

Dynamic Capability and Competitive Advantage in Non-Hotel Accommodation Businesses

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ABSTRACT

Purpose –This study aims to analyze the effect of dynamic capability on competitive advantage and examine the mediating roles of entrepreneurial orientation and organizational agility in non-hotel accommodation businesses in Batu City.

Design/methodology/approach – This study employed a quantitative explanatory approach. Data were collected from 186 non-hotel accommodation businesses in Batu City, Indonesia, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS to examine the direct and indirect relationships among the variables.

Finding/Results –The findings reveal that dynamic capability positively affects competitive advantage, entrepreneurial orientation, and organizational agility. Entrepreneurial orientation and organizational agility also enhance competitive advantage and mediate the effect of dynamic capability on competitive advantage.

Originality/Value –This study extends the Resource-Based View and Dynamic Capability Theory by examining the mediating roles of entrepreneurial orientation and organizational agility in the relationship between dynamic capability and competitive advantage. It also contributes empirical evidence from the non-hotel accommodation sector, which has received limited attention in previous strategic management and hospitality research.

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1. Introduction

The tourism industry has become one of the strategic sectors that contributes significantly to economic growth, job creation, and regional development. Within this industry, the accommodation sector plays a central role in supporting tourism activities by providing lodging services that cater to a wide range of traveler preferences and travel behaviors. Non-hotel accommodation businesses, including villas, homestays, and guesthouses, have become an important part of the tourism accommodation sector by offering more personalized and flexible lodging services. However, the expansion of this sector has also intensified competition, requiring business owners and managers to continuously adapt their strategies and organizational capabilities to changing market conditions (Salam et al., 2024).

Batu City, one of the leading tourist destinations in East Java, Indonesia, has experienced significant growth in tourism-related sectors, particularly in the accommodation sector. The ongoing increase in the number of accommodation providers has created a highly competitive business environment, forcing non-hotel accommodation businesses to adopt strategic approaches that allow them to maintain and enhance their competitive position (BPS, 2025). This competitive environment increases the importance of organizational capabilities that enable non-hotel accommodation businesses to adapt to market changes and uncertainty.

The Resource-Based View (RBV) provides a theoretical framework for understanding how organizations achieve sustainable competitive advantage through the effective utilization of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991; Barney, 2001). However, the increasingly dynamic nature of the business environment has revealed the limitations of relying solely on static organizational resources. Consequently, the Dynamic Capabilities perspective emerged as an extension of the Resource-Based View (RBV), emphasizing an organization's ability to integrate, develop, and reconfigure internal and external competencies to effectively respond to environmental changes (Barreto, 2010; Teece et al., 2007). Dynamic capabilities enable organizations to identify opportunities, adapt to market changes, and continuously update their strategic resources to maintain a competitive advantage over time.

Previous empirical studies have consistently shown that dynamic capabilities make a positive contribution to competitive advantage across various organizational contexts (Derisco et al., 2025; Linh & Uyen, 2024; Rinthaisong & Duangtong, 2024). However, less is understood about the organizational mechanisms through which dynamic capability is translated into competitive advantage. Entrepreneurial orientation and organizational agility may represent two theoretically distinct transmission mechanisms. Entrepreneurial orientation reflects a strategic behavioral posture characterized by innovativeness, proactiveness, and risk-taking (Azzam et al., 2023; Wales et al., 2021), whereas organizational agility reflects the organizational capacity to respond rapidly and flexibly to environmental changes (Nsour, 2021; Walter, 2021). Thus, dynamic capability may contribute to competitive advantage not only directly, but also by shaping entrepreneurial strategic behavior and enabling rapid organizational responses.

Although research on dynamic capability and competitive advantage has expanded, two gaps remain. First, limited attention has been given to the distinct mechanisms through which dynamic capability creates competitive advantage. Entrepreneurial orientation serves as a strategic mechanism through innovation, proactiveness, and risk-taking, while organizational agility enables rapid and flexible operational responses. Examining both simultaneously provides a clearer explanation of how dynamic capability translates into competitive

advantage. Second, evidence on these mechanisms remains limited in tourism and hospitality, particularly among non-hotel accommodation businesses (Nguyen et al., 2023; Widnyani et al., 2025).

This study examines how dynamic capability drives competitive advantage via the dual mediating roles of entrepreneurial orientation and organizational agility in Batu City's non-hotel accommodation sector. Theoretically, it advances the RBV and Dynamic Capability Theory by establishing a dual-pathway mechanism: Entrepreneurial Orientation provides a strategic behavioral pathway (guiding innovation, proactiveness, and risk-taking), while Organizational Agility serves as an operational response pathway (enabling execution speed and flexibility). Analyzing these mechanisms simultaneously yields a more nuanced explanation of capability deployment within an underexplored small-scale hospitality context.

2. Literature Review & Hypothesis Development

2.1. Resource-Based View (RBV)

The Resource-Based View (RBV) is one of the main theories used to explain how organizations acquire and maintain competitive advantage through the utilization of their internal resources and capabilities. According to (Barney, 1991), an organization can achieve sustainable competitive advantage if it possesses resources and capabilities that are valuable, rare, inimitable, and non-substitutable known as the VRIN criteria. The RBV perspective emphasizes that the primary source of competitive advantage stems not only from a company's external conditions but also from the organization's ability to effectively manage and utilize its strategic resources (Barney, 2001).

In dynamic business environments, possessing static strategic resources is insufficient for sustained competitive advantage. Dynamic Capability Theory (DCT) extends the Resource-Based View (RBV) by explaining how firms continuously integrate, renew, and reconfigure internal assets (Barreto, 2010; Teece et al., 2007). In non-hotel accommodation contexts, RBV explains the foundational resource base of competitive advantage, whereas DCT provides the adaptive mechanism sensing, seizing, and reconfiguring through which these resources are dynamically renewed and deployed.

2.2. Dynamic Capability Theory

Dynamic Capability Theory emerged as an extension of the Resource-Based View (RBV) to explain how organizations achieve and maintain competitive advantage in dynamic business environments. This theory emphasizes that simply possessing static strategic resources is insufficient for sustaining competitive advantage; rather, organizations must continuously integrate, build, and reconfigure their internal and external competencies to respond to environmental shifts (Teece, 2018; Teece et al., 1997). Thus, dynamic capabilities represent an organization's higher-order ability to adapt, evolve, and capitalize on emerging opportunities over time.

According to Teece (1997), dynamic capabilities comprise three main microfoundations: sensing, seizing, and transforming (reconfiguring). Sensing involves identifying opportunities and threats, seizing focuses on mobilizing resources and making timely decisions, while transforming enables the continuous renewal and realignment of resources and processes to adapt to changing market conditions. In empirical research on hospitality SMEs, these theoretical microfoundations are directly manifested through strategic sense-making capacity (sensing), timely decision-making capacity (seizing), and change implementation capacity (transforming) (Li & Liu, 2014; Praditya & Purwanto, 2024).

Amid environmental dynamism and changing tourist demands, dynamic capabilities enable non-hotel accommodations to sense, seize, and reconfigure resources. However, these capabilities do not automatically create competitive advantage but operate through dual organizational pathways. Entrepreneurial orientation serves as a strategic pathway for exploiting opportunities through innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy (Lumpkin & Dess, 1996; Kiyabo & Isaga, 2020). Meanwhile, organizational agility represents an operational response pathway enabling rapid and flexible execution (Nsour, 2021; Walter, 2021). Accordingly, the proposed conceptual framework distinguishes a strategic behavioral pathway (DC → EO → CA) from an operational response pathway (DC → OA → CA).

2.3. Dynamic Capability and Competitive Advantage

From the RBV perspective, competitive advantage depends on the strategic deployment of valuable organizational resources and capabilities. Dynamic Capability Theory extends this logic by explaining how firms continuously sense environmental changes, seize emerging opportunities, and reconfigure their resource base. For non-hotel accommodation businesses, these processes may support the development of service differentiation, quality improvement, and more effective resource utilization, thereby strengthening their competitive position.

Several previous studies have shown that dynamic capabilities have a positive effect on competitive advantage (Derisco et al., 2025; Linh & Uyen, 2024; Rinthaisong & Duangtong, 2024). Therefore, the hypotheses proposed in this study are as follows:

H1: Dynamic capability has a positive effect on competitive advantage.

2.4. Dynamic Capability and Entrepreneurial Orientation

Dynamic capability enables firms to identify environmental changes, recognize opportunities, and reconfigure resources. These capabilities shape managerial strategic posture, reflected in entrepreneurial orientation through innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy. Thus, dynamic capability provides the foundation for adopting a more entrepreneurial strategic posture.

Several empirical studies support the relationship between dynamic capabilities and entrepreneurial orientation. (Azzam et al., 2023) found that organizations with strong dynamic capabilities are more likely to develop entrepreneurial behavior in response to changes in the business environment. The findings of (Maulidina et al., 2023) also indicate that an organization's ability to effectively manage and reconfigure resources contributes to an increase in entrepreneurial orientation. In the context of non-hotel accommodations, managers' ability to identify market opportunities, innovate services, and proactively make strategic decisions is expected to enhance the organization's entrepreneurial orientation. Therefore, the hypothesis proposed in this study is as follows:

H2: Dynamic capability has a positive effect on entrepreneurial orientation.

2.5. Dynamic Capability and Organizational Agility

Dynamic capability and organizational agility are related but distinct. Dynamic capability involves sensing changes, seizing opportunities, and reconfiguring resources, while organizational agility reflects the speed and flexibility of implementing responses. Thus, dynamic capability provides the foundation for rapid and flexible operational responses.

Several previous studies have shown that dynamic capability has a positive influence on organizational agility. Li, (2022) found that an organization's ability to manage change and develop internal capabilities contributes to increased organizational agility. The findings of (Zitkiene & Deksnys, 2018) also indicate that organizations with high dynamic capability tend

to be more adaptive and responsive to changes in the business environment. In the context of non-hotel accommodations, the ability of managers to identify changes in customer needs and quickly adjust operational strategies is expected to enhance organizational agility. Therefore, the hypotheses proposed in this study are as follows:

H3: Dynamic capability has a positive effect on organizational agility.

2.6. Entrepreneurial Orientation and Competitive Advantage

Entrepreneurial Orientation comprising innovativeness, proactiveness, and risk-taking serves as a strategic posture for exploiting market opportunities. Grounded in the RBV, this posture enables firms to productively deploy internal resources to deliver differentiated customer value and strengthen competitive positioning.

Various empirical studies show that entrepreneurial orientation contributes to an increase in competitive advantage. (Meekaewkunchorn et al., 2021) found that organizations with a high entrepreneurial orientation are better able to create differentiation and enhance competitiveness. The results of a study by (Mahmuddin et al., 2026) also show that innovative and proactive behavior, as well as a willingness to take risks, have a positive effect on the creation of competitive advantage. In the context of non-hotel accommodations, entrepreneurial orientation enables managers to develop innovative services that are responsive to customer needs, thereby enhancing competitive advantage. Therefore, the hypotheses proposed in this study are as follows:

H4: Entrepreneurial orientation has a positive effect on competitive advantage.

2.7. Organizational Agility and Competitive Advantage

Organizational Agility represents an operational capacity to rapidly adapt processes, customer services, and partner networks to market shifts. In non-hotel accommodations, this operational responsiveness enhances service quality and customer value, thereby driving differentiation and competitive positioning.

Previous research has shown that organizational agility has a positive impact on competitive advantage. (Nsour, 2021) found that organizations with high levels of agility are better able to maintain their competitive position amid changes in the business environment. Similarly, research by (Mulyono & Syamsuri, 2023) indicates that organizational agility contributes to enhancing an organization's ability to create greater value than its competitors. In the context of non-hotel accommodations, the ability to respond quickly to changes in traveler preferences and market dynamics is expected to enhance competitive advantage. Therefore, the hypothesis proposed in this study is as follows:

H5: Organizational agility has a positive effect on competitive advantage.

2.8. The Mediating Role of Entrepreneurial Orientation

While dynamic capabilities enable sensing and resource reconfiguration, generating competitive value requires strategic action. Entrepreneurial Orientation provides this behavioral mechanism, leveraging an innovative, proactive, and risk-taking posture to convert reconfigured resources into differentiated market offerings serving as a key strategic pathway to competitive advantage.

Several previous studies have shown that entrepreneurial orientation serves as a mechanism that explains the relationship between organizational capabilities and organizational performance. (Azzam et al., 2023) previous research found that entrepreneurial orientation mediates the effect of organizational capabilities on competitive advantage. In non-hotel accommodations, innovation, proactivity, and risk-taking are expected to strengthen the

influence of dynamic capabilities on competitive advantage. Therefore, this study proposes the following hypothesis:

H6: Entrepreneurial orientation mediates the influence of dynamic capabilities on competitive advantage.

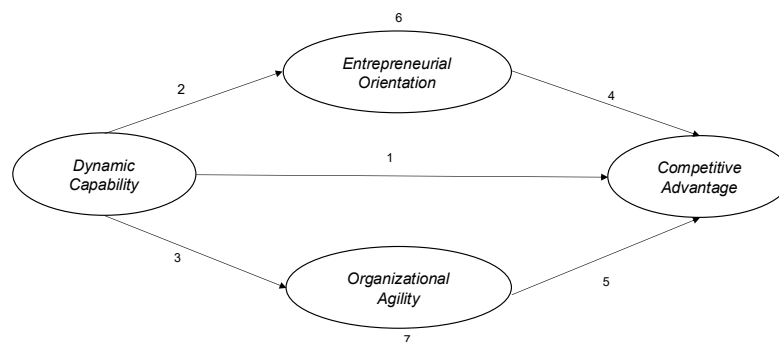
2.9. The Mediating Role of Organizational Agility

Dynamic capability enables firms to identify and respond to environmental changes, while organizational agility facilitates the rapid and flexible implementation of these changes. Thus, organizational agility serves as an operational mechanism through which dynamic capability contributes to competitive advantage.

Previous research has shown that organizational agility acts as a mediating mechanism in the relationship between organizational capabilities and competitive advantage. (Rahmayanti & Pratiwi, 2023) found that organizational agility explains how organizational capabilities can be translated into sustainable competitive advantage. In the context of non-hotel accommodations, the ability of managers to respond quickly to changes in customer needs, technological developments, and market competition is expected to strengthen the influence of dynamic capabilities on competitive advantage. Therefore, the hypothesis proposed in this study is as follows:

H7: Organizational agility mediates the influence of dynamic capabilities on competitive advantage. Although both mediate the relationship between dynamic capability and competitive advantage, they operate differently: Entrepreneurial Orientation drives opportunity exploitation, while Organizational Agility enables operational speed and flexibility. Examining both provides a dual-pathway explanation of how dynamic capabilities create competitive advantage.

Figure 1. Conceptual Model



3. Methodology

3.1. Research Design

This study uses a quantitative explanatory design to examine the relationships among dynamic capability, entrepreneurial orientation, organizational agility, and competitive advantage in non-hotel accommodation businesses in Batu City, Indonesia. Data were collected through structured questionnaires and analyzed using PLS-SEM with SmartPLS, based on the Resource-Based View (RBV) and Dynamic Capability Theory.

3.2. Population and Sample

The target population consisted of 375 non-hotel accommodation businesses in Batu City (comprising homestays, villas, and guesthouses) registered in the database of the Indonesian Homestay Association (IHSA) of Batu City. To obtain a qualified sample, a non-probability purposive sampling technique was employed based on three eligibility criteria: (1) businesses

actively operating for at least one year, (2) businesses physically located within Batu, Bumiaji, or Junrejo subdistricts, and (3) respondents who were owners or senior managers directly involved in operational and strategic decision-making as key informants.

To ensure transparency in sample selection, a systematic screening flow was conducted. All 375 registered businesses were initially screened against the eligibility criteria, resulting in 240 eligible businesses. These 240 businesses were subsequently approached for data collection across the three subdistricts (Batu, Bumiaji, and Junrejo). A total of 198 questionnaires were returned. Following data cleaning, 12 questionnaires were excluded due to incomplete responses or straight-lining patterns, yielding a final usable sample of 186 businesses (representing a net response rate of 77.5% among eligible approached units).

Sample size adequacy was evaluated using G*Power 3.1 based on the structural model's most complex endogenous construct (competitive advantage, predicted by three constructs). Assuming a medium effect size ($f^2 = 0.15$), a significance level (α) of 0.05, and a statistical power of 0.80, the required minimum sample size was determined to be 77 respondents. Thus, the final sample of 186 usable responses comfortably exceeded the minimum threshold. While the non-probability purposive design precludes formal statistical generalizability across the entire hospitality sector, the sample captures contextual diversity across accommodation types, operational experience, capacity, and price segments within Batu City.

3.3. Measurement

The variables in this study were measured using a questionnaire with a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement items were adapted from established scales in previous studies and contextually adjusted to ensure their relevance to non-hotel accommodation businesses, while maintaining the conceptual meaning of the original constructs. The dynamic capability variable was measured using indicators adapted from (Praditya & Purwanto, 2024), dynamic capability was measured through internal capability assessment, learning ability, and strategic capability reconfiguration. Entrepreneurial orientation was measured using Lumpkin and Dess's dimensions: innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy. Organizational agility was measured through customer, partnering, and operational agility. Meanwhile, the competitive advantage variable is measured using indicators developed by (Rinthaisong & Duangtong, 2024), which consist of cost leadership, quality, differentiation, and responsiveness.

all constructs were specified as reflective measurement models because the indicators were conceptualized as manifestations of their respective latent constructs. accordingly, the measurement model was assessed using indicator loadings, internal consistency reliability, average variance extracted (ave), and discriminant validity.

3.4. data analysis

data were analyzed using pls-sem with smartpls, which is suitable for complex models involving direct and indirect relationships without strict multivariate normality assumptions. analysis followed two stages: measurement model (outer model) and structural model (inner model) assessment. all constructs were specified as first-order reflective models and evaluated based on outer loadings (≥ 0.70), cronbach's alpha and composite reliability (≥ 0.70), ave (≥ 0.50), and discriminant validity using htmt (< 0.90) and the fornell-larcker criterion. to address potential common method variance (cmv), procedural and statistical remedies were applied. procedurally, anonymity, randomized item order, clear instructions, and psychological separation of predictor and outcome constructs were used. statistically, full collinearity vif

values ranged from 1.000 to 1.429, well below the 3.3 threshold, indicating no substantial common method bias.

the structural model (inner model) was evaluated using the coefficient of determination (r^2) for explanatory power, blindfolding-based predictive relevance (q^2), and f^2 effect sizes.

structural path significance was tested using a non-parametric bootstrapping procedure with 5,000 resamples at a 5% significance level. hypothesis decisions were evaluated based on path coefficients (β), t-statistics (> 1.96), p-values (< 0.05), and 95% bias-corrected confidence intervals. mediation analysis was conducted by simultaneously examining residual direct effects, specific indirect effects, and total effects to classify mediation mechanisms (e.g., complementary partial mediation).

4. Result and Discussion

4.1 Result

This study involved 186 non-hotel accommodation businesses in Batu City. Most respondents were women (55.91%), with the largest age groups being 30–35 and 36–41 years (19.89% each), and the majority holding a bachelor's degree (43.55%). Regarding business characteristics, homestays represented the largest accommodation type (36.56%), most businesses had operated for 3–4 years (37.10%), and more than half had a capacity of 1–5 rooms (51.61%). The largest proportion offered room rates between Rp100,000 and Rp999,000 per night (45.16%) and were located in Batu Subdistrict (41.94%).

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	82	44.09%
	Female	104	55.91%
Age	24–29 years	25	13.44%
	30–35 years	37	19.89%
	36–41 years	37	19.89%
	42–47 years	27	14.52%
	48–53 years	33	17.74%
	54–59 years	27	14.52%
	60 years and above	27	14.52%
Education	High School	69	37.10%
	Bachelor's Degree	81	43.55%
	Master's Degree	14	7.53%
	Doctoral Degree	6	3.23%
	Others	16	8.60%
Accommodation Type	Homestay	68	36.56%

	Villa	62	33.33%
	Guest House	56	30.11%
Business Age	1–2 years	44	23.66%
	3–4 years	69	37.10%
	5–6 years	42	22.58%
	> 6 years	31	16.67%
Number of Rooms	1–5 rooms	96	51.61%
	6–10 rooms	56	30.11%
	11–15 rooms	22	11.83%
	16–20 rooms	12	6.45%
Offered Room Rates	100,000–999,000	84	45.16%
	1,000,000–1,999,000	51	27.42%
	2,000,000–2,999,000	32	17.20%
	3,000,000–3,999,000	16	8.60%
	4,000,000–5,000,000	3	1.61%
Location	Batu District	78	41.94%
	Bumiaji District	54	29.03%
	Junrejo District	54	29.03%

Source: Processed data by the authors (2026)

These characteristics demonstrate that the sample accurately represents small- to medium-scale non-hotel accommodation businesses in Batu City. Participating managers possess the requisite educational background and operational experience to ensure reliable evaluations. Furthermore, structural diversity across property types, room capacities, and pricing segments confirms strong overall sample representativeness.

Table 2. Indicator Outer Loadings

Variable	Item	Loading Factor Value	Validity
Dynamic Capability	DC 1	0.861	Valid
	DC 2	0.840	Valid
	DC 3	0.818	Valid
	DC 4	0.868	Valid
	DC 5	0.868	Valid

Entrepreneurial Orientation	DC 6	0.829	Valid
	DC 7	0.807	Valid
	DC 8	0.828	Valid
	DC 9	0.814	Valid
	EO 1	0.828	Valid
	EO 2	0.852	Valid
	EO 3	0.852	Valid
	EO 4	0.800	Valid
	EO 5	0.828	Valid
	EO 6	0.844	Valid
	EO 7	0.824	Valid
	EO 8	0.842	Valid
	EO 9	0.811	Valid
	EO10	0.837	Valid
Organizational Agility	EO11	0.809	Valid
	EO12	0.824	Valid
	EO13	0.817	Valid
	EO14	0.854	Valid
	OA1	0.872	Valid
	OA 2	0.834	Valid
	OA 3	0.848	Valid
	OA 4	0.850	Valid
Competitive Advantage	OA 5	0.837	Valid
	OA 6	0.866	Valid
	OA 7	0.853	Valid
	OA 8	0.874	Valid
	CA1	0.843	Valid
	CA2	0.800	Valid
	CA3	0.859	Valid
	CA4	0.852	Valid

CA5	0.789	Valid
CA6	0.822	Valid
CA7	0.816	Valid
CA8	0.810	Valid
CA9	0.828	Valid
CA10	0.853	Valid
CA11	0.832	Valid

Notes: All outer loadings are statistically significant at $p < 0.001$ based on a bootstrapping procedure with 5,000 resamples. All values exceed the recommended minimum threshold of 0.708 (Hair et al., 2021).

Source: Processed data by the authors (2026).

Table 3. Validity and Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	AVE
Dynamic Capability	0.947	0.949	0.701
Entrepreneurial Orientation	0.965	0.967	0.689
Organizational Agility	0.947	0.952	0.730
Competitive Advantage	0.954	0.955	0.686

Notes: Cronbach's alpha and composite reliability values above 0.70 indicate adequate internal consistency, while AVE values above 0.50 indicate convergent validity.

Source: Processed data by the authors (2026)

Although all constructs demonstrated high internal consistency, the relatively high reliability coefficients warranted additional examination of indicator redundancy and construct distinctiveness.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

Variabel	CA	DC	EO	OA
Competitive Advantage				
Dynamic Capability	0.450			
Entrepreneurial Orientation	0.461	0.492		
Organizational Agility	0.517	0.463	0.478	

Notes: HTMT values below 0.90 indicate that discriminant validity has been established.

Source: Processed data by the authors (2026)

Table 5. Fornell-Larcker criterion

Variabel	CA	DC	EO	OA
Competitive Advantage	0.828			
Dynamic Capability	0.433	0.837		
Entrepreneurial Orientation	0.466	0.473	0.830	
Organizational Agility	0.497	0.437	0.459	0.854

Notes: The diagonal values represent the square root of AVE.

Source: Processed data by the authors (2026).

Table 6. Inner VIF (Structural Collinearity Assessment)

Predictor	Endogenous Construct	VIF
DC	CA	1.410
DC	EO	1.000
DC	OA	1.000
EO	CA	1.429
OA	CA	1.386

Notes: VIF values below 3.00 indicate no critical collinearity issues among the predictor constructs.

Source: Processed data by the authors (2026)

All inner VIF values ranged from 1.000 to 1.429, indicating that collinearity among the predictor constructs was not a concern in the structural model. The structural model explained 22.4% of the variance in entrepreneurial orientation, 19.9% in organizational agility, and 33.4% in competitive advantage.

Table 7. Assessment of Explanatory Power (R^2) and Predictive Relevance (Q^2)

Endogenous Variable	R^2	Description	Q^2	Predictive Relevance
Entrepreneurial Orientation	0.224	Weak	0.151	$Q^2 > 0$ (Proven)
Organizational Agility	0.199	Weak	0.140	$Q^2 > 0$ (Proven)
Competitive Advantage	0.334	Moderate	0.224	$Q^2 > 0$ (Proven)

Notes: R^2 threshold values of 0.67, 0.33, and 0.19 indicate substantial, moderate, and weak explanatory power, respectively (Chin, 1998). Q^2 values were obtained from the blindfolding procedure using an omission distance of $d = 7$.

Source: Processed data by the authors (2026)

The structural model was evaluated using R^2 for explanatory power and Stone-Geisser Q^2 for predictive relevance. The model explains 33.4% of Competitive Advantage ($R^2 = 0.334$), 22.4% of Entrepreneurial Orientation ($R^2 = 0.224$), and 19.9% of Organizational Agility ($R^2 = 0.199$). These results indicate moderate explanatory power for Competitive Advantage but limited variance explained in Entrepreneurial Orientation and Organizational Agility, suggesting that other environmental and internal factors also contribute to these constructs.

Regarding predictive relevance, blindfolding results yielded construct-specific Q^2 values of 0.224 for Competitive Advantage, 0.151 for Entrepreneurial Orientation, and 0.140 for Organizational Agility. Because all construct-specific Q^2 values are strictly greater than zero ($Q^2 > 0$), the structural model demonstrates sufficient in-sample predictive relevance for all endogenous constructs.

Table 8. Effect Size (f^2)

Relationship	f^2 *	Intepretation
DC → CA	0.040	Small
DC → EO	0.288	Medium
DC → OA	0.249	Medium
EO → CA	0.047	Small

OA → CA 0.107 Small

Notes: f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effect sizes, respectively.

Source: Processed data by the authors (2026).

The effect size analysis shows that dynamic capability has a medium effect on entrepreneurial orientation ($f^2 = 0.288$) and organizational agility ($f^2 = 0.249$). In contrast, the effects of dynamic capability ($f^2 = 0.040$), entrepreneurial orientation ($f^2 = 0.047$), and organizational agility ($f^2 = 0.107$) on competitive advantage are relatively small.

Table 9. Direct Effect Results

Variable Relationship	Coefficient	STDEV	T-Statistics	P-values	95% BCCI
DC → CA	0.193	0.071	2.718	0.007	(0.044, 0.343)
DC → EO	0.473	0.086	5.502	0.000	(0.276, 0.617)
DC → OA	0.447	0.090	4.945	0.000	(0.248, 0.598)
EO → CA	0.211	0.072	2.913	0.004	(0.069, 0.352)
OA → CA	0.314	0.078	4.010	0.000	(0.149, 0.457)

Notes: The total effect of DC → CA is $\beta = 0.433$ ($STDEV = 0.091$, $t = 4.752$, $p < 0.001$).

Source: Processed data by the authors (2026)

Direct hypothesis testing was conducted using a bootstrapping procedure with 5,000 resamples. As presented in Table 9, all five direct paths (H1 to H5) are statistically significant at $p < 0.05$. After controlling for indirect pathways through Entrepreneurial Orientation and Organizational Agility, the residual direct effect of Dynamic Capability on Competitive Advantage remains positive and statistically significant ($\beta = 0.193$, $SD = 0.071$, $t = 2.718$, $p = 0.007$, 95% BCCI [0.044, 0.343]), supporting H1. Note that the total effect of Dynamic Capability on Competitive Advantage equals 0.433 ($t = 4.752$, $p < 0.001$).

Furthermore, Dynamic Capability significantly drives Entrepreneurial Orientation ($\beta = 0.473$, $SD = 0.086$, $t = 5.502$, $p < 0.001$, 95% BCCI [0.276, 0.617]) and Organizational Agility ($\beta = 0.447$, $SD = 0.090$, $t = 4.945$, $p < 0.001$, 95% BCCI [0.248, 0.598]), supporting H2 and H3, respectively. Both mediating constructs also exert direct positive impacts on Competitive Advantage: Entrepreneurial Orientation ($\beta = 0.211$, $SD = 0.072$, $t = 2.913$, $p = 0.004$, 95% BCCI [0.069, 0.352]) and Organizational Agility ($\beta = 0.314$, $SD = 0.078$, $t = 4.010$, $p = 0.001$, 95% BCCI [0.149, 0.457]), confirming H4 and H5.

Table 10. Indirect Effect Results

Variable Relationship	Direct Effect	Indirect Effect	SD	T	P-values	95% BCCI	Mediation Type
DC → EO → CA	0.193	0.100	0.041	2.427	0.015	(0.031, 0.194)	Complementary
DC → OA → CA	0.193	0.140	0.048	2.925	0.003	(0.056, 0.247)	Complementary

Notes: SD = Standard Deviation; BCCI = Bias-Corrected Confidence Interval. Bootstrap resamples = 5,000. Significance level at $p < 0.05$.

Source: Processed data by the authors (2026)

To test the indirect mechanisms, a bootstrapping procedure with 5,000 resamples was performed. As shown in Table 10, Entrepreneurial Orientation significantly mediates the relationship between Dynamic Capability and Competitive Advantage ($\beta_{\text{indirect}} = 0.100$, $SD = 0.041$, $t = 2.427$, $p = 0.015$, 95% BCCI [0.031, 0.194]), supporting H6. Similarly, Organizational Agility significantly mediates the path from Dynamic Capability to Competitive Advantage ($\beta_{\text{indirect}} = 0.140$, $SD = 0.048$, $t = 2.925$, $p = 0.003$, 95% BCCI [0.056, 0.247]), supporting H7. Following the mediation typology of Zhao et al. (2011) and Hair et al. (2018), because both the residual direct effect ($\beta = 0.193$, $p = 0.007$) and the specific indirect effects (H6 and H7) are statistically significant and point in the same positive direction, both Entrepreneurial Orientation and Organizational Agility serve as complementary partial mediators.

4.2. Discussion

The empirical results confirm that Dynamic Capability is positively associated with Competitive Advantage both directly and through two distinct, complementary mediating pathways. Specifically, after accounting for the indirect mechanisms, the residual direct effect of Dynamic Capability on Competitive Advantage remains statistically significant ($\beta = 0.193$, $p = 0.007$, 95% BCCI [0.044, 0.343]). When combined with the total indirect effect ($\beta = 0.240$, $p < 0.001$), the total effect of Dynamic Capability reaches $\beta = 0.433$ ($p < 0.001$). This demonstrates that while Dynamic Capability exerts a substantial overall influence, its transformation into sustained Competitive Advantage relies heavily on strategic and operational routines within the firm.

The indirect effect analysis highlights two complementary transmission mechanisms. First, Entrepreneurial Orientation acts as a strategic entrepreneurial pathway ($\beta = 0.100$, $p = 0.015$, 95% BCCI [0.031, 0.194]), through which businesses translate sensing and seizing capabilities into innovative, proactive, and risk-taking actions. Second, Organizational Agility serves as an operational response pathway ($\beta = 0.140$, $p = 0.003$, 95% BCCI [0.056, 0.247]), enabling rapid, flexible adjustments in core business processes. Because both residual direct and specific indirect effects are statistically significant and positive, the findings establish a pattern of complementary partial mediation (Zhao et al., 2011; Hair et al., 2018). This indicates that entrepreneurial strategic posture and operational agility complement rather than fully absorb the direct competitive value derived from dynamic capabilities.

The structural model shows moderate predictive relevance, with Q^2 values of 0.151 (EO), 0.140 (OA), and 0.224 (CA). For non-hotel accommodation businesses, these dual pathways are essential in a volatile market shaped by changing tourist preferences, digital booking platforms, dynamic pricing, and evolving service expectations. Thus, operators must combine entrepreneurial initiative to capture opportunities with organizational agility to respond quickly to market disruptions.

4.2.1 Dynamic Capability Positively Influence Competitive Advantage

The empirical findings confirm a positive and statistically significant residual direct relationship between Dynamic Capability and Competitive Advantage among non-hotel accommodation businesses in Batu City ($\beta = 0.193$, $SD = 0.071$, $t = 2.718$, $p = 0.007$, 95% BCCI [0.044, 0.343]), supporting H1. Although the total effect of Dynamic Capability is substantial ($\beta = 0.433$, $t = 4.752$, $p < 0.001$), the residual direct effect reflects its unique, unmediated contribution after controlling for Entrepreneurial Orientation and Organizational Agility. The direct effect size is relatively small ($f^2 = 0.040$), indicating that while dynamic capabilities

directly enhance competitive standing, their impact is largely realized through indirect operational and strategic pathways.

In Batu City, this relationship is shaped by changing tourist preferences, digital booking platforms, online reviews, seasonal demand, and price competition. Strong sensing and change-implementation capabilities help businesses adjust services, pricing, and resource allocation. Descriptive results support this pattern, with strategic sense-making and change implementation scoring highest for Dynamic Capability, while cost leadership and service quality were the strongest Competitive Advantage dimensions. As most businesses operate on a small scale (1–5 rooms), their lean structures enable rapid resource reconfiguration despite limited resources.

From the Resource-Based View (RBV) perspective, internal capabilities form the essential foundation for sustainable competitive advantage, whereas Dynamic Capability Theory (DCT) explains how these foundational routines are continuously sensed, seized, and reconfigured in response to external turbulence. The findings are consistent with prior empirical research demonstrating a positive relationship between dynamic capability and competitive (Derisco et al., 2025; Linh & Uyen, 2024; Rinthaisong & Duangtong, 2024). Rather than implying a deterministic causal link, the results confirm that well-developed dynamic capabilities directly bolster the competitive posture of micro- and small-scale accommodation providers.

4.2.2. Dynamic Capability Positively Influences Entrepreneurial Orientation

The results indicate that dynamic capabilities positively influence entrepreneurial orientation. Non-hotel accommodation businesses with stronger abilities to detect market changes, learn, and reconfigure resources tend to demonstrate greater entrepreneurial behaviors, including innovation, proactiveness, and risk-taking. These capabilities help firms identify opportunities and respond more effectively to environmental changes.

These findings support the Dynamic Capabilities Theory, which emphasizes that organizational capabilities play a crucial role in driving strategic and entrepreneurial behavior (Teece, 2007). These results are also consistent with previous research that found a positive relationship between dynamic capabilities and entrepreneurial orientation (Azzam et al., 2023; Maulidina et al., 2023). Therefore, dynamic capabilities can be considered an important prerequisite for strengthening entrepreneurial orientation among non-hotel accommodation businesses.

4.2.3. Dynamic Capability Positively Influences Organizational Agility

The empirical results strongly support H3, confirming that Dynamic Capability directly and positively drives Organizational Agility ($\beta = 0.447$, $SD = 0.090$, $t = 4.945$, $p < 0.001$, 95% BCCI [0.248, 0.598]). The effect size assessment yields an f^2 value of 0.249, indicating a medium effect size (Cohen, 1988) and verifying dynamic capability as a crucial driver for operational flexibility. In Batu City's dynamic market, micro-scale accommodation operators (1–5 rooms) leverage flatter structures to rapidly convert sensed market data into real-time operational adjustments, such as dynamic OTA rate modifications, flexible housekeeping, and immediate responses to digital guest reviews.

These findings align with Dynamic Capabilities Theory (Teece, 2007) and consistent empirical literature (Li, 2022; Zitkiene & Deksnys, 2018), confirming that higher-order capabilities provide the necessary foundation to sustain operational agility in fast-changing hospitality environments.

4.2.4 Entrepreneurial Orientation Positively Influences Competitive Advantage

The results show that entrepreneurial orientation positively influences competitive advantage. Non-hotel accommodation businesses with higher innovativeness, proactiveness, and risk-taking are more likely to achieve and sustain competitive advantage. These entrepreneurial behaviors help firms identify opportunities, develop innovative services, and respond proactively to customer needs, strengthening their competitive position.

This finding supports the Resource-Based View (RBV), which suggests that strategic capabilities and organizational behaviors can serve as important sources of competitive advantage (Barney, 1991; Barney, 2001). The result is also consistent with previous studies that found a positive relationship between entrepreneurial orientation and competitive advantage (Mahmuddin, Fauzi et al., 2026; Meekaewkunchorn et al., 2021). Therefore, entrepreneurial orientation can be considered an important strategic capability for enhancing competitive advantage in the non-hotel accommodation sector.

4.2.5 Organizational Agility Positively Influences Competitive Advantage

The structural model analysis provides strong empirical support for H5 ($\beta = 0.314$, $SD = 0.078$, $t = 4.010$, $p < 0.001$, 95% BCCI [0.149, 0.457], $f^2 = 0.107$). Notably, Organizational Agility exhibits the strongest direct coefficient among all three predictors of Competitive Advantage ($\beta = 0.314$ vs. EO's $\beta = 0.211$ and DC's residual $\beta = 0.193$). For small-scale accommodation operators in Batu City, this operational agility translates directly into real-time execution such as dynamic OTA rate modifications, flexible check-in routines, and rapid customer feedback resolution enhancing both service quality differentiation and cost efficiency.

These results strongly align with Dynamic Capabilities Theory (Barney, 1991; Barney, 2001) and empirical literature (Mulyono & Syamsuri, 2023; Nsour, 2021), validating organizational agility as the critical operational leverage point through which dynamic capabilities are converted into sustained competitive advantage.

4.2.6 Mediation Effect

The bootstrapping procedure with 5,000 resamples provides robust empirical support for both mediating hypotheses (H6 and H7). Specifically, Entrepreneurial Orientation significantly mediates the relationship between Dynamic Capability and Competitive Advantage ($\beta_{\text{indirect}} = 0.100$, $SD = 0.041$, $t = 2.427$, $p = 0.015$, 95% BCCI [0.031, 0.194]), supporting H6. Simultaneously, Organizational Agility exerts a significant indirect mediating effect on the relationship between Dynamic Capability and Competitive Advantage ($\beta_{\text{indirect}} = 0.140$, $SD = 0.048$, $t = 2.925$, $p = 0.003$, 95% BCCI [0.056, 0.247]), supporting H7. Combined, these two pathways account for a total indirect effect of $\beta = 0.240$ ($t = 4.286$, $p < 0.001$).

Following the mediation testing framework of Zhao et al. (2011) and Hair et al. (2021), because both the residual direct effect ($\beta = 0.193$, $p = 0.007$) and the specific indirect effects (H6 and H7) are statistically significant and point in the same positive direction, the structural model demonstrates complementary partial mediation. This implies that while Dynamic Capability directly bolsters Competitive Advantage, a substantial portion of its total impact (0.240 out of the 0.433 total effect) is transmitted through intermediate strategic and operational mechanisms.

These findings establish a dual-pathway mediation framework for the non-hotel accommodation sector. Entrepreneurial Orientation provides a strategic pathway, converting sensing and seizing capabilities into innovation, proactive market expansion, and calculated risk-taking. Organizational Agility provides an operational pathway, enabling rapid adjustments such as dynamic OTA pricing, responses to digital reviews, and flexible guest services. Thus, dynamic capabilities must be translated into strategic and operational actions

to strengthen competitive advantage, consistent with prior research (Azzam et al., 2023; Rahmayanti & Pratiwi, 2023).

5. Conclusion and Suggestion

5.1 Conclusion

This study investigates the structural relationships among dynamic capability, entrepreneurial orientation, organizational agility, and competitive advantage in the non-hotel accommodation sector in Batu City. The empirical findings confirm that dynamic capability significantly enhances competitive advantage, both directly and through two complementary mediating mechanisms. Specifically, dynamic capability acts as a foundational higher-order resource that directly supports firm competitiveness while simultaneously driving entrepreneurial strategic behavior and operational flexibility.

Furthermore, the results demonstrate that entrepreneurial orientation and organizational agility directly and positively influence competitive advantage. Entrepreneurial orientation functions as a strategic pathway, enabling small-scale accommodation providers to innovate, act proactively, and engage in calculated risk-taking. Concurrently, organizational agility serves as an operational pathway, allowing firms to react flexibly and rapidly to fluctuating market dynamics, customer preferences, and digital channel pressures (David J. Teece, 2007; Lumpkin & Dess, 1996).

Finally, the structural assessment confirms a complementary partial mediation framework. The overall contribution of dynamic capability to competitive advantage is substantially realized through the dual indirect pathways of entrepreneurial orientation and organizational agility. These findings demonstrate that while dynamic capabilities are indispensable, their full competitive value is unlocked when non-hotel accommodation operators effectively translate underlying sensing and reconfiguring routines into a proactive strategic posture and rapid operational execution.

5.2 Suggestion

Based on the findings of this study, non-hotel accommodation businesses in Batu City are encouraged to strengthen their dynamic capability by enhancing their ability to identify market opportunities, improve organizational learning, and continuously reconfigure organizational resources. Business owners and managers should also prioritize innovation, strategic flexibility, and adaptation to changing customer preferences and market conditions to sustain their competitive advantage.

Furthermore, non-hotel accommodation businesses should develop entrepreneurial orientation and organizational agility as strategic capabilities that support business competitiveness. Efforts to encourage innovative thinking, proactive behavior, and responsiveness to environmental changes can help businesses create differentiated services and respond more effectively to market dynamics. Strengthening these capabilities may also improve organizational performance and long-term business sustainability.

For future research, it is recommended to expand the scope of the study by involving a larger sample size and different tourism destinations or hospitality sectors. Future studies may also consider incorporating additional variables, such as digital capability, innovation capability, market orientation, or environmental uncertainty, to provide a more comprehensive understanding of the factors influencing competitive advantage in the hospitality industry.

6. Limitations and Future Research

Several methodological and contextual limitations should be considered when interpreting the findings of this study. First, the empirical investigation was geographically confined to non-hotel accommodation businesses in Batu City, Indonesia. Given the unique tourism characteristics and lean scale of micro-accommodation operators in this region, the generalizability of the findings to larger hospitality formats (e.g., star-rated hotels or resorts) or different geographical destinations may be limited. Second, this study utilized a cross-sectional research design, capturing managerial perceptions at a single point in time. Consequently, while PLS-SEM establishes structural associations, a cross-sectional approach cannot fully track how dynamic capabilities, strategic orientations, and agility evolve over time or respond to acute market shocks.

Third, although the structural model established statistically significant paths and moderate predictive relevance ($Q^2 = 0.224$ for Competitive Advantage), a portion of the variance in firm performance remains unexplained by the constructs evaluated in this study. This indicates that additional internal and external factors influence competitive positioning within the small-scale hospitality sector.

To address these limitations, future research should expand the geographical scope and test the proposed model across diverse regional tourist destinations and accommodation scales to enhance external validity. Methodologically, future studies are encouraged to adopt longitudinal or mixed-methods research designs to capture the temporal dynamics and execution mechanisms of these organizational routines over time. Finally, researchers may incorporate additional boundary conditions and emerging constructs into the framework such as digital capability, environmental dynamism, platform governance, and business resilience to build a more comprehensive model of competitive advantage in the rapidly evolving digital tourism ecosystem.

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