-Based View Theory (RBV), Penrose (1959) suggested that a firm includes bundles of productive resources consisting of all assets, capabilities, organizational processes, firm attributes, information, and knowledge. These bundles controlled by the firm enable the firm to conceive and implement strategies that improve its efficiency and effectiveness. Therefore intangible resources can competitively allow a firm to design and implement market orientation. As a source of competitive advantage, knowledge and capabilities related to market orientation can help a firm plan and identify the nature or antecedents based on the market shocks from the external environments. Belton (2017) also noted that analytical techniques are vital in providing bases for the firm to manage its industry, especially environments explained by challenges and opportunities.

2.2 Strategic decision theory

The theory pointed that strategic leaders can be a necessary means to the firm performance. This theory suggests that the potential of a strategic leader is the ability to articulate the business model that can enable the firm to achieve its vision (Hill and Jones, 2008). Strategic leadership has developed a significant mainstream of marketing orientation, especially in increasing the management of customers. This has been done through various ways, such as responding to the customer's needs, disseminating information, developing critical intelligence that can help win competitions, and improving setting market strategies. In the tourism sector, a manager as a strategic leader is expected to have a good vision and mission to facilitate the marketing decision-making process. This helps the proper utilization of the firm's resources by using an appropriate combination of effective market orientation strategies that can be used to attracts tourists and achieve the organization's objectives. Market strategic decisions can make future marketing plans well-performed since strategic decisions can help managers deal with many tourism organizations' challenges.

The following hypotheses were created based on the reviewed literature with the criteria that reject hypotheses if P-value is > 0.05 and fail to reject hypotheses if P-value is < 0.05.

H_1: There is a significant relationship between customer orientation and the performance of the tour operators
H_2: There is a significant relationship between competitor orientation and the performance of tour operators
H_3: There is a significant relationship between intelligence generation and the performance of tour operators
H_4: There is a significant relationship between intelligence dissemination and the performance of tour operators
H_5: There is a significant relationship between responsiveness and the performance of tour operators

3.0 Methodology

3,1 Study Area

According to Tanzania Tourist Board (2017), Arusha and Dar es Salaam cities have more tour operators than other regions. Arusha is one of the top destinations in Tanzania, with various attractions such as wildlife and landscapes. In addition, the diverse habitats in Arusha city attract and support a large unique variety of birds and African wildlife (Okello and Yerian, 2009). Dar es Salaam has international entry points with Julius Nyerere International Airport (JNIA) and Dar es Salaam Harbour.

3.1 Sampling procedure and sample size

This study involved tour operators. Using tour operators was necessary because they have enough experience and specific information regarding the travel destinations. They are engaged with daily arrangements of tourists' transports, accommodation, tours, and general activities. According to Olise et al. (2014), a population with specific experience is positively related to the performance in business activities.
The study employed a multi-stage sampling procedure as follows.

1. Two cities Arusha and Dar-es-Salaam, were purposively selected. Arusha as a destination and Dar – es- Salaam as an entry point with many tour operators in both cities. Second, calculation of the overall sample size was done using Slovin's formula, $(n=N/[1+N(e^2)]$, whereby: n = number of samples obtained (210); N = total population size (in this case, N=442); and e = error of tolerance (e = 0.05) as recommended by Leavy (2017).
2. Proportionate stratified random sampling was used where the overall sample size obtained in stage 2 was divided to get the sampling fraction for each city. Thus, drawing a sample from each town in proportion to the total population given a proper representation of each city and higher statistical efficiency than simple random sampling.
3. Systematic sampling was conducted where sampling fraction was used to get the interval and the random start from each city.
4. Simple random sampling was used to identify the random start, and the remaining tour operators were selected systematically at a fixed interval.
5. Finally, the identified tour operators were approached for an interview using a structured questionnaire.

3.2 Methods of data collection

A structured questionnaire was employed as a data collection tool to obtain primary data from 210 owners and managers of the tour operation business. During the process, the survey method was used.

3.3 Data analysis

The study conducted a reliability and validity test to assess the applicability of MKTOR and MARKOR of market orientations in a tourism context. The reliability tests involved internal reliability and composite reliability. The Cronbach's alpha was used to test internal reliability, and a cut-off of CR > = 0.6 was used to indicate the presence of composite reliability for latent constructs. On the other hand, validity was tested using construct validity (achieved when fitness indexes for a construct met the required level), convergent validity (achieved when average variance extracted, AVE for all constructs is greater than 0.50 and lower than CR, and discriminant validity (achieved when the maximum shared squared variance (MSV) is less than the AVE).

Operationalization of market orientation and performance of tour operators

Table 1 provides the market orientation and performance definitions used in this study.

Table 1: Operationalization of market orientation and performance of tour operators

Scale	Constructs	Indicators
MKTOR	Customer orientation	Customer satisfaction
		After-sale –service provision
		Customer value creation
		Understanding customer needs
		Customer commitment
	Competitor orientation	Competitor information
		Competitor strategies
		Competitive advantage
MARKOR	Intelligence generation	Customer needs findings
		Marketing research
		Service quality assessment
		Environmental changes
	Intelligence dissemination	Marketing trend
		Sharing customers information
		Sharing competitors information
	Responsiveness	Market segments assessment
		Marketing program development
		Marketing programs implementation
Performance	Financial performance	Return on Investment (ROI)
	Non-financial performance	Learning and Growth
		Internal Business process
		Customer perspectives

4.0 Findings and Discussion

4.1 Socio-Demographics and economic characteristics of the respondents

The socio-demographic and economic characteristics of the operators are summarised in Table 2. The table indicates that 159 (75.8 %) are managers and the remaining 51 (24.2 %) being owners. Also, the table further shows that most tour operators are males, which is indicated by 175 (83.3 %) while females were 35 (16.7 %). Age-wise, it was found that most of the tour operators are between 41 and 60 years with 102 (48.6%) followed by 31 and 40 with 72 (34.3%). Most of the interviewed tour operators had an education level between undergraduate and postgraduate, with 152 (72.4 %) and 40 (19 %).

Table 2: Characteristics of tour operators (n = 210)

Item	Frequency	Percent (%)
Managerial Position		
Owners	51	24.2
Managers	159	75.8
Sex of Owner/Manager		
Male	175	83.3
Female	35	16.7
Age of Owner/Manager		
20 – 30	25	11.9
31 – 40	72	34.3
41 – 60	102	48.6
61 – above	11	5.2
Education Level		
Secondary	18	8.6
Undergraduate	152	72.4
Postgraduate	40	19

Model fit for market orientation

The findings in table 3 of the fit statistics of the model for testing reliability and validity of the market orientation show that the χ^2/df index of the model is generally less than the cut-off point of 5. This indicates that the model fits well with the data. Also, the findings show that the value of five measurements of the Goodness of Fit indices (GOF) adopted was within the recommended ranges. This is explained by the chi-square/df ratio (CMIN/df), Goodness-of-Fit Index (GFI), the Comparative Fit Index (CFI), Normed Fit Index (NFI), and Root Mean Square Error of Approximation (RMSEA). These five GOF have been frequently used in the literature (López-Cabarcos et al., 2015; Oney et al., 2017; Ráthonyi, 2016). Therefore, the proposed CFA model for market orientation fits well with the data.

Table 3: The Fitness Indexes for new Measurement Model

Category name	Index Name	Index value	Level of acceptance
Absolute fit	RMSEA	0.059	< 0.08
	GFI	0.961	> 0.90
Incremental fit	CFI	0.913	> 0.90
	NFI	0.919	> 0.90
Parsimonious fit	CMIN/df	1.890	< 3.0

Unidimensionality of the constructs

According to Hair et al. (2010), a Confirmatory Factor Analysis (CFA) must have a required threshold of 0.6 across all latent variables to achieve acceptable factor loadings, indicating unidimensionality. In this study, the unidimensionality was performed because all the measuring items were found to have sufficient factor loadings for the respective latent constructs. Therefore the measurement model for the constructs was analyzed to have a good fit (Table 4 and figure 1).

Table 4: Unidimensionality for the constructs

Scale	Constructs	Indicators	Factor Loading
MKTOR	Customer orientation	Customer satisfaction	0.651
		After-sale – service provision	0.694
		Customer value creation	0.701
		Understanding customer needs	0.751
		Customer Commitment	0.742
	Competitor orientation	Competitor information	0.682
		Competitor strategies	0.764
		Competitive advantage	0.692
MARKOR	Intelligence generation	Customer needs findings	0.734
		Marketing research	0.722
		Service quality assessment	0.703
		Environmental changes	0.762
	Intelligence dissemination	Marketing trend	0.773
		Sharing customers information	0.682
		Sharing competitors information	0.611
	Responsiveness	Market segments assessment	0.681
		Marketing program development	0.804
		Marketing programs implementation	0.813

The Sub Saharan Journal of Social Sciences and Humanities (SJSSH)
ISSN: 2619-8894 (Online), 2619- 8851 (Print)

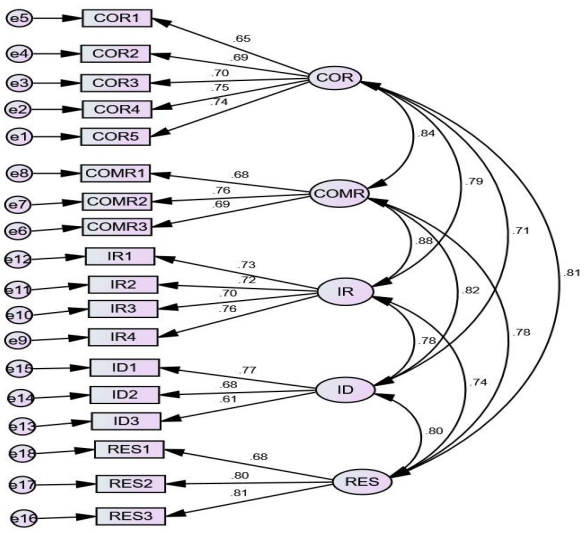

Figure 1: Confirmatory factor analysis for the market orientation constructs

Reliability of a measurement model

This study used internal reliability and composite reliability to measure internal consistency reliability. Generally, reliability measures how the measurement model is reliable in measuring the intended latent constructs.

Internal Reliability (IR) and Composite Reliability (CR)

The Cronbach's alpha was used to compute the internal reliability (IR) of each item of the instrument. According to Hair et al. (2010), the alpha of 0.7 to 1.0 suggests a high level of internal reliability. The findings show that Cronbach's alpha values for all the market orientation constructs ranged between 0.842 and 0.921 above 0.7 and close to 1.0. Similarly, Composite reliability (CR) was also tested, and the results confirmed the reliability and internal consistency of latent constructs. A cut-off of CR > = 0.6 indicates that composite reliability for latent constructs was achieved. Generally, the composite reliabilities ranged from 0.665 and 0.889. This shows an acceptable level of reliability in the measuring model, Table 5.

Table 5: Internal Consistency Reliability

Items	Composite Reliability	Cronbach's Alpha
Customer orientation	0.695	0.867
Competitor orientation	0.811	0.921
Intelligence generation	0.669	0.898
Intelligence dissemination	0.889	0.903
Responsiveness	0.831	0.842

Validity of a Measurement Model

Three types of validity were tested to ensure that the instrument measures what was supposed to be measured for latent constructs of market orientation, namely construct validity, convergent validity, and discriminant validity.

Construct Validity and convergent Validity

Construct validity was achieved since the fitness indexes for a construct achieved the required level. The fitness indexes indicate how fit the items are in measuring their respective latent constructs. The construct validity for the measurement model was achieved as all Fitness Indexes met the required level, as indicated in table 4. Concerning convergent validity, the results showed that the average variance extracted (AVE) of the constructs ranged from 0.515 to 0.799. In addition, each value of AVE was observed to be lower than the corresponding value of composite reliability CR. Since the values of AVE for all constructs were greater than 0.50 and lower than CR, it can be concluded that there is a good convergent validity, table 6 and table 6.

Discriminant Validity

The results showed that, for each construct, the maximum shared squared variance (MSV) was less than the AVE, which indicates discriminant validity. Generally, the model is confirmed as having discriminant validity if the square root of the AVE of a construct is higher than its correlation (Hair et al., 2017). Therefore, the findings of this study revealed that there is evidence that the items used to measure constructs of market orientation are theoretically not highly correlated to each other (Table 6). This, therefore, suggests that the discriminant validity for all five constructs was achieved.

Table 6: Convergent validity and discriminant validity

Items	The average variance extracted (AVE)	Maximum shared variance (MSV)
Customer orientation	0.690	0.256
Competitor orientation	0.572	0.256
Intelligence generation	0.529	0.173
Intelligence dissemination	0.680	0.276
Responsiveness	0.558	0.183

In general, the findings confirmed that MRKOR and MARKOR scales could be applied in Tanzania, especially in the tourism industry. The results suggested that MKTOR and MARKOR scales of market orientation are appropriate for the tourism industry. This means that customer orientation, competitor orientation, intelligence generation, and intelligence dissemination in the tourism industry are unidimensional constructs with all indicators. Further, the findings suggest that all the items involved in this study have internal consistency, which means they measure the concepts well. These findings also propose a superiority of the MKTOR and MARKOR scales regarding reliability in the tourism industry. Therefore, there is a possibility of increasing performance in the tourism industry if tour operators adopt these market orientation scales.

Path analysis for the influence of market orientations on the performance of tour operators

Table 7: Regression Weights: (Group number 1 - Default model)

Relationships			Estimate	SE.	CR.	P
PERF	<---	RES	.870	.062	7.590	0.001
PERF	<---	ID	.110	.059	1.636	.002
PERF	<---	IR	.180	.044	2.536	.011
PERF	<---	COMR	.261	.062	3.410	0.001
PERF	<---	COR	.140	.046	2.102	.036
ROI	<---	COMR	-.011	.089	-.083	.034
ROI	<---	IR	.101	.068	1.595	.011
ROI	<---	ID	.174	.098	2.574	.010
ROI	<---	RES	.182	.058	4.164	0.001
ROI	<---	COR	.471	.083	6.640	0.001

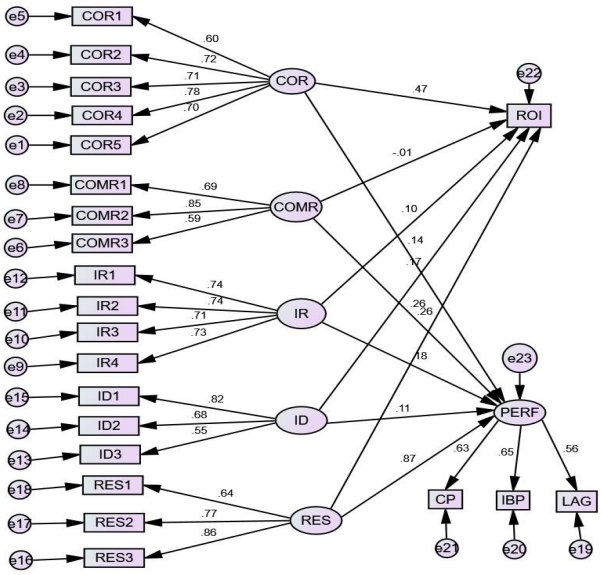

Figure 2: Path analysis for the influence of market orientation on the performance

Table 7 and Figure 2 show the parameter estimates, standard error, and the associated p-value of the fitted Structural Equation Model (SEM) for the influence of market orientation (MAKTOR and MARKOR) on the performance of the surveyed tour operators. The SEM results revealed that customer orientation as one of the components of market orientation was significantly and positively influencing non-financial performance with (β = 0.141, p=0.036). This means that a unit increase in customer orientation score was associated with a rise in non-financial performance score by 0.141 units. Similarly, customer orientation was significantly and positively related to the financial performance by (β = 0.471, p=0.001); this also indicates that a unit increase in customer orientation increases financial performance by a factor of 0.471 (47.1%). Based on this, hypothesis H_1: that *there is a significant relationship between customer orientation and the performance of the tour operators,* was failed to be rejected.

On the other hand, the SEM results on the relationship between competitor orientation and the performance showed a positive and significant relationship on the non-financial with (β = 0.26, p=0.001). This means that when competitor orientation increases by 1 unit, non-financial performance increase by a factor of 0.26 (26%). Also, the results revealed that competitors' orientation has a negative and insignificant relationship with a financial performance by (β = -0.01, p=0.934) meaning that, competitors' orientation is not a determinant of financial performance. Basing on this, hypothesis H_2: which stated that *there is a significant relationship between competitor orientation and the performance of tour operators* was partially failed to be rejected. One indicator, non-financial performance, failed to be left, while the financial indicator of performance was rejected.

Apart from that, the hypotheses H_3: which stated that *there is a significant relationship between intelligence generation and the performance of tour operators,* was accepted because intelligence generation was found to have (β = 0.18, p=0.011) on non-financial performance, meaning that, increase in 1 unit of intelligent generation, increases non-financial performance by 0.011 (1.1%). Similarly, the influence of intelligence generation on financial performance was found to have (β = 0.10, p=0.011). This means, when intelligence generation is increased by 1 unit, it increases financial performance by a factor of 0.011 (1.1%).

Additionally, it was revealed that intelligence dissemination has a positive and significant relationship with non-financial performance by (β = 0.110, p=0.002) which suggests that, when intelligence dissemination is increased by one unit, it increases non-financial performance by 0.11 (11%). The same was observed on the relationship between intelligence dissemination and financial performance (β = 0.174, p=0.010). This also suggested a possibility of increasing financial performance by a factor of 0.010 (1%) if intelligence dissemination is increased by 1 unit. The study concluded that hypothesis H_4: which stated that *there is a significant relationship between intelligence dissemination and the performance of tour operators* was failed to be rejected.

Furthermore, the relationship between responsiveness and non-financial performance of the tour operators was found to have a positive and significant relationship with (β = 0.001, p=0.870). This shows that a unit increase in responsiveness increases non-financial performance by a factor of 0.870 (87%). Similarly, increasing responsiveness was associated with a financial performance by (β = 0.182, p=0.001). This indicates that when responsiveness is increased by 1 unit, the financial performance also increased by a factor of 0.182 (18.2%). Therefore, hypothesis H5: that *there is a significant relationship between responsiveness and the performance of tour operators, failed to be rejected.*

Generally, the findings are in line with a classical work by Narver & Slater (1990), who noted that MARKOR and MAKTOR scale are the essential scales in which they can improve the performance of different sectors of the economy. Similarly, Kirca et al. (2005) pointed out that the market orientation-performance relationship is vital if uncertainty is avoided, especially in cultural differences. Therefore, this suggests that to make market orientation strategies work for different countries and different organizations, different studies have to be done by considering different cultures.

Furthermore, Fang et al. (2014) posted that customers are tough to hand due to the frequency changes in behavior. Therefore, this calls for all types of the organization to find information related to the customer, handle the competitors, be responsive toward any challenges, and understand proper ways of disseminating information to the customers. Their study has indicated that customer-linking capability is a more vital mediator between internal market orientation and organizational performance. This is also supported by the learning orientation of the organization in which the link between the internal market orientation and external market capabilities must be developed to neutralize any challenges from the competitors.

The findings also concur with Kumar et al. (2011), who noted that firms that practice market orientation have high chances of gaining more sales and profit than late in developing a market orientation. In addition, firms that adopt market orientation practices may also realize an additional benefit in learning and growth and improve business operations and lift the performances. Generally, market orientation should provide a more pronounced effect on a firm's profit than sales because a market orientation focuses on customer retention rather than on acquisition.

5.0 Conclusion and recommendations

The reliability and validity tests conducted revealed that MKTOR and MARKOR scales of market orientation can be applied in Tanzania, specifically in the tourism industry. Generally, all constructs and their indicators, customer orientation, competitors orientation, intelligence generation, intelligence dissemination, and responsiveness, can be applied in the tourism industry. On the other hand, the findings have indicated that all these five constructs of market orientation are determinants of the performance of tour operators.

The study recommends that multiple departments in the governments and private sectors be encouraged to develop skills related to the marketing orientation through formal and informal workshops and training to have a unique market orientation lens to increase competitive advantages in the industry. Additionally, on the planning side, managers and owners should focus more on improving their products, especially on the marketplace (destinations), to increase the demands of attractions.

References

Anderson, W. (2011). Challenges of tourism development in the developing countries: The case of Tanzania. *Journal of Tourism*, *12*(2), 17–36.

Anim, P. A., Agbemabiese, G. C., Acheampong, G., Adams, M., & Boakye, E. (2018). Market Orientation, Innovation, and Business Performance : Insight from Womenpreneurs in the Fashion Industry in. *Journal of Creativity and Business Innovation*, *4*, 21.

Asikhia, O. (2011). Adjusted Narver and Slater's market orientation concept and firm performance in Nigerian companies. *Global Journal of Management and Business Research*, *11*(7).

Camisón, C., & Forés, B. (2015). Do different internal or external specific factors drive tourism firm competitiveness?: New empirical evidence from Spain. *Tourism Management*, *48*, 477–499. https://doi.org/10.1016/j.tourman.2015.01.001

Campo, S., Díaz, A. M., & Yagüe, M. J. (2014). Market orientation in mid-range service, urban hotels : How to apply the MKTOR instrument. *International Journal of Hospitality Management*, *43*, 76–86. https://doi.org/10.1016/j.ijhm.2014.08.006

Deshpande, R., & Farley, J. U. (1998). Measuring market orientation : Generalization and synthesis. *Journal of Market Focused Management*, *2*, 213–232.

Dmour, H. H. A.-, Basheer, E., & Amin, A. (2012). The effect of market orientation on service innovation : A Study on the information and communication technology (ICT) sector in Jordan. *International Journal of Humanities and Social Science*, *2*(1), 232–253.

Dursun, T., & Kilic, C. (2017). Conceptualization and measurement of market orientation : A review with a roadmap for future research. *International Journal of Business and Management*, *12*(3), 1–18. https://doi.org/10.5539/ijbm.v12n3p1

Fang, S. R., Chang, E., Ou, C. C., & Chou, C. H. (2014). Internal market orientation, market capabilities, and learning orientation. *European Journal of Marketing*. https://doi.org/10.1108/EJM-06-2010-0353

Farrell, M. A., & Oczkowski, E. (1997). An analysis of the MKTOR and MARKOR measures of market orientation : An Australian perspective. *Marketing Bulletin*, *8*, 30–40.

Felix, E. (2015). Marketing challenges of satisfying consumers changing expectations and preferences in a competitive market. *International Journal of Marketing Studies*, *7*(5). https://doi.org/10.5539/ijms.v7n5p41

Hair, J., Black, W., Babin, B., & Rolph, A. (2010). *Multivariate Data Analysis* (7th ed.). Pearson Prenttice Hall.

Hair, J. F., Babin, B. J., & Krey, N. (2017). Covariance-Based Structural Equation Modeling in the Journal of Advertising: Review and Recommendations. *Journal of Advertising*, *46*(1), 163–177. https://doi.org/10.1080/00913367.2017.1281777

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate Data Analysis. In *Vectors*. Pearson Prentice Hall. https://doi.org/10.1016/j.ijpharm.2011.02.019

Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural Equation Modelling : Guidelines for Determining Model Fit. *Electronic Journal of Business Research Methods Volume*, *6*(1), 53–60.

Hussain, J., Ismail, K., & Akhtar, C. (2015). Market Orientation and Organizational Performance : Case of Pakistani SMEs. *Arabian Journal of Business and Management Review*, *5*(5), 1–6. https://doi.org/10.4172/2223-5833.1000139

Jangl, P. (2015). Model of market orientation of high-tech firms in the Czech Republic. *Economic and Sociology*, *8*(1), 106–118. https://doi.org/10.14254/2071-

Kirca, A. H., Jayachandran, S., & Bearden, W. O. (2005). Market orientation: A meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*. https://doi.org/10.1509/jmkg.69.2.24.60761

Kohli, A. K., & Jaworski, B. J. (1990). Market Orientation:

The Construct, Research Propositions, and Managerial Implications. *Developing a Market Orientation*, *54*(2), 7–44. https://doi.org/10.4135/9781452231426.n2

Kohli, A. K., Jaworski, B. J., & Kumar, A. (1993). MARKOR: A measure of market orientation. *Journal of Marketing Research*, *30*(4), 467–477.

Kumar, V., Jones, E., Venkatesan, R., & Leone, R. P. (2011). Is market orientation a source of sustainable competitive advantage or simply the cost of competing? *Journal of Marketing*. https://doi.org/10.1509/jmkg.75.1.16

Leavy, P. (2017). *Research Design*. The Guilford Press.

Line, N. D., & Wang, Y. (2016). Market-oriented destination marketing : An operationalization. *Journal of Travel Research*, 1–4. https://doi.org/10.1177/0047287515622288

López-Cabarcos, M. Á., Göttling-Oliveira-Monteiro, S., & Vázquez-Rodríguez, P. (2015). Organizational Capabilities and Profitability: The Mediating Role of Business Strategy. *SAGE Open*, *5*(4). https://doi.org/10.1177/2158244015616852

Matsuno, K., Mentzer, J. T., & Rentz, J. O. (2005). A conceptual and empirical comparison of three market orientation scales. *Journal of Business Research*, *58*, 1–8. https://doi.org/10.1016/S0148-2963(03)00075-4

Narver, J. C., & Slater, S. F. (1990). The Effect of Market Orientation on a Business Profitability. *Journal of Marketing*, *54*(4), 20–35.

Nunnally. (1994). *Psychometric Theory* (p. 752). McGraw-Hill Book Company.

Okello, M. M., & Yerian, S. (2009). Tourist satisfaction in relation to attractions and implications for conservation in the protected areas of the Northern Circuit, Tanzania. *Journal of Sustainable Tourism*. https://doi.org/10.1080/09669580902928450

Olise, M. C., Anigbogu, T. U., & Okoli, M. I. (2014). Determinants of ICT Adoption for Improved SME's Performance in Anambra. *American International Journal of Contemporary Research*, *4*(7), 163–176.

Oney, E., Guven, G. O., & Rizvi, W. H. (2017). The determinants of electronic payment systems usage from consumers ' perspective. *Economic Research-Ekonomska Istraživanja*, *30*(01), 1–22. https://doi.org/10.1080/1331677X.2017.1305791

Ospina, J. M., & Perez, G. (2013). A measure of market orientation : Development and validation in a different cultural context. *Revista Innovar Journal*, *23*(49), 41–49.

Pena, A. I. P., Jamelina, D. M. F., & Molina, M. A. R. (2012). Validation of a market orientation adoption scale in rural tourism enterprises. Relationship between the characteristics of the enterprise and extent of market orientation adoption. *International Journal of Hospitality Management*, *31*, 139–151. https://doi.org/10.1016/j.ijhm.2011.06.005

Ráthonyi, G. G. (2016). *Use of Innovative Information Technologies in Tourism Management*.

Roersen, M. J., Kraaijenbrink, J., & Groen, A. J. (2013). Marketing ignorance and the validity of Narver and Slater's MKTOR scale in high-tech Russian Firms. *Journal of Product Innovation Management*, *30*(3), 545–559. https://doi.org/10.1111/jpim.12003

Sampaio, A. C. F., Hernández-mogollón, J. M., & Rodrigues, R. G. (2018). *Market orientation and hotel industry : Developing a measurement model*. 1–11.

TTB. (2017). *List of Registered Tanzania Tour Operators*.

Upadhyay, Y. (2013). Market Orientation and organizational performance in tourism and travel industry. *Journal of Business & Management (IOSR-JBM)*, *10*(2), 17–26. https://doi.org/10.9790/487X-1021726

Wang, C., Chen, K., & Chen, S. (2012). Total quality management, market orientation and hotel performance : The moderating effects of external environmental factors. *International Journal of Hospitality Management*, *31*(1), 119–129. https://doi.org/10.1016/j.ijhm.2011.03.013

WEF. (2017). *The Travel & Tourism Competitiveness Report 2017*.

World Travel & Tourism Council. (2018). *Travel & Tourism Economic Impact 2018 World*. 20.