Relationship Between Competitive Aggressiveness and Export Performance of Tourism Firms in Tanzania: The Role of Organizational Structure

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Abstract: *This study assesses the relationship between competitive aggressiveness and export performance of firms operating in the tourism sector of Tanzania. The organizational structure was used to assess the type of structure, which better provides a facilitative condition for the relationship. The study utilized primary data collected from randomly selected 202 firms operating in the tourism sector in Arusha, Dar es Salaam and Zanzibar. SmartPLS-3 software was used as an analytical tool using the Partial Least Square Structural Equation Modeling (PLS-SEM) technique. Empirical findings suggest a strong and positive relationship between competitive aggressiveness and export performance. Further results from Multi-group moderation analysis show a lack of significant differences between mechanistic and organic firms in terms of competitive aggressiveness and export performance relationships. Contrary to the structural contingency theory, the study concludes that competitive aggressiveness is beneficial to all types of tourism firms regardless of the kind of organizational structure they adopt.*

Keywords: Competitive Aggressiveness, Export Performance Multi-Group Moderation, Firm Structure

Introduction

International markets are predominantly competitive, and exporters need to compete aggressively to the best of their capability (Monteiro, Soares and Rua 2017). Competitive aggressiveness, which emanates from the Entrepreneurial Orientation theory, is based on rival-focused actions undertaken by both small and large firms to agitate competitors. It involves the company's tendency to challenge direct and intensely its competitors when entering into a market to enhance its position in outperforming its rivals (Oliveira, 2015). According to Stambaugh, Yu and Dubinsky (2011), competitive aggressiveness involves forestalling the competitor's line of attack through a competitive move or reacting to the competitors' aggressive actions. DeepaBabu and Manalel (2016) add that a firm's competitive aggressiveness can be recognized by its readiness to be unconventional rather than relying on systematic methods of competing. The degree of aggressiveness reflects the decision-makers' desire, capacity and determination to promote the firm's exports. Accordingly, Lumpkin and Dess (2001) argue that

competitive aggressiveness demonstrates the amount of a firm's efforts to outdo competitors and that firms in hostile environments are more likely to benefit from competitive aggressiveness. Aigboje (2018) argues that for firms to keep up with the pace of technology, they tend to be more aggressively competitive by actively challenging their competitors to get themselves ahead of the race. According to Chen, Katila, McDonald and Eisenhardt (2010), firms are challenged through hostile price competition, innovation and aggressive marketing campaigns. They add that aggressively competitive firms prefer to undertake competitive actions such as product launches, marketing campaigns and price competition more frequently than competitors.

Exporting firms operating in the tourism industry contribute massively to the national economy. Still, they are relatively more exposed to competition pressure given the nature of service delivery, which is more information technology-based when compared to physical goods. Tourism is considered to be the world's largest industry and generates revenues that support a significant proportion of the economies of many nations. Also, it contributes massively to millions of employment opportunities (Farkhondehzadeh, Karim, Jamshid Azizi and Hatami 2013). Kumasaru and Kumara (2016) assert that the tourism sector has a multiplier effect on the local community. Besides, tourism generates employment and the government's revenue through tax and foreign exchange earnings (Jaensson and Uiso, 2015). For seven consecutive years from 2011, tourism's direct growth outpaced global economic growth (World Travel and Tourism Council, 2018). In Tanzania, the direct contribution of tourism to GDP was TZS 4,405.7 billion (USD 1,975.9 million), which was 3.8% of the total GDP in 2017 and was projected to rise by 7.2% p.a from 2018 to 2028 (World Travel and Tourism Council, 2018). This progress calls for companies and businesses engaging in tourism to become more competitively aggressive than ever in serving their markets.

The need for studying the relationship between competitive aggressiveness and export performance of Tanzanian tourism service exporters stems from the fact that the country's business environment is full of challenges. It is faced with weak market support institutions, underdeveloped supply industries and low levels of domestic competition (Hansen, Langevan, Rutashobya and Urassa 2015). Accordingly, Milanzi (2012) argues that Tanzanian companies are significantly hampered with a lack of export knowledge and information, lack of strategic resources to undertake export operations, limited finance, and poor infrastructure. As a result, Tanzanian exporting firms fail to meet international market requirements as they internationalize in response to home-market weaknesses instead of home market strength hence poor export performance (Milanzi, 2012).

The literature on export performance significantly gave little attention to competitive aggressiveness as among the influencing factors that are internal to the firm. Most export performance literature consider structural transformation, market access, liberalization and service sectors, removal of trade-distorting domestic support as some of the efforts that could alleviate export challenges by firms from developing countries (UNCTAD, 2005). What is less attended are the factors internal to the firm, such as the ability to aggressively compete in the marketplace that can substantively explain export performance. Consequently, Rua and Franca (2006) used three dimensions of entrepreneurial orientation, namely innovation, risk-taking and Proactiveness and linked them to export performance without taking onboard competitive

aggressiveness. Also, previous studies on competitive aggressiveness gave little or no focus on the role of company structure in explaining the strength and nature of the relationship between competitive aggressiveness and tourism firms' export performance. This study, therefore, examines this relationship while applying the type of organizational structure (mechanistic vs. organic) as a moderating variable. Unlike previous studies such as Ferrier (2001), Franca and Rua (2016); Freiling and Schelhowe (2014); Kuivalainen, Sundqvist, and Servais (2007); and Taylor (2013) the current study aims to recommend the appropriate type of organizational structure that should be implemented by tourism firms to further the benefit reaped as a result of being aggressively competitive. Literature on the relationship between competitive aggressiveness and export performance is scanty as most studies focused on business performance in general with little or no specific focus to export and tourism. Okangi and Letmathe (2015) report a lack of significant adoption of competitive aggressiveness among Tanzanian firms.

Literature Review

Competitive Aggressiveness and Export Performance

The Entrepreneurial Orientation theory considers competitive aggressiveness as one of the dimensions that explain the firm's predisposition towards outperforming rivals. It involves the willingness to attack rivals to improve and defend its share or profit position in its industry through the creation of business practices that directly target rival firms (Stambaugh, Lumpkin, Brigham and Cogliser, 2017). Chen (1996) identifies three drivers for competitive aggressiveness, which are awareness, motivation, and capability. Awareness is concerned with the firm's tendency to search for competitor's information about their competitive actions, whereas motivation entails the eagerness to outperform rivals. Capacity, on the other hand, is concerned with the ability and readiness to deploy resources for competitive attacks. Given the audacity of competitively aggressive firms, several studies have demonstrated a consensus that competitive aggressiveness has a positive relationship with export performance (Ferrier, (2001); Franca and Rua, 2016; Freiling and Schelhowe, 2014; Kuivalainen et al., 2007; Taylor, 2013). Also, organizational profitability was suggested by Aigboje (2018) to relate to competitive aggressiveness positively. To flee from generalization, the current study focuses on sectoral analysis, particularly the tourism sector of a developing country intending to find out how the relationship behaves hence making it reasonable to propose the first hypothesis as:

H1: There is a significant positive relationship between competitive aggressiveness and export performance of tourism firms

The Contingencies of Competitive Aggressiveness

Extant studies on competitive aggressiveness have pointed out various contingencies of competitive aggressiveness. However, the role of organizational structure in shaping the relationship between competitive aggressiveness and export performance is much neglected. For instance, Ferrier (2001) suggests that competitive aggressiveness actions are influenced by top management team heterogeneity, past performance, slack, and industry characteristics. Kljucnikov, Belas, and Smrcka (2016) point out gender and education as among the influences of competitive aggressiveness. They argue that male and higher educated managers are relatively

more aggressive against competitors and call upon entrepreneurial oriented companies to include these types of team members in their management. In addition, specialized technological resources and support from a dense network of alliance partners, according to Andrevski and Ferrier (2016), are factors that make firms benefit more from competitive aggressiveness.

In order to ascertain the interplay between organizational structure, competitive aggressiveness and export performance, the structural contingency theory can be used. The theory holds that there is "no one best way," meaning that no single structure or structural type which is optimal for all organizations. Instead, the most effective structure is one that fits certain factors, called contingencies. It is therefore essential to moderate the relationship between competitive aggressiveness and export performance using structural contingency theory. By so doing, the ideal firm structure where competitive aggressiveness is more beneficial can be determined. Burns and Stalker (1961) as cited by Sine, Mitsuhashi and Kirsch (2006) propose two types of firm structure, namely organic and mechanistic. Literature suggests that organic structures are characterized by a higher degree of task interdependence, greater decentralization of control and authority, and horizontal communication (Shaw, 2014 and Lunenburg, 2012). Accordingly, Őnday (2016) and Shoghi and Safieepoor (2013) argue that this type of structure is useful when the environment in which an organization operates is highly uncertain, unstable or likely to undergo rapid changes in market conditions. Hence the term "organic" suggests that, like living things, organizations change their structures, roles, and processes to respond and adapt to their environments. Beamish, Karavis, Goerzen, and Lane (1999) found that the type of organizational structure within which a firm manages its exports has a significant impact on export revenues.

On the other hand, the mechanistic form of organizational structure works best in stable environments by performing routine activities through standard procedures while under an unstable environment, the organic form of organizations has more advantages because of its structural flexibility and ability to adapt to change. Since mechanistic firm structures work best in stable environments, it implies the presence of a weak correlation between competitive aggressiveness and export performance as the export businesses operate under turbulent and very dynamic environment (Shaw, 2014).

Reflecting on the above arguments, it is, therefore, correct to suggest the presence of a strong positive relationship between competitive aggressiveness and export performance in organic firms than in mechanistic firms; hence the following hypothesis is proposed:

H2: The positive relationship between competitive aggressiveness and export performance is stronger in organic firms than in mechanistic firms

Conceptual Framework
After reviewing the literature and formulated hypotheses, a conceptual framework was constructed as a model to guide hypothesis testing. Hence Figure 1 presents the relationships in terms of hypotheses that were tested.
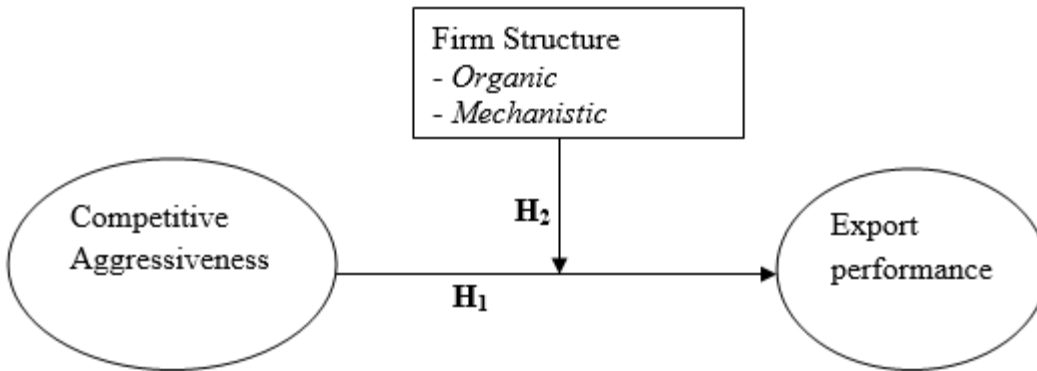
Figure 1. Conceptual Framework

Methodology

Sampling and Data Collection

This study follows explanatory design using primary data collected from randomly selected 202 firms operating in the tourism sector from selected areas of Tanzania, namely Arusha, Dar es Salaam and Zanzibar. The study areas were preferred due to their strategic importance to Tanzania's tourism industry as they host a large number of tourism firms (Shayo, 2018). The companies involved were tour guide operators, tourist hotels, air charter operators, campsites and travel agents who operate in the selected study area. A structured questionnaire was used as a tool for data collection.

A list containing addresses of 1,194 firms was extracted from the database of Tanzania's Ministry of Tourism and Natural Resources. From the list, 424 firms were operating within the study area, thus formed the sampling frame of the study. Using Yamane formula (1967) for sample size determination;

$n = N/ \{1+N (e)^2\}$

Where n = Sample size; N = is the targeted study population; e = margin of error (0.05), a sample of 202 firms was obtained. Finally, systematic random sampling was used to draw 202 firms out of the 424 firms in the sampling frame. From each firm, one key informant (Owner manager, CEO or senior manager) was purposively selected to answer the structured questionnaire through self-administration.

Variables and Measurements Procedure

Export performance (endogenous variable) was measured by the multi-dimensional EXPERF scale, self-evaluation using composite subjective measures as adopted from Zou, Taylor and Osland, (1998). The scale is composed of three sub-dimensions—the first being financial export performance, which includes export profits, export sales and export sales growth. The second

sub-dimension is the strategic export performance, which is made up of contribution of the export venture to a firm's competitiveness, strategic position and market share. The third sub-dimension is perceived satisfaction with export performance, which includes the perceived success of the venture, satisfaction with the venture and degree to which the enterprise is meeting expectations. The three sub-dimensions formed a single composite measure with nine indicators for export performance (EP). Carneiro, Da Rocha, and Da Silva, (2007), single out the work of Zou *et al.* (1998) as representative of the best efforts in the measurement of export performance. Sousa *et al.* (2008) support the use of the subjective EXPERF scale as it provides the general perception of export performance because it translates the perceived degree of economic success as well as managers' opinions on the strategic success. The subjective performance measure is appropriate in situations where managers may be unwilling or unable to supply objective financial data. The subjective EXPERF composite scale has been used by other researchers such as Okpara (2013) and Spasova (2014).

The measure of competitive aggressiveness (exogenous variable) was adapted from Lumpkin and Dess (1996) by customizing it to fit the Tanzanian socio-economic context. The measure consists of five indicator items. These indicator items included the degree to which the firm adopts an aggressive competitive stance in the export markets, the degree to which the firm actively challenges export competitors to achieve competitive goals, and the degree to which the firm takes responsive reaction against the competitors' actions. Other items were the degree to which the firm sets high export competitive targets as well as the extent to which the firm targets the export competitors' weaknesses. Respondents rated each item on a Likert-like scale with five (5) anchors ranging from 1 (strongly disagree) to 5 (strongly agree).

The moderating variables in the model are the two types of firm structure (organic and mechanistic structures). In order to determine whether a firm's structure was organic or mechanistic, seven (7) items for measuring firm organicity were adopted from Meijaard, Brand, and Mosselman (2005). The response format for the items was pre-defined, ranging from 1 (strongly disagree) to 5 (strongly agree), with the middle value of 3 indicating firms that are ambidextrous (uses both Organic and Mechanistic structures). To create a categorical scale for multigroup analysis, summated scores using the SPSS transformation menu for the organicity scale was used to determine the type of organizational structure. From this procedure, firms that scored less than three from the summated scale were organic and were coded as 1 in the SPSS data file. Those which scored more than three were mechanistic and were coded as 2, whereas ambidextrous firms scored exactly three and were coded as 3 in the SPSS data file. It should be noted that some organizations, according to Turner, Swart, Maylor, and Antonacopoulou (2016), make use of both mechanistic (explicit tools and processes) together with the organic flexibility to respond to immediate issues. In this study, seven (7) firms were ambidextrous, i.e., both organic and mechanistic, hence were excluded from all subsequent analyses.

Data Analysis

The IBM SPSS Statistics version 22 was used in the descriptive analysis of the demographic characteristics of the respondents. Secondly, the Partial Least Square Structural Equation

Modeling through SmartPLS-3 software was used in analyzing the outer and inner models to examine the relationship between competitive aggressiveness and the Tanzanian tourism firms' export performance. It was further used to establish whether significant differences exist in the relationships between firms that operate under organic structures and those which operate under mechanistic structures through Multigroup Moderation Analysis (MGA).

PLS Measurement (outer) Model

Latan and Noonan (2017) insist on the importance of ensuring that the specified measurement (or outer) model possesses the minimum required properties of acceptable reliability and validity, short of which the structural (inner) model estimates become worthless. That is to say; the outer measurement model must demonstrate acceptable levels of reliability and validity as a necessary condition to proceed to the assessment of the inner structural model.

In this study, PLS measurement models comprised competitive aggressiveness dimension with five (5) reflective indicators and export performance dimension which consist of three sub-dimensions namely satisfaction with export performance (SWP), Financial export performance (FEP) and Strategic export performance (SEP) as per Zou *et al.* (1998). The three sub-dimensions were aggregated to form a single composite measure with nine indicators for export performance (EP). Both endogenous and exogenous reflective constructs were specified (and the measurement models for both were evaluated.

Measurement models were first assessed for significance and size of outer loadings, where according to Hair *et al.* (2017), a standardized outer loading of 0.70 or above is thought to be sufficient. The next move was to evaluate composite reliability (CR), where a value within a range of 0.70 – 0.90 indicates satisfactory internal consistency reliability of a construct. Lastly, convergent validity through Average Variance Extracted (AVE) and discriminant validity through heterotrait-monotrait ratio (HTMT) and Fornell-Larcker Criterion were estimated. The values of AVE above 0.5 indicate achievement of convergent validity. Heterotrait-monotrait ratio of correlations (HTMT) threshold of 0.85 was considered a good discriminant validity level (Hair *et al.,* 2017). In addition, under Fornell-Larcker Criterion, the square root of AVE for each construct should be higher than the correlation among variables.

PLS Structural Model

Assessment of significance level (*p-value*), Predictive Relevance (Stone-Geisser's (Q^2), Coefficient of Determination (R^2), Effect Sizes (f^2), and significance of structural model relationships through bootstrapping procedure were used to test the two hypotheses. Hair *et al.* (2017) provide rules of thumbs, where *p*-value of less than 0.05 indicates a significant relationship at 5%, and a larger path coefficient indicates relatively greater effect of a particular exogenous variable on the endogenous latent variable. Further, R^2 values of 0.75, 0.50 and 0.25 for endogenous latent variables indicate respective substantial, moderate, or weak predictive power of a model. R^2 values indicate the percentage of variability accounted for by the predecessor (exogenous) constructs in the model. The acceptable amount of effect size (f^2) is suggested by Cohen 1988) that values of 0.02, 0.15, and 0.35 respectively represent small, medium and large effects. A value below 0.02 indicates that the exogenous variable lacks a sufficient effect on the endogenous construct.

Multi-group Moderation

Hypotheses testing involved testing of moderation effects to see whether or not the type of organizational structure (Organic vs. Mechanistic) affected the relationships between tourism firm's competitive aggressiveness and export performance. Multigroup Analysis (PLS-MGA), which examines whether there are significant differences between groups-specific path coefficients were used to test the second hypothesis.

Results and Discussion

Out of 202 firms that were involved in the study, ninety-two (92) firms were found to be mechanistic, while 103 were organic in terms of organizational structure. Seven (7) firms were ambidextrous, i.e., both organic and mechanistic, thus were excluded from all subsequent analyses. Three levels of analyses were conducted. The first analysis, as suggested by Latan and Noonan (2017), was to assess the specified measurement (or outer) model to ensure it possesses the minimum required properties. The second analysis was based on testing the direct relationship between the competitive aggressiveness and export performance, i.e., analysis of the inner (Structural) model. The third was Partial Least Square multigroup moderation analysis (PLS-MGA) to test group differences between the two types of organizational structure in terms of which one provides a supportive environment for the relationship between competitive aggressiveness and export performance.

Results from the Assessment of the Measurement (Outer) Model

The results of the measurement model are shown in Table 1. The model fit measures suggest an acceptable fit. The outer model comprised of the competitive aggressiveness as a latent variable with five reflective indicators and export performance, which comprised three sub-dimensions, namely satisfaction with export performance (SWP), financial export performance (FEP) and strategic export performance (SEP). Using SmartPLS-3 software, all outer loadings were above 0.7 and significant at p < .001, as suggested by Hair *et al.* (2017). Indicator t-values from the bootstrapping process ranged from 15.295 to 64.418 (recommended minimum t-value is 1.96). It was further found out that all of the indicators had individual indicator reliability values that are much larger than the minimum acceptable level of 0.4 and close to the ideal level of 0.7, as proposed by Kwong and Wong (2013).

The Heterotrait-Monotrait ratio of correlations (HTMT) for discriminant validity measure was 0.609, which meets the acceptable minimum level of 0.5, according to Hair *et al.* (2017). In addition, there were no cases of cross-loadings hence confirming the presence of discriminant validity. Composite reliability values were 0.927 and 0.948 for competitive aggressiveness and export performance respectively. The average variance extracted (AVE) values were 0.717 and 0.669 for competitive aggressiveness and export performance respectively. These findings suggest that the measurement models met the entire requirement hence paving the way for analysis of the structural/inner model.

Table 1. Results Summary for the Measurement/Outer Models

Path	Factor Loadings (λ)	Indicator Reliability (λ^2)	T-Statistics	P-Values	Comp reliability	AVE	HTMT
AG1 <- Comp Aggressiveness	0.717	0.514	15.295	0.000	0.927	0.717	0.609
AG2 <- Comp Aggressiveness	0.903	0.815	44.530	0.000			
AG3 <- Comp Aggressiveness	0.877	0.769	25.771	0.000			
AG4 <- Comp Aggressiveness	0.877	0.769	38.668	0.000			
AG5 <- Comp Aggressiveness	0.848	0.719	41.613	0.000			
FEP1 <- Export Perf	0.819	0.670	19.601	0.000	0.948	0.669	
FEP2 <- Export Perf	0.789	0.623	17.233	0.000			
FEP3 <- Export Perf	0.834	0.696	22.253	0.000			
SEP_1 <- Export Perf	0.762	0.581	21.505	0.000			
SEP_2 <- Export Perf	0.918	0.843	64.418	0.000			
SEP_3 <- Export Perf	0.777	0.604	21.622	0.000			
SWP1 <- Export Perf	0.842	0.709	35.495	0.000			
SWP2 <- Export Perf	0.779	0.607	32.652	0.000			
SWP3 <- Export Perf	0.831	0.691	35.537	0.000			

To confirm further the discriminant validity, the Fornell and Larcker criterion was used to check whether the square root of AVE for each construct is higher than the correlation between the underlying constructs. As suggested by Ab-Hamid, Sami and Sidek (2017), discriminant validity can be accepted for this measurement model as the square root of AVE for the constructs is 0.847 and 0.818 for competitive aggressiveness and export performance respectively which is higher than the correlation between the two constructs (0.585). Table 2 summarizes the findings from Fornell and Larcker discriminate validity test.

Table 2. Fornell and Larcker Discriminant Validity

	Comp Aggressiveness	Export Performance
Comp Aggressiveness	0.847	
Export Perf	0.585	0.818

Results from Assessment of the Structural/Inner Model

Analysis of the structural model revealed a strong and significant relationship between competitive aggressiveness and overall export performance measured (using a composite scale of nine items) with a path coefficient of 0.585, significant at $p < .001$ (Figure 2). The effect size value (f^2) was 0.521, whereas the coefficient of determination (R^2) value was 0.343. In addition, the bootstrapping (t-statistic) result between the two variables was 11.133, indicating a significant relationship between the two. Predictive relevance Q^2 value was 0.204, which indicates a moderate effect. Q^2 value greater than zero is indicative of whether the endogenous construct can be predicted (Hair *et al.* 2017). With these findings, hypothesis H_1 is supported that there is a significant positive relationship between competitive aggressiveness and export performance.
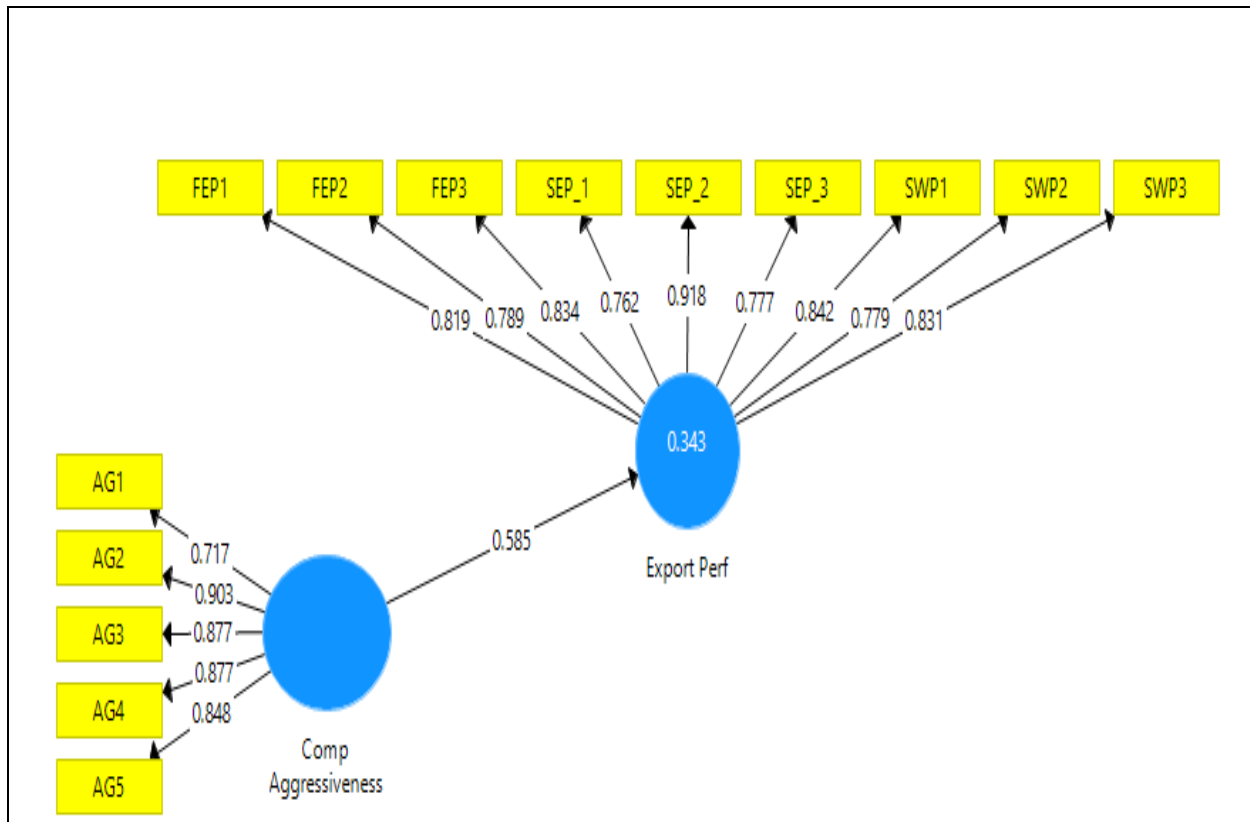
Figure 2. Results from the Assessment of Structural/Inner Model

Results from Multi-group Moderation Analysis

The second series of analyses (multi-group moderation analyses - MGA) was carried out in order to test the second hypothesis that the positive relationship between competitive aggressiveness and export performance is more pronounced in organic firms than in mechanistic firms, In doing this, two data groups were formed; one for organic firms with 103 respondents' firms and the other for mechanistic firms with 92 respondents firms. Multi-group moderation analysis (MGA) through SmartPLS-3 was run using 5000 subsamples. The aim was to assess which type of firm structure among the two provides a more conducive environment for firms to benefit from being competitively aggressive in the export markets, i.e., where the relationship between competitive aggressiveness and export performance becomes stronger. Table 3 shows bootstrapping results across the two groups for the initial calculation using 5000 subsamples.

Table 3. Bootstrapping results across groups (Comp Aggressiveness -> Export Perf)

	Path coeff - Original sample (O)	Path coeff - Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	p-Values
Complete	0.585	0.592	0.052	11.239	0.000
Mechanistic	0.615	0.619	0.099	6.242	0.000
Organic	0.334	0.380	0.136	2.456	0.014

Results from Table 3 indicate that the relationship between competitive aggressiveness and export performance was significant and positive in both mechanistic and organic firms with t-values of 6.242 and 2.456 respectively. The p-values were also significant in both types of organizational structure, i.e., $p < .001$ and $p = 0.014$ for mechanistic and organic structures respectively. One may recall that the same results were for the overall/complete model; hence there is no difference between the two types of firm structure.

To confirm further the results, Parametric Test which assumes equal variances across groups and the Welch- Satterthwait Test that assumes unequal variances between groups were conducted as suggested by Barajas-Portas, Artigas, Fernández and Alarcón (2017). Both tests showed no significant difference between mechanistic and organic firms in terms of the relationship between competitive aggressiveness and export performance (Table 4). The type of organizational structure, therefore, does not moderate the relationship between competitive aggressiveness and tourism firm's export performance. Hence hypothesis H_2 that the relationship between competitive aggressiveness and export performance is stronger in organic firms than in mechanistic firms is rejected. The results show a significant positive relationship in both types of firms, i.e., no differences in both direction and significance levels. These findings deviate from the structural contingency theory, which suggests the presence of variations among the two types of organizational structures. The current study's deviation could be explained by the argument by Kuivalainen *et al.* (2007) that all firms operating globally possess qualities of competitive aggressiveness, indicating that regardless of the type of organizational structure, they are likely to drive export performance.

Table 4. PLS-MGA Difference Test Results

	Path Coefficients-diff (Mech - Organic)	t-Value (Mechanistic vs. Organic)	p-Value (Mechanistic vs. Organic)	Strength of difference
Parametric test	0.282	1.659	0.099	Non-significant
Welch-Satterthwait test	0.282	1.688	0.095	Non-significant

Conclusion

Findings from this study suggest that organizational structure does not moderate the relationship between competitive aggressiveness and export performance. Thus, it is evident from the findings that being competitively aggressive is beneficial to all exporting tourism firms regardless of their types of organizational structures. This has been demonstrated by the multi-group moderation results, which were found to be positive and significant in both types of organizational structures. These findings are contrary to the structural contingency theory, which suggests differences between mechanistic and organic firms as far as competitive aggressiveness and export performance are concerned. Besides, these results provide flexibility to the management of exporting firms as they could henceforth implement competitive export strategy independent of the type of organizational structure they possess. The current study has provided empirical evidence of the influence of competitive aggressiveness on export performance. Consequently, the findings could stimulate Tanzanian tourist firms to adopt competitive aggressiveness as previous studies such as Okangi and Letmathe (2015) suggest a lack of significant adoption of the same.

Recommendations for Future Studies

Future studies could look into other organizational variables, such as the moderating effect of type of leadership style on the relationship between competitive aggressiveness and export performance. Secondly, the current study did not consider demographic variables such as firm size, age and experience as antecedents of export performance. Future studies, therefore, could look into the extent to which these factors may influence the relationships between competitive aggressiveness and export performance. In addition, future studies could look into the extent to which the remaining four dimensions of entrepreneurial orientation, namely risk-taking, employee autonomy, proactiveness and innovativeness, influence export performance of tourism firms.

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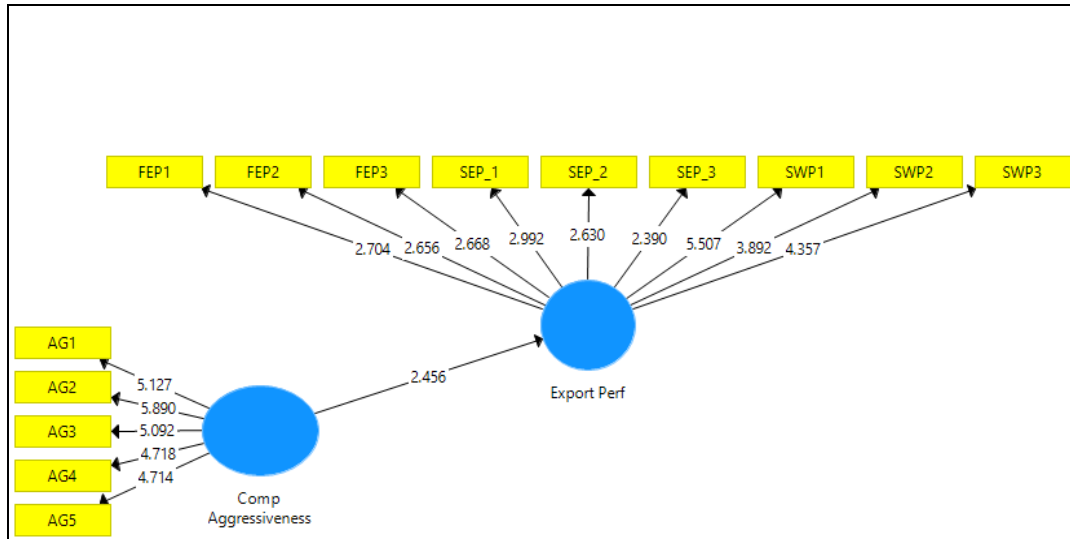
APPENDIX 1: Predictive Relevance (Q^2)

	SSO	SSE	Q² (=1-SSE/SSO)
Comp Aggressiveness	975.000	975.000	
Export Perf	1,755.000	1,397.377	0.204

APPENDIX 2: Mechanistic firms – Bootstrapping results
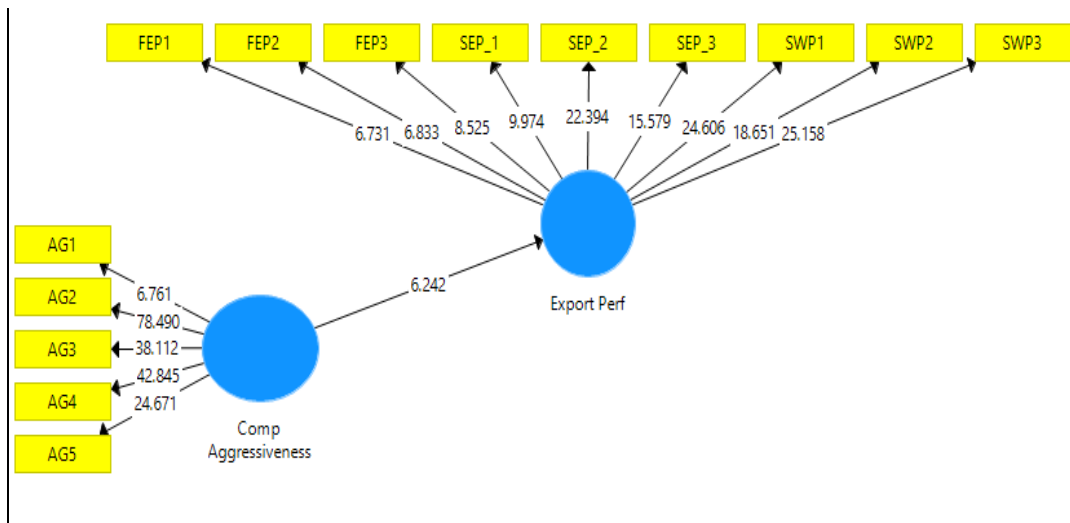
APPENDIX 3: Organic firms - Bootstrapping results

APPENDIX 4: Importance-Performance Map (IPMA) results