

Original Article

The Influence of Organizational Factors and Customer Orientation on Hotel Performance through Hotel Customer Orientation Agility in Star-Rated Hotels in Central Java

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Abstract:

The hotel industry in Central Java faces intense competition due to increasing tourist destinations, rising customer expectations, and dynamic business environments. This condition requires hotels to develop customer-based strategic agility, known as Hotel Customer Orientation Agility, to enhance performance. This study aims to examine the influence of Organizational Factors and Customer Orientation on Hotel Performance, with Hotel Customer Orientation Agility as a mediating variable. A quantitative causal research design was employed using a survey of 134 managerial-level employees of five-star hotels in Central Java, selected through purposive sampling. Data were collected using a five-point Likert scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The results show that Organizational Factors and Customer Orientation have a significant positive effect on Hotel Customer Orientation Agility. Customer Orientation has a significant direct effect on Hotel Performance, while Organizational Factors do not. Hotel Customer Orientation Agility has a significant effect on Hotel Performance and mediates the relationship between Organizational Factors and Customer Orientation with Hotel Performance. These findings indicate that hotel performance is enhanced primarily through customer-based agility rather than direct organizational effects, providing both theoretical insights and practical guidance for hotel management.

Keywords: Organizational Factor, Customer Orientation, Hotel Customer Orientation Agility, Hotel Performance

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Introduction

Tourism plays a vital role in the economies of many countries. It is an integral

part of human life, particularly in relation to social and economic activities, and is a crucial source of income for a country ([Fadilla, 2024](#)). The hotel industry in Central Java has shown significant growth in line with the region's increasing tourism potential. Data from the Central Statistics Agency 2024 recorded more than 2,320 hotels and accommodation units in Central Java, with the number of new hotels increasing by 11.75% compared to the previous year. This rapid growth has created increasingly fierce competition among hotels, both among star-rated hotels and with informal accommodation such as guest houses and homestays.

According to [Ranjbari et al., \(2020\)](#), in the hospitality and tourism industry, the need for service quality is higher than in other sectors because this sector faces increasing tourist expectations. Hotel management must find new ways to improve guest satisfaction, considering that each visitor has several expectations ([Al-Laymoun et al., 2020](#)). This causes hotel management to need Hotel Customer Orientation Agility as the ability to strategically adapt and respond to changing customer needs to achieve long-term business goals and competitive advantage ([Guo, 2025](#)).

Hotel Customer Orientation Agility is defined as strategic agility, a continuous development activity and a critical component of organizational performance and customer orientation ([Alkandi & Majeed, 2024](#)). Meanwhile, Hotel Performance is a Key Performance Indicator (KPI) used to measure a hotel's effectiveness and success in various aspects of its business, such as occupancy rates, revenue, guest satisfaction, operational efficiency, and employee satisfaction ([Menicucci & Paolucci, 2023](#)).

Hotel performance and customer orientation agility can be influenced by several other factors, such as organizational factors and customer orientation. According to [Koehorst et al., \(2021\)](#), organizational factors are elements, characteristics, and internal conditions within an organization that can influence its operations, performance, culture, and effectiveness in achieving its goals. Meanwhile, customer orientation is a business approach that places customers at the center of all company activities and decisions, with a focus on understanding, meeting, and even exceeding their needs and desires to create value and positive experiences that build long-term relationships ([Pardim et al., 2024](#)).

Despite the growing number of studies examining organizational factors, customer orientation, and hotel performance, empirical findings remain inconsistent, particularly regarding the direct influence of organizational factors on performance outcomes in the hospitality industry. Previous studies have largely examined these relationships in isolation and have paid limited attention to the strategic mechanisms through which internal organizational conditions and customer-oriented strategies are transformed into superior performance.

This study addresses this gap by positioning Hotel Customer Orientation Agility as a mediating capability that links Organizational Factors and Customer Orientation to Hotel Performance. Drawing on the Resource-Based View and Dynamic Capability perspectives, this research argues that organizational resources and customer-oriented strategies do not directly enhance performance unless they are activated through customer-based agility. By empirically testing this mechanism in the context of five-star hotels in Central Java, this study contributes to the hospitality management literature by clarifying the role of agility as a transformational capability and providing evidence from an emerging tourism market.

Hypothesis Development

The Influence of Organizational Factors on Hotel Customer Orientation Agility

Organizational factors are elements, characteristics, and internal conditions within an organization that can influence its operations, performance, culture, and effectiveness in achieving goals ([Koehorst et al., 2021](#)). Research by [Park & Cho \(2022\)](#) indicates that organizational factors influence hotel customer orientation agility. This contrasts with research by [Fatonah et al., \(2021\)](#), which found that organizational factors had no significant effect on hotel customer orientation agility. The following hypothesis is proposed:

H1: Organizational Factors have a significant influence on Hotel Customer Orientation Agility

The Influence of Customer Orientation on Hotel Customer Orientation Agility

Customer Orientation is a business approach that places customers at the center of all company activities and decisions, with a focus on understanding, fulfilling, and even exceeding their needs and desires in order to create value and positive experiences that build long-term relationships ([Pardim et al., 2024](#)). [Guo \(2025\)](#) research found that Customer Orientation has an influence on Hotel Customer Orientation Agility. However, this differs from [Park & Keuntae \(2022\)](#) research, which proved there was no significant influence between Customer Orientation and Hotel Customer Orientation Agility. The following hypotheses are proposed:

H2: Customer Orientation has a significant influence on Hotel Customer Orientation Agility

The Influence of Organizational Factors on Hotel Performance

Organizational factors are a set of conditions, characteristics, and internal mechanisms of an organization, such as organizational structure, work systems, policies, culture, communication patterns, and leadership, that determine the effectiveness of achieving organizational goals ([Baquero, 2025](#)). The relationship between organizational factors and hotel performance is proven by research by [Khalil et al., \(2023\)](#) and [Ali et al., \(2020\)](#), which proves that organizational factors have a significant effect on hotel performance. However, this differs from research by [Sarwar & Muhammad \(2020\)](#), which states that there is no significant influence between organizational factors and hotel performance. The following hypotheses are proposed:

H3: Organizational Factors have a significant influence on Hotel Performance

The Influence of Customer Orientation on Hotel Performance

Customer Orientation is a concept and attitude within an organization that places customers at the center of every decision-making process, strategic planning, and operational implementation ([Templer et al., 2020](#)). The relationship between customer orientation and hotel performance is proven by research by [Dah et al., \(2023\)](#) and [Sampaio et al., \(2019\)](#), which proves that customer orientation has a significant effect on hotel performance. This contrasts with research by [Bekata &](#)

[Kero \(2025\)](#), which states that customer orientation does not have a significant effect on hotel performance. The following hypothesis is proposed:

H4: Customer Orientation has a significant influence on Hotel Performance

The Influence of Hotel Customer Orientation Agility on Hotel Performance

Hotel Customer Orientation Agility is a hotel's ability to integrate customer orientation with organizational agility to respond quickly, precisely, and flexibly to guest needs, preferences, and behavioral changes ([Ofori, 2024](#)). Research by [Ortega et al., \(2025\)](#) states that Hotel Customer Orientation Agility has a significant effect on Hotel Performance. This contrasts with research by [Sentoso et al., \(2024\)](#) which states that Hotel Customer Orientation Agility does not have a significant effect on Hotel Performance. The following hypotheses are proposed:

H5: Hotel Customer Orientation Agility has a significant influence on Hotel Performance

The Influence of Organizational Factors and Customer Orientation on Hotel Performance through Hotel Customer Orientation Agility

The Influence of Organizational Factors and Customer Orientation on Hotel Performance through Hotel Customer Orientation Agility shows that hotel performance is not only determined by resources and market orientation alone, but also by the hotel's ability to be agile and adaptive in responding to customer needs. Meanwhile, customer orientation serves as a strategic direction that places guests as the center of attention in every hotel activity, from service design to performance evaluation. When this customer orientation is supported by adequate organizational factors, hotels will be able to build hotel customer orientation agility, namely the ability to quickly capture changes in guest preferences and adjust services appropriately. The following hypothesis is proposed:

H6: Organizational Factors have a significant influence on Hotel Performance through Hotel Customer Orientation Agility

H7: Customer Orientation have a significant influence on Hotel Performance through Hotel Customer Orientation Agility

Methods

The research paradigm used in this study is the post-positivism paradigm, which views social reality as objective but imperfectly understandable, thus truth is probabilistically obtained through empirical testing ([Creswell, 2022](#)). The target population of this study comprises owners of five-star hotels in Central Java. The sample was selected using purposive sampling, a nonprobability technique in which participants are chosen based on predefined criteria relevant to the research objectives. The inclusion criteria for respondents were as follows: (a) the hotel must have been in operation for at least three years, and (b) the hotel must be classified as a five-star establishment. Based on these criteria, the final sample comprises 134 respondents. Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS software.

Table 1. Operational Definition of Variables

Variable	Operational Definition	Indicator
Organizational Factor	Internal elements, characteristics, and conditions within an organization that influence the organization's operations, performance, culture, and effectiveness in achieving goals (Koehorst et al., 2021)	<ol style="list-style-type: none"> 1. Operational skills; 2. Information management; 3. Communication; 4. Collaboration; 5. Creativity; 6. Critical thinking; 7. Problem solving
Customer Orientation	A business approach that places customers at the center of all organizational activities and decisions to understand, meet, and exceed customer needs and expectations in order to build long-term relationships (Pardim et al., 2024)	<ol style="list-style-type: none"> 1. Clearly defined customers' needs; 2. Regular analysis of customer complaints; 3. Customer engagement; 4. Prioritising customers' needs; 5. Awareness of customers' expectations; 6. Customers' involvement; 7. Surpasses customers' expectations; 8. Management spends time with customers; 9. Responsive to customers' complaints
Hotel Customer Orientation Agility	The strategic ability of hotels to quickly detect and respond to changing customer needs and innovate in services on an ongoing basis (Guo, 2025)	<ol style="list-style-type: none"> 1. Sensing agility; 2. Responding agility; 3. Service innovation agility
Hotel Performance	The level of effectiveness and success of a hotel is measured through financial and operational indicators to drive growth and profitability (Menicucci & Paolucci, 2023)	<ol style="list-style-type: none"> 1. Investment; 2. Profitability; 3. Funding sources; 4. Operating indicator; 5. Financial information

Source: Processed Data (2025)

Results

The following are the results of descriptive analysis of research respondents, including:

Table 2. Operational Definition of Variables

No	Characteristics	Frequency	Percentage	
1	Gender	Man	56	41,8
		Female	78	58,2
	Total	134	100	
2	Age	< 25 Year	45	33,6
		26 – 35 Year	49	36,6
		> 45 Year	40	29,9
	Total	134	100	

Source: Processed Data (2025)

Based on the descriptive analysis, the majority of respondents were female (78 people) (58.2%). Meanwhile, 56 respondents were male (41.8%). Furthermore, the majority of respondents were aged 26-35 (49 people) (36.6%). Then, respondents aged <25 years old (45 people) (33.6%). The remaining respondents were aged >45 years old (40 years) (29.9%).

Outer Model

Convergent Validity

If the Loading Factor/Original Sample value is above 0.6 then it is declared valid ([Creswell, 2022](#))

Table 3. Convergent Validity

Variable	Item	Original Sample	Note
Organizational Factor (X1)	X1.1	0.835	Valid
	X1.2	0.886	
	X1.3	0.839	
	X1.4	0.788	
	X1.5	0.823	
	X1.6	0.689	
	X1.7	0.706	
Customer Orientation (X2)	X2.1	0.811	
	X2.2	0.817	
	X2.3	0.807	
	X2.4	0.735	
	X2.5	0.862	
	X2.6	0.785	
	X2.7	0.864	
Hotel Customer Orientation Agility (Z)	Z.1	0.811	
	Z.2	0.849	
	Z.3	0.837	
Hotel Performance (Y)	Y.1	0.771	
	Y.2	0.832	

Variable	Item	Original Sample	Note
	Y.3	0.723	
	Y.4	0.846	
	Y.5	0.889	

Source: Processed Data (2025)

All indicators for each variable are deemed valid as they all exhibit convergent validity values exceeding 0.6.

Discriminant Validity

If the Average Variance Extracted (AVE) value is above 0.5 then it is declared valid (Creswell, 2022)

Table 4. Discriminant Validity

Variable	AVE
Organizational Factor (X1)	0,637
Customer Orientation (X2)	0,660
Hotel Customer Orientation Agility (Z)	0,693
Hotel Performance (Y)	0,663

Source: Processed Data (2025)

The AVE values for all indicator blocks exceed 0.5, indicating the constructs valid.

Reliability Test

If the Cronbach Alpha and Composite Reliability values are above 0.7 then it is declared reliable (Creswell, 2022)

Table 5. Reliability Test

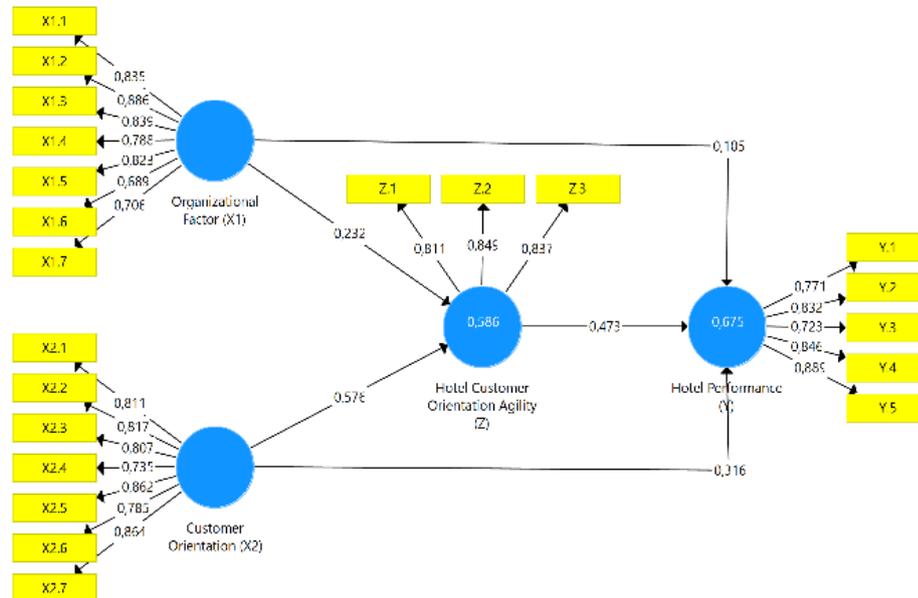
Variable	Cronbach Alpha	Composite Reliability
Organizational Factor (X1)	0,905	0,924
Customer Orientation (X2)	0,914	0,931
Hotel Customer Orientation Agility (Z)	0,780	0,871
Hotel Performance (Y)	0,872	0,907

Source: Processed Data (2025)

Based on the table above, the composite reliability and Cronbach's alpha values for all research variables exceed 0.70, indicating that the measurement scales are reliable.

Inner Model

The inner model, also known as the structural model, is the component of structural equation modeling that represents the causal relationships among latent variables. The estimated structural model is as follows:



Source: Processed Data (2025)

Figure 1. Output PLS

Based on the figure above, it is evident that Hotel Customer Orientation Agility (Z) influenced by two exogenous latent variables: Organizational Factor (X1) and Customer Orientation (X2). Then Hotel Performance (Y) is influenced by three exogenous latent variables: Organizational Factor (X1), Customer Orientation (X2) and Hotel Customer Orientation Agility (Z). The corresponding structural equation representing these relationships is as follows:

$$Z = 0,232 X1 + 0,576 X2$$

$$Y = 0,105 X1 + 0,316 X2 + 0,473 Z$$

Here are some tests on the inner model:

R-Square

Changes in the R^2 value can be used to assess the substantive impact of specific independent latent variables on a dependent latent variable. In the structural model, an R^2 of 0.75 for an endogenous latent variable indicates a "strong" model, an R^2 of 0.50 denotes a "moderate" model, and an R^2 of 0.25 suggests a "weak" model ([Chin, 1998](#))

Table 6. R-Square

Variable	R-Square
Hotel Customer Orientation Agility (Z)	0,580
Hotel Performance (Y)	0,668

Source: Processed Data (2025)

Based on the R² test results above, the combined effect of Organizational Factor (X₁) and Customer Orientation (X₂) on Hotel Customer Orientation Agility (Z) yields an R² value of 0.580. This indicates that the model is classified as "moderate" category. The combined effect of Organizational Factor (X₁), Customer Orientation (X₂) and Hotel Customer Orientation Agility (Z) on Hotel Performance (Y) yields an R² value of 0.668. This indicates that the model is classified as "moderate" category

Q-Square

Q² (Q-square) is used to assess the overall predictive relevance of the model. A Q² value between 0,02 and 0,15 is considered small, between 0,15 and 0,35 is regarded as medium, and a value of 0,35 or higher is classified as large (Hair, 2022). The Q² calculation is as follows:

$$\begin{aligned} Q^2 &= 1 - [(1 - R_1) * (1 - R_2)] \\ &= 1 - [(1 - 0,580) (1 - 668)] \\ &= 1 - [(0,139)] \\ &= 0,861 \end{aligned}$$

The results of the Q² calculation show that the Q² value is 0.861, which indicates that the Q² value is in the "Strong" category.

Hypothesis Test

If the t statistic value is > 1.96 then it is stated that there is a significant relationship between the variables.

Table 7. Hypothesis Test

Variable Relationship	Original Sample	T Statistic	P Value
Organizational Factor (X ₁) -> Hotel Customer Orientation Agility (Z)	0.232	2.857	0.004
Customer Orientation (X ₂) -> Hotel Customer Orientation Agility (Z)	0.576	7.570	0.000
Organizational Factor (X ₁) -> Hotel Performance (Y)	0.105	1.326	0.186
Customer Orientation (X ₂) -> Hotel Performance (Y)	0.316	3.343	0.001
Hotel Customer Orientation Agility (Z) -> Hotel Performance (Y)	0.473	4.858	0.000
Organizational Factor (X ₁) -> Hotel Customer Orientation Agility (Z) -> Hotel Performance (Y)	0.110	2.577	0.010

Variable Relationship	Original Sample	T Statistic	P Value
Customer Orientation (X2) -> Hotel Customer Orientation Agility (Z) -> Hotel Performance (Y)	0.273	3.819	0.000

Source: Processed Data (2025)

Discussion

The Influence of Organizational Factors on Hotel Customer Orientation Agility

The findings show that Organizational Factor has a statistically significant positive effect on Hotel Customer Orientation Agility, with a t-statistic of 2,857 well above the 1.96 threshold supporting its direct predictive influence. The research results are in line with [Park & Keuntae \(2022\)](#) research which states that Organizational Factors influence Hotel Customer Orientation Agility. Organizational factors create an internal environment that is conducive to the formation of hotel customer orientation agility, namely the hotel's ability to move nimbly, responsively and adaptively in providing customer-oriented services.

Beyond the statistical evidence, this finding can be explained through the lens of dynamic capability theory, which emphasizes the role of internal organizational processes in enabling firms to sense and respond to environmental changes. Organizational factors such as coordination, internal communication, and managerial support enhance a hotel's capacity to translate customer-related information into agile service responses. In the context of five-star hotels, these internal mechanisms are essential for maintaining service consistency while simultaneously adapting to diverse and evolving guest expectations.

The Influence of Customer Orientation on Hotel Customer Orientation Agility

The findings show that Customer Orientation has a statistically significant positive effect on Hotel Customer Orientation Agility, with a t-statistic of 7,570 well above the 1.96 threshold supporting its direct predictive influence. The research results are in line with [Guo \(2025\)](#) research where Customer Orientation has an influence on Hotel Customer Orientation Agility. The stronger the customer orientation of a hotel, the higher the hotel's customer orientation agility, because the hotel is able to move agilely and responsively in creating a stay experience that meets the ever-changing expectations of guests.

This result further indicates that customer orientation functions as a strategic learning mechanism that continuously feeds agility-oriented decision-making. By systematically collecting and utilizing customer feedback, hotels are able to detect shifts in customer preferences at an early stage and respond through service adjustments or innovations. This reinforces the argument that customer orientation is not merely a cultural value, but a critical driver of customer-based agility in highly dynamic hospitality environments.

The Influence of Organizational Factors on Hotel Performance

The findings show that Organizational Factor has a statistically insignificant positive effect on Hotel Performance, with a t-statistic of 1,326 well below the threshold of 1.96 which does not support its direct predictive influence. The research results are in line with [Sarwar & Muhammad \(2020\)](#) who stated that there is no significant influence between Organizational Factors on Hotel Performance. Organizational factors do not influence hotel performance because the influence of internal organizational factors is not always felt directly on hotel performance results, especially when performance is more determined by external and market factors.

The absence of a significant direct effect suggests that organizational factors alone may not immediately translate into performance outcomes. Instead, their contribution appears to be more indirect and contingent upon the presence of adaptive capabilities. In highly competitive hotel markets, performance is often driven by how effectively organizational resources are deployed to address external demands, rather than by internal structures in isolation. This finding highlights the importance of intermediary mechanisms, such as agility, in converting organizational strengths into measurable performance improvements.

The Influence of Customer Orientation on Hotel Performance

The findings show that Customer Orientation has a statistically significant positive effect on Hotel Performance, with a t-statistic of 3,343 well above the 1.96 threshold supporting its direct predictive influence. The research results are in line with the research of [Dah et al., \(2023\)](#) and [Sampaio et al., \(2019\)](#) which prove that Customer Orientation has a significant effect on Hotel Performance. Customer orientation helps hotels anticipate changing market preferences and adjust service strategies appropriately.

From a strategic perspective, customer orientation enables hotels to align their service offerings with market expectations, thereby improving customer satisfaction and loyalty. These outcomes are particularly relevant in the hospitality industry, where repeat visits and positive word-of-mouth play a crucial role in sustaining performance. The significant relationship observed in this study underscores customer orientation as a key market-facing capability that directly contributes to hotel performance.

The Influence of Hotel Customer Orientation Agility on Hotel Performance

The findings show that Hotel Customer Orientation Agility has a statistically significant positive effect on Hotel Performance, with a t-statistic of 4,858 well above the 1.96 threshold supporting its direct predictive influence. The research results are in line with research by [Ortega et al., \(2025\)](#) which states that Hotel Customer Orientation Agility has a significant influence on Hotel Performance. Hotel Customer Orientation Agility has a significant influence on Hotel Performance because the hotel's ability to move agilely and responsively to customer needs directly determines the quality of service and the hotel's competitiveness.

This finding emphasizes agility as a higher-order capability that allows hotels to balance operational efficiency with service customization. Agile hotels are better equipped to adjust service processes in real time, respond to unexpected customer requests, and manage service recovery effectively. Consequently, Hotel Customer

Orientation Agility becomes a decisive factor in enhancing both customer experience and overall hotel competitiveness.

The Influence of Organizational Factors on Hotel Performance through Hotel Customer Orientation Agility

The findings show that Organizational Factor has a statistically significant positive effect on Hotel Performance through Hotel Customer Orientation Agility, with a t-statistic of 2,577 well below the threshold of 1.96 which support its direct predictive influence. Hotel customer-oriented agility then acts as a connecting mechanism that transforms an organization's internal strengths into tangible performance. Through customer-driven agility, hotels are able to respond to changing guest needs and preferences, adapt services quickly, and enhance the quality of the guest experience.

The mediating role of Hotel Customer Orientation Agility indicates that organizational factors contribute to performance only when they are successfully transformed into adaptive service behaviors. This finding supports the argument that internal organizational conditions act as enablers rather than direct drivers of performance, reinforcing the importance of agility as a transformational mechanism within the hotel context.

The Influence of Customer Orientation on Hotel Performance through Hotel Customer Orientation Agility

The findings show that Customer Orientation has a statistically significant positive effect on Hotel Performance through Hotel Customer Orientation Agility, with a t-statistic of 3,819 well below the threshold of 1.96 which support its direct predictive influence. Customer orientation influences hotel performance through hotel customer orientation and agility, as customer orientation is the primary source of a hotel's ability to be agile and adaptive in responding to guest needs. Customer orientation encourages hotels to continuously collect, understand, and utilize information about customer preferences, expectations, and complaints.

This indirect relationship suggests that customer orientation strengthens hotel performance by enhancing the hotel's ability to respond swiftly and accurately to guest needs. By fostering agility, customer-oriented hotels can continuously refine service delivery and innovate customer experiences, thereby achieving superior performance outcomes in dynamic tourism markets.

Conclusion

Based on the results of the hypothesis testing and discussion, it is known that Hotel Customer Orientation Agility can be significantly influenced by Organizational Factors and Customer Orientation. Then, Hotel Performance can be significantly influenced by Customer Orientation, but Hotel Performance cannot be influenced by Organizational Factors. Hotel Customer Orientation Agility is able to significantly mediate the relationship between Organizational Factors and Customer Orientation on Hotel Performance. Theoretically, the implications of this study strengthen the perspectives of Dynamic Capability theory and Resource-Based View theory in the context of the hospitality industry. The finding that Hotel Customer Orientation Agility is significantly influenced by Organizational Factors and Customer Orientation indicates that customer-based agility capabilities are the

result of the interaction between the organization's internal strengths and strategic orientation towards the market. Furthermore, the insignificant direct influence of Organizational Factors on Hotel Performance provides an important theoretical contribution by confirming that organizational factors act more as enablers than direct drivers of performance. The influence of organizational factors only becomes significant when mediated by Hotel Customer Orientation Agility which functions as a mechanism for transforming internal resources into tangible performance.

The practical implication of the research is to provide strategic direction for hotel management that improving performance is not enough just by strengthening the organizational structure, systems, or work culture internally. Organizational factors need to be directed to support the formation of customer orientation agility, such as by creating a flexible structure, empowering frontline employees, responsive leadership, and optimal utilization of customer information technology. The finding that Customer Orientation has a significant direct effect on Hotel Performance demonstrates the importance of making customers the center of hotel business strategy. Hotel management needs to consistently understand guest needs and preferences, manage customer feedback, and implement personalized and adaptive services. Furthermore, because Hotel Customer Orientation Agility is proven to mediate the relationship between Organizational Factors and Customer Orientation on Hotel Performance, hotels are advised to invest in developing service agility, such as employee training in quick decision-making, improving cross-departmental coordination, and implementing a real-time service response system.

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