THE EFFECT OF STRATEGIC ORIENTATION ON OPERATIONAL PERFORMANCE: THE MEDIATING ROLE OF OPERATIONAL SUSTAINABILITY

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Abstract

In the context of the Jordanian telecommunications industry, the current study aims to investigate the mediating influence of sustainability on the link between strategic orientation and organizational performance. Based on the knowledge gap that the literature analysis revealed, a research model was created. A random sample of 321 managerial and non-managerial employees was taken. The findings of the hypothesis testing revealed that with operational sustainability as a moderating variable, the relationship becomes stronger between entrepreneurial orientation, technology orientation, market orientation, and organizational performance. Despite the importance of integration between strategic orientation and operational sustainability to achieve the required organizational performance, there is a literature gap and an inadequate number of studies linking organisational performance and strategic orientation via operational sustainability (Ed-Dafali et al., 2023; Sahoo et al., 2023). This research is intended to bridge the identified gap by attempting to contribute knowledge to this field of study by examining strategic orientation's impacts in terms of entrepreneurial orientation, technology orientation, and market orientation on organizational performance using the non-financial performance through the examination of the mediating role of operational sustainability using the context of the telecommunication sector in Jordan.

Keywords: Strategic Orientation, Organizational Performance, Entrepreneurial Orientation, Sustainability, Market Orientation, Technology Orientation

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1. INTRODUCTION

In the continually evolving modern-day paradigm, firms are under a great deal of strain from the dynamic environmental changes and multiple challenges, including factors like governmental regulations and intense competition, rising consumer demands, and substitute services (Lutfi et al., 2023). As a result, organisations strive to adopt novel concepts that guide their strategies, the framework for making decisions, and the nature and extent of how they operate, thus ensuring the survival and expansion of the company (Lutfi, Al-Khasawneh, Almaiah, Alsyouf, & Alrawa, 2022).

In such complicated and unstable markets, achieving a strategic edge might be challenging (Shaheen et al., 2023). Companies employ a variety of strategies and approaches to gain a competitive edge and work to resolve these problems, which exacerbate and build up (Altindag et al., 2011 Qushtom et al., 2022).

The strategy of a company may have an impact on its investments, activities, market relationships, and, eventually, performance (Lutfi, Al-Khasawneh, Almaiah, Alshira'h, et al., 2022). Strategy may serve as a framework to assist a company and its management in allocating necessary assets (Khassawneh., 2014), and determining fresh prospects to offer customers appropriate products or services (Lutfi, 2021). Strategies can be used by organisations to build new capabilities and solve problems.

Strategic management, entrepreneurship, and marketing research all frequently integrate the idea of strategic orientation (Liu & Fu, 2011). The strategic directives used to create the proper actions for the long-term viability and exceptional efficiency of a company's operations could be reflected in the strategic orientation of that organisation (Chahal et al., 2016; Dang-Van & Wang, 2022).

It is indubitable that the firms' "competitive landscapes" are continually shifting, compelling them to learn, adapt, and change so as to thrive to encourage better adaptability to the firm's needs and to alter the environment. Additionally, organisations must use an assortment of strategies to help them manage the assets they possess. According to Chatterjee et al. (2021), operational sustainability results from an endeavour that assesses whether or not a company has the potential to retain its current practices without jeopardising its access to future resources.

The research scholars and practitioners in the field have collectively proposed two levels of sustainability, including operational and financial self-sufficiency (Kinde, 2012). The goal of operational sustainability is to ensure that an organization can continue to operate in the long run while not yielding any adverse impacts on the environment or the well-being of people.

Despite the importance of integration between strategic orientation and operational sustainability to achieve the required organizational performance, there is a literature gap and an inadequate number of studies linking organisational performance and strategic orientation via operational sustainability. Therefore, this study will examine the impact of strategic orientation on organizational performance, and the mediating role of operational sustainability in strengthen that relation.

The telecommunications industry in Jordan stands as one of the most crucial and rapidly expanding sectors within the nation's economy. It constitutes approximately 12% of the gross domestic product (GDP). This sector plays a pivotal role in propelling digital transformation, fostering technological innovation, and encouraging entrepreneurship in Jordan. Dominated by three major international operators, namely Orange, Zain, and Umniah. This sector significantly contributes to the country's economic, social, and technological advancement. This importance is underscored by its influence on various facets of the national agenda, contributing comprehensively to the overall progress of the country. The decision to focus on studying Jordan's telecommunications sector is justified by its economic significance, role in technological innovation, impact on market dynamics, strategic importance, adherence to regulatory frameworks, societal contributions, global connectivity, and practical implications for both the sector itself and the broader economy. This research seeks to close the knowledge gap by making contributions to this field of study.

The structure of this paper is as follows. Section 1 deals with the introduction. Section 2 is devoted to literature review. Section 3 deals with the research methodology. Section 4 synthesizes the results of the study. Section 5 illustrates the research discussion. Finally, Section 6 offers the conclusion of the study.

2. LITERATURE REVIEW

2.1. Strategic orientation

The concept of strategic orientation entails preserving limited resources in order to bolster the competitive edge. It reflects the strategic routes a business might take to achieve growth, sustainability, and superior performance (Chahal et al., 2016). Strategic orientation, according to Nasir et al. (2017), is the strategic direction chosen by an organization to encourage the right behaviours for a firm's ongoing and outstanding performance.

The relationship between an organization and its environment is largely transactional in that a given organization affects, and is affected by, the very environment in which it operates. Regardless of the organization's size, type, or location, without exception, they engage in two activities: administrative and technical or functional activities, as they achieve objectives and goals particular to the firm (Scott & Davis, 2015). However, the objectives and goals taken on depend largely on how the firm responds and interacts with the changes and fluctuations in the environment as they occur in real time at the local, regional, and global levels of market activity. If a firm is to succeed, it demands the application of strategic management to help develop goals, ascertain directions for the firm's future, allocate finite resources, create effective leadership, and develop skills (Al-Majali & Sunna'a, 2013).

According to Fuertes et al. (2020), strategic management refers to the set of activities associated with forming and implementing strategy through the process of setting out oriented, organized, and controlled decisions and activities within the framework of the organization's strategy, all in the pursuit of achieving the goals of the organization. In addition, Cook (2022) enlightened that strategic management, and all that is contained within it, differs from firm to firm, so although two or more may operate in the same environment, facing the same issues, they do not necessarily handle these challenges in the same way. The firm's strategic orientation largely decides its response.

The way an organization adjusts to its external environment is known as its strategic orientation (Obeidat, 2016). Strategic orientation, according to Kumar et al. (2012), describes the kinds of reactions a company has to its operational environment in order to achieve a competitive edge and enhance performance. According to Grawe et al. (2009), strategic orientation refers to the strategic directives that a company implements to foster the right behaviours for consistently outstanding business performance. According to market researchers, the aforementioned "strategic orientation" refers to the firm's strategy direction in establishing the behaviours necessary for the company to maintain its outstanding performance (Wang et al., 2015).

There are several distinct strategic orientations, according to Obeidat (2016) and Mu et al. (2011). Examples include a focus on the market, technical advancements, entrepreneurship, and networking. Market orientation, quality orientation, entrepreneurial orientation, technology orientation, innovation orientation, and productivity orientation are only a few of these orientations. The elements of strategic orientation, on the other hand, are best summed up by Hakala (2011) as follows: market orientation fundamentally focuses on the organization's external environment, including its customers and competitors, in an effort to extract actionable insights from this market knowledge. Technology orientation, which focuses on the internal environment, comes close to the same customer value conundrum. However, it places a strong emphasis on the creation of novel goods, services, and technology. According to this viewpoint, developing these is essential for generating client value and supplying a competitive edge. According to entrepreneurial orientation, some actions or procedures are essential for achievement. In the entrepreneurial mindset, invention, initiative, and risk-taking are highly valued qualities. Three different strategic orientations — *market orientation*, *technological orientation*, and *entrepreneurial orientation* — will be further examined for the study's objectives.

2.1.1. Market orientation

Due to the crucial role that market orientation (*MO*) plays in a company's performance, both the academic and business sectors have shown a great deal of interest in it (Ahmed & Saber, 2014). This orientation is described as the organization's culture or actions that successfully develop the behaviours needed for outstanding performance, and it has long been a cornerstone of marketing literature. Furthermore, market orientation is seen as both a management approach and a marketing philosophy, according to Mokhtar et al. (2014).

In the marketing literature, several academics have put forth numerous definitions of market orientation. Market orientation is a common technique of management decision-making within the firm, claims Obeidat (2016). On the other hand, other translations would define the advertiser introduction component as the organization-wide creation of advertising data relating to customers' display and future needs, with a vital necessity to spread this data over divisions and facilitate organization-wide responsiveness to this data (Mahmoud et al., 2016).

Furthermore, Laukkanen et al. (2016) noted that market orientations could be broadly viewed as including elements that include clients and rivals. Customer orientations and competitor orientations refer to gathering and disseminating market intelligence, while the cultural perspective acknowledges the significance of doing both in a coordinated effort to create value for customers, in contrast to inter-functional coordination, which more broadly refers to using this intelligence to coordinate the creation of customer value. It also emphasizes how crucial norms and values are in promoting this sort of market-oriented behaviour. The combination of these aspects represents a strategic perspective that is valuable, uncommon, and challenging to mimic.

2.1.2. Technology orientation

Businesses have been motivated to increase their specialized capability in order to compete in their respective industries as a result of technological advancement and the shortened life expectancy of goods and services (Abidin, 2014). According to Taherparvar et al. (2014), company's technology orientation (*TO*) may also be an indicator of propensity to introduce novel products, advancements, or technologies. This infers that modern innovation progressions, advancements, forms, products, and administrations are fundamental for the organization's long-term execution and the esteem of its clients. In light of this, Tsou et al. (2014) proposed that a company's innovation introduction ought to advance the creation of innovatively progressed, predominant products in comparison to elective offerings from competitors. According to Freitas et al. (2013), technology-oriented firms should focus their efforts on developing and improving outstanding goods rather than researching consumer demands. This argument is in accordance with this school of thought. On the other side, Hakala (2011) said that new technology advancements, innovations, manufacturing techniques, or goods and services might be used to increase consumer value and a company's long-term success.

Technology orientation is a strategic orientation with advanced skills that is based on an organization's culture. This strategy is motivated by a firm's resource-based viewpoint. Management makes decisions in accordance with the firm's strategic orientation, including whether to invest in research and development (R&D), create technology domestically, or purchase it outside, and to what extent; to compete or to cooperate with rival firms. A technology-oriented firm makes these decisions to align with the mission and vision of the firm and, in so doing, attempts to decide what is best for the firm now and in the future (Halac, 2015).

2.1.3. Entrepreneurial orientation

The entrepreneurial orientation (*EO*), the third type of strategic orientation, is focused on the entrepreneurial aspects of a firm's strategy (Hakala, 2011). The strategy method through which businesses respond entrepreneurially to recently discovered possibilities is often referred to as entrepreneurial orientation. A company can develop an entrepreneurial mindset by taking action and making decisions in order to increase the value of its goods and services in response to market needs. According to Ruiz-Ortega et al. (2013), this emphasis may also be seen of as an ongoing process that creates new businesses and secures a strong competitive edge.

2.2. Operational sustainability

Operational sustainability (*OS*) in business became a major concern for many organizations world-wide. According to Marei (2022) and Liu et al. (2023) operational sustainability refers to the approach for assessing and evaluating if organizations able to keep or sustain their current practices without adding expose future for risk. It consists of numerous areas and is always connected to ecological as a holistic approach and accounting is a part of that process ranging from buying raw materials and control waste and so on.

According to Marei et al. (2022) and Mustafa et al. (2023), businesses manage sustainable operations taking in consideration the natural resources, environmental and governance factors. Previous studies reported that applying operational sustainability helps organizations to minimize environmental effect, increase social responsibility, enhance efficiency and improves overall economic viability. Benitez-Amado et al. (2015) observed that only particular behaviours and actions geared toward operational, social, and environmental sustainability appeared to improve the financial performance of small and medium-sized enterprises (SMEs). Various scholars as Kinde (2012) articulated that there are two levels of sustainability: operational and financial self-sufficiency. The goal of operational sustainability is to ensure that an organization can continue to operate in the long term without negatively impacting the environment or the well-being of people. For the purpose of this study, operational sustainability was used.

2.3. Organizational performance

For strategic management in the corporate sector, improvement of organizational performance (*OP*) has been regarded as an essential facet, due to which the organisations seem to be inclined towards investing their maximum efforts in performance elevation (Tseng & Lee, 2014).

Research scholars worldwide have offered distinct definitions, explications, measurement protocols, and outlooks for organizational performance, portraying the lack of consensus with regard to the meaning of organizational performance and the ways in which it is assessed and estimated (Abu Jarad et al., 2010).

Organizational performance was described by Wheelen et al. (2018) as the sum of an organization's actions, including the actual results of the strategic management process. The organizational performance, in contrast, was described by Tomal and Jones (2015) as the actual outcomes or results of an organization and was contrasted with the anticipated outcomes of the organization. Hence, it can be asserted that a myriad of criteria has been determined by multiple studies in this paradigm for performance assessment.

In addition, Muthuveloo et al. (2017) indicated that organizational performance may be a reflection of how a firm achieves its goals through the exploitation of tangible and intangible resources. Organisations ought to emphasis on their strategies for achieving sustainable growth and better financial performance, enhancing their capabilities for adapting and responding to change, and developing their workforces for accomplishing in the financial sector with high levels of customer satisfaction and employee morale. The attainment of these characteristics denotes a high-performance organization.

According to Taherparvar et al. (2014), although the accepted standard for measuring performance has roundly moved away from evaluations based solely on financial criteria, performance might be subjectively or objectively estimated with concern to absolute values, in addition to considerations of performance as it relates to external competitors and/or internal expectations from within the firm itself. On the other hand, as per Zehir et al. (2015), the non-financial (operational) and financial indicators can be determined for performance estimation.

Financial statements are organizations' primary source of data concerning their operations, yet successful management of organisations cannot be accomplished just with financial indicators (Kotane, 2012). Financial metrics like share prices, cash flow, turnover, and profit, are ineffective for differentiating between a company's performance and that of its rivals since they send out false signals about growth and innovation.

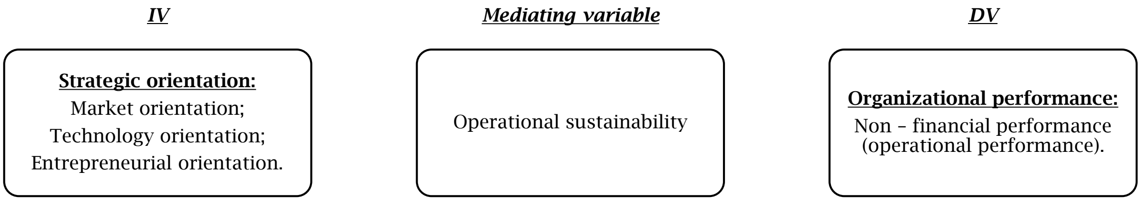
According to Zehir et al. (2015), non-financial measurements are allied with the indicators of operational success that involve market share, satisfaction, market effectiveness, and designing and producing novel items/products.

Avci et al. (2011) stated that non-financial performance metrics, such as corporate image, consumer approval, innovation, internal operational effectiveness, retention of clients, employee contentment, and staff turnover, are concerned with an organization's long-term success.

Non-financial performance signals refer to those facets which, although has no intrinsic value for the directors of the firms yet, have the potential to indicate performance in a way that does not necessarily deal with contemporary accounting systems. In contrast, Zehir et al. (2015) asserted that depending on the plans, objectives, vision, and mission of the organisation, non-financial performance measurements might be utilised to develop a competitive edge over the long run. Considering the aim of the current study, non-financial performance measures were used.

Based on identifiable gaps found in the literature review and writing: the following research model was developed to test the hypotheses involving research variables.

Figure 1. Research model



H1: Market orientation affects positively organizational performance.

H2: Technology orientation affects positively organizational performance.

H3: Entrepreneurial orientation affects positively organizational performance.

H4: Operational sustainability plays the mediating role between market orientation and organizational performance.

H5: Operational sustainability plays the mediating role between technology orientation and organizational performance.

H6: Operational sustainability plays the mediating role between the impact of entrepreneurial orientation and organizational performance.

3. RESEARCH METHODOLOGY

In this study, the primary data were obtained from employees at Zain, Orange, and Umniah using a questionnaire. The use of a questionnaire as a data collection method is efficient when the researcher has a clear understanding of the required information and how the variables of interest are measured. Bryman and Bell (2015) also noted that questionnaires save time and money, provide unbiased answers, and are convenient for respondents. Using questionnaire is seen as a primary research method that collect data from a study population. It enables in building structure for any study and surge the success of the investigation you're trying to investigate and answer. This method considers a cost effective, reach people quickly, Scalable and we therefore apply it in this study. An electronic questionnaire had been sent to the human resource managers in the telecommunication companies and asked them to resend the questionnaire to the employees. A total of 321 questionnaires were received. The following research model was used to build the questionnaire: 1) operational sustainability (Chatterjee et al., 2021), 2) organizational performance (Tseng & Lee, 2014), and 3) strategic orientation (Mu & Di Benedetto, 2011; Al-Ansaari et al., 2015). Five Likert-type scale categories were included in the questionnaire (1 — strongly disagree, 2 — disagree, 3 — neutral, 4 — agree, and 5 — strongly agree).

4. RESULTS

The present study has used regression analysis to forecast the correlation between non-financial performance and strategic orientation while examining the mediation role of operational sustainability.

Descriptive statistics refers to data evaluation in a manner explaining or portraying the data as is while not directly jumping towards making conclusions, sweeping judgments, or giving generalizations. Investigating descriptive statistics using SPSS version 23 was the main goal of the current work. The results are depicted in Table 1.

Table 1. Descriptive statistics

Variables	*N*	*Min*	*Max*	*Mean*	*Std. dev.*
MO	321	1.00	5.00	4.13	0.49
TO	321	1.00	5.00	4.18	0.51
EO	321	1.00	5.00	4.21	0.53
OP	321	1.00	5.00	4.16	0.46
OS	321	1.00	5.00	4.31	0.43

Sources: Primary data processing with SPSS version 23.

The criteria employed in this inquiry are summarized in Table 1 above. Based on respondents' responses to nine questions and five alternatives
(1, 2, 3, 4, and 5), the *market orientation* variable has a range of values from 1 to 5, with a mean score of 4.13 and a standard deviation of 0.49. *Technology orientation* has a mean score of 4.18 and a standard deviation of 0.51, with a minimum value of 1 and a maximum value of 5, based on respondents' responses to nine questions and five alternate options (1, 2, 3, 4, and 5). Furthermore, the *entrepreneurial orientation* scale has a mean score of 4.21, a standard deviation of 0.53 and a range of 1 to 5, based on respondents' responses to nine questions and five possible options (1, 2, 3, 4, and 5). Based on the participants' replies to the fifteen questions and five possible answers (1, 2, 3, 4, and 5) with an average score of 4.16 and a standard deviation of 0.46, the variable *organizational performance* yields a range of values from 1 to 5, with a minimum value of 1 and a maximum value of 5. Additionally, *operational sustainability* provides scores between 1 and 5, with an average of 4.31 and a standard deviation of 0.43.

The results of the correlation study across the key variables are shown in Tables 2 and 3. There are significant connections between the variables in this study, as shown in Tables 2 and 3. The correlation findings are consistent with the investigation's hypotheses (*H1*, *H2*, *H3*, *H4*, *H5*, and *H6*).

Table 2. Relationship between a mediating variable and independent variables

Variables		*Market orientation*	*Technology orientation*	*Entrepreneurial orientation*	*Operational sustainability*
Market orientation	Correlation coefficient	1.000	0.860**	0.585**	0.675**
	Sig. (2-tailed)	-	0.000	0.000	0.000
	N	321	321	321	321
Technology orientation	Correlation coefficient	0.860**	1.000	0.884**	0.575**
	Sig. (2-tailed)	0.000	-	0.000	0.000
	N	321	321	321	321
Entrepreneurial orientation	Correlation coefficient	0.585**	0.884**	1.000	-
	Sig. (2-tailed)	-	-	-	-
	N	321	321	321	321
Operational sustainability	Correlation coefficient	0.675**	0.585**	0.575**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	-
	N	321	321	321	321

*Note: ***, **, * show that the statistical significance of regression analysis is 1%, 5%, and 10%, respectively.*

Table 3. Correlation between independent variables and a dependent variable

Variables			*Market orientation*	*Technology orientation*	*Entrepreneurial orientation*	*Organizational performance*
Spearman's rho	*Market orientation*	Correlation coefficient	1.000	0.860**	0.751**	0.444**
		Sig. (2-tailed)	-	0.000	0.000	0.000
		N	321	321	321	321
	Technology orientation	Correlation coefficient	0.860**	1.000	0.648**	0.474**
		Sig. (2-tailed)	0.000	-	0.000	0.000
		N	321	321	321	321
	Entrepreneurial orientation	Correlation coefficient	0.751**	0.648**	1.000	0.618**
		Sig. (2-tailed)	0.000	0.000	-	0.000
		N	321	321	321	321
	Organizational performance	Correlation coefficient	0.444**	0.474**	0.618**	1.000
		Sig. (2-tailed)	0.000	0.000	0.000	-
		N	321	321	321	321

*Note: ***, **, * show that the statistical significance of regression analysis is 1%, 5%, and 10%, respectively.*

Linear regression analysis has been used to assess how the dependent variable affects the independent variable. Regression is the word used to describe an instance in which there are two or more independent variables that occur often. Table 4 shows the results of the regression analysis.

Table 4. Regression model summary statistics

Measurement	*Coefficient*	*Prob. t-statistics*
Constant	0.288	(0.002)***
Market orientation	0.041	(0.055)*
Technology orientation	0.046	(0.016)**
Entrepreneurial orientation	0.0311	(0.045)*
R^2	0.787	
Adjusted R^2	0.775	
F-statistic	66.334***	
Significance of F	0.000	
Durbin-Watson	2.067	

*Note: Dependent variable: organizational performance. N = 321. ***, **, * show that the statistical significance of regression analysis is 1%, 5%, and 10%, respectively.*

According to the findings in Table 4, *market orientation* and *organizational performance* are significantly and favourably correlated. This finding suggests that *market orientation* causes an increase in *organizational performance*. Also, *organisational performance* has a strong interlinkage with *entrepreneurial orientation* and *technology orientation*. Thus, *H2* and *H3* are supported. This implies that organisational performance is impacted by entrepreneurship and technology orientation.

Table 5. Summary of regression model

Measurement	*Coefficient*	*Prob. t-statistics*
Constant	0.288	(0.002)***
Market orientation	0.041	(0.055)*
Technology orientation	0.036	(0.016)**
Entrepreneurial orientation	0.023	(0.014)*
*Operational sustainability * Market orientation*	0.002	(0.954)
*Operational sustainability * Technology orientation*	0.009	(0.736)
*Operational sustainability * Entrepreneurial orientation*	0.003	(0.014)***
R^2	0.787	
Adjusted R^2	0.775	
F-statistic	66.334***	
Significance of F	0.000	
Durbin-Watson	2.067	

*Note: Dependent variable: organizational performance. N = 321. ***, **, * show that the statistical significance of regression analysis is 1%, 5%, and 10%, respectively.*

Table 5 demonstrates the moderating impact of *operational sustainability* on the relationship between *organizational performance* and *market*, *technology*, and *entrepreneurial orientation*. The results show that with *operational sustainability* as a moderating variable, the relationship becomes positive between *organizational performance* and *market*, *technology*, and *entrepreneurial orientation*. The results supported the hypotheses *H4*, *H5*, and *H6*.

5. DISCUSSION

The positive impact of market orientation on organizational performance is in accordance with existing literature that underscores the significance of focusing on customers and competition. This suggests that in order for firms to perform better overall, they should continue to place a high value on understanding consumer requirements and market dynamics. This result was design to investigate the mediating role of sustainability on the link between strategic orientation and organizational performance. Previous studies tested those variables in different context and finding of this study is supported by many previous studies. Previous findings reported that market orientation enhance customer satisfaction and reduce retention and increase loyalty (Uzoamaka et al., 2020). Furthermore, previous studies stressed the uses of technology to enhance sustainability, this is study revealed the importance of to adopt new technologies to boost competitive advantage. Adopting technologies is also connected to creativity, productivity and completeness which are related to business success, the link between entrepreneurial orientation and organizational performance is evidence. These finding are supported in previous researches Rezaei and Ortt (2018) suggesting that there is a connection between an organization's creativity, risk-taking, ability and enhanced R&D, marketing, and organizational performance. What more, organizational performance and strategic orientation assist organizations to add value for partners. Findings of this study show a relationship between organizational performance and strategic orientation and sustainability play role in moderation the relation. This relation clarifies how an organization's sustainability practices may move strategic orientations and consequently organizational performance

6. CONCLUSION

In conclusion, after adjusting for the moderating effect of operational sustainability, this study looked at the relationship between strategic orientations (market, technical, and entrepreneurial) and organizational performance. The results suggest that these orientations improve performance because market orientation, technological orientation, entrepreneurial orientation, and organizational performance are positively correlated. Moreover, it was demonstrated that operational sustainability favourably weakened these correlations, indicating that strategic orientations that prioritize sustainability improve the organizational performance of an organization has been demonstrated to benefit from market orientation, which is defined as a focus on customers and competition. By encouraging innovation and technological advancement, a technology-oriented approach enhances performance. An entrepreneurial approach affects a company's performance because it is marked by initiative, inventiveness, and taking risks. These results demonstrate how crucial it is for organizational strategies to be in line with market, technology, and entrepreneurial perspectives in order to improve performance outcomes.

It was shown that enhancing organizational performance was significantly aided by operational sustainability. The importance of sustainability initiatives in maximizing the advantages of strategic orientations is demonstrated by their moderating effect on the relationships between organizational performance and strategic orientations. Organizations may enhance their performance by integrating sustainable practices into their strategic orientations.

The results of the study highlight how important strategic orientations are to accomplishing organizational goals and how important it is to take operational sustainability into account throughout the strategic planning phase. This study has important limitations because it only examined the commercial, technological, and entrepreneurial forms of strategic orientation; other types have also been employed in the literature. The dependent variable in this study was non-financial characteristics, despite the fact that there are several methods to assess an organization's success. more research may go more into certain sectors or areas to offer a more focused comprehension of the connections analyzed in this study. Our knowledge of how businesses should improve their strategic orientations for greater success may be further advanced by looking at the effects of other contextual elements on these interactions.

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APPENDIX. QUESTIONNAIRE

Strategic orientation		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
Market orientation						
1	The business objectives are driven primarily by customer satisfaction.					
2	The company monitor its level of commitment and orientation to serve customers' needs.					
3	The strategy for competitive advantage is based on our understanding of customers' needs.					
4	The business strategies are driven by our beliefs about how we can create greater value for customers.					
5	We measure customer satisfaction systematically and frequently.					
6	We give close attention to after-sales service.					
Technology orientation						
7	Our company technical innovation based on research results is readily accepted.					
8	The company management actively seeks innovative ideas.					
9	Our company allocates resources for investments in latest technologies and future forecasted technological changes.					
10	In our company people are encouraged to have new ideas for new services.					
Entrepreneurial orientation						
11	We have built capacity to react to market changes.					
12	We protect our advantages from industry changes.					
13	We prepare for radical industry changes.					
14	We believed that wide-ranging acts were necessary to achieve objectives.					
15	We initiated actions to which other organizations respond.					
Operational sustainability						
1	I think managing better relationship with customers improves sustainability.					
2	I believe that adoption of latest technology helps in improving sustainability.					
3	I believe that usage of ubiquitous customer relationship management improves firm's operational activities.					
4	I think that managing better relationship with customers helps improving customer loyalty.					
5	Ubiquitous customer relationship management brings in better collaboration.					
6	I believe that ubiquitous customer relationship management application helps in meeting our target.					
Organizational performance						
Non-financial performance (operational performance)						
1	Our company is able to grasp the right timing for launching new services.					
2	Our company is equipped with the ability to develop high-quality new services.					
3	The launch speed of new services is faster than other companies in the same industry.					
4	The degree of automation operation is much higher than other companies in the same industry.					
5	Our company is able to adjust or change our management process based on the market competition.					
6	Our company is able to retain outstanding staff.					
7	Our company is active in nurturing staff's leadership.					
8	Our company puts high value on our staff's satisfaction on our corporate measures.					
9	Our company has an excellent staff welfare policy.					
10	Our company possesses comprehensive plans for our future.					
11	Our company vigorously invests in the development of new markets.					
12	Our company vigorously invests in the development of new technology.					