



Print ISSN: 1738-3110 / Online ISSN 2093-7717
 JDS website: <http://accesson.kr/jds>
<http://doi.org/10.15722/jds.23.08.202508.101>

SME Hotel Business Performance: Entrepreneurship, Distribution-Centric Recovery, and Trade-Oriented Network Relations Strategies

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Received: June 01, 2025. Revised: July 03, 2025. Accepted: August 05, 2025.

Abstract

Purpose: This study investigates the effects of recovery strategies and entrepreneurial orientation on business performance, with network relations acting as both a mediator and moderator, in the context of small- and medium-sized enterprise (SME) hotels in Jakarta. The research is motivated by the urgent need to understand how internal resilience and external relational capital interact to sustain business continuity in the disrupted hospitality supply chain during post-crisis recovery. **Research design, data, and methodology:** A cross-sectional design was employed, using survey data collected from 235 owners and managers of 1-star, 2-star, and unrated hotels operating within local distribution networks. The data were analyzed using partial least squares structural equation modeling to assess both measurement and structural models. **Results:** Recovery strategies enhance business performance, while entrepreneurial orientation alone does not exert a direct effect unless strengthened by network relations. Moreover, network relations mediate and moderate the relationship between internal strategies and performance, highlighting their pivotal role in the distribution ecosystem. **Conclusions:** Business recovery in the hospitality sector is not solely driven by internal capabilities but requires external connectivity through collaborative supply chains. Integrating strategic agility with relational resources is essential for ensuring SME hotel resilience and long-term performance sustainability.

Keywords: Hospitality Distribution Channels, Distribution-Centric Recovery, Trade-Oriented Network Relations, Entrepreneurial Orientation, Hotel Business Performance.

JEL Classification Code: Z32, L83, L10, R12

1. Introduction

The COVID-19 pandemic profoundly disrupted the global tourism and hospitality sector, creating severe financial and operational challenges, particularly for small and medium-sized enterprises (SMEs) that lacked the financial buffers and organizational capabilities of larger hotel chains. In Indonesia, where SMEs account for over 99% of all businesses and serve as key contributors to GDP and employment, the crisis exposed deep-rooted structural

vulnerabilities, especially in the SME hotel segment. These weaknesses were evident in their limited integration within resilient distribution, network relations, and supply chain systems, leaving many SME hotels in Jakarta struggling with drastic declines in occupancy rates, revenue, and long-term operational viability (BPS-Statistics Indonesia, 2022). Despite these setbacks, the pandemic also acted as a catalyst for innovation, organizational resilience, and the acceleration of digital transformation. Moreover, it underscored the importance of cultivating strong and adaptive network

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relations—both business and social—as a means of enhancing resource access, knowledge sharing, and collaborative recovery efforts among SME hotels. Although the literature has examined crisis response strategies in hospitality (Alsheyab et al., 2023; Shulga & Busser, 2024), much of this research has focused on large hotel groups, overlooking the unique constraints and potentials of SMEs. This gap is addressed by the current study by exploring recovery strategies, such as cost-saving initiatives, revenue management, customer relationship enhancement, and service quality improvements, in conjunction with entrepreneurial orientation (EO), network relations, and business performance, particularly in supply chain-reliant SME hotels in Indonesia.

Network relationships have become a strategic element amid the evolving dynamics of competitiveness and survival in the hotel industry. These relationships are vital for identifying opportunities, developing capabilities, and sustaining long-term business success. However, in the face of prevailing uncertainty, the benefits of network relations may be reduced if they are not managed effectively. Network relations influence business performance by fostering innovation, strengthening market resilience, and enhancing competitiveness, advantages that emerge from strong, diverse, and strategically managed ties, whether through collaborations among hotels, support organizations, or social and business affiliations (Su et al., 2025; Tajeddini et al., 2020). Collaborative partnerships also play a key role in increasing sales and driving destination development through knowledge-sharing practices (Elvekrok et al., 2022). Nonetheless, not all network relationships generate positive outcomes. Their effectiveness depends on the quality, direction, and context of the connections; certain horizontal ties and collaborations with support organizations can lead to conflict, duplication of resources, or even adverse mediation effects that undermine performance (Vieira et al., 2022). Therefore, although network linkages are acknowledged as strategic assets within the hospitality sector, their value is ultimately determined by how selectively and adaptively they are managed.

Recovery strategies are crucial for enhancing network relationships and optimizing corporate performance in the hotel sector, particularly in navigating and recovering from disasters like the COVID-19 pandemic. Strategies including innovation, enhancing customer relations, digitizing services, and bolstering organizational resilience have demonstrated efficacy in expediting recovery and fostering sustainable long-term performance (Garrido-Moreno et al., 2021; Hidalgo et al., 2022; Melián-Alzola et al., 2020; Rodríguez-Antón & Alonso-Almeida, 2020). Moreover, recovery solutions that incorporate collaboration with stakeholders, such as online travel agents, supply chain partners, and government entities, can enhance network

relationships and broaden prospects for adaptability and innovation (Gu et al., 2023). Nonetheless, not all rehabilitation procedures yield benefits. Customer loyalty may diminish and networks may weaken when the strategy does not correspond with consumer expectations or fails to foster trust in business connections (Josimović et al., 2025; Yu et al., 2022). An excessively ambitious cost-efficiency plan or a technological approach that neglects the human element can foster distance in interactions with consumers and partners. Thus, although recovery techniques are acknowledged as important, their efficacy regarding network interactions and company success is contingent upon the congruence of the strategy with contextual requirements, adaptive communication, and the management of long-term relationships.

On the other hand, EO enhances network relations and business performance in the hospitality sector through innovative, proactive, and risk-taking behaviors that facilitate adaptation to market changes and the exploitation of new opportunities (Abu-Rumman et al., 2021; Goyal et al., 2025; Serafim & Cristóvão Veríssimo, 2021; Tajeddini et al., 2020). Hotels that proactively embrace EO and cultivate robust and diverse business and social networks typically experience enhanced advantages from collaboration, information sharing, and interorganizational synergies, leading to enhanced performance, particularly in dynamic and uncertain contexts (Dong et al., 2020; Su et al., 2025; Tajeddini et al., 2020). Innovation serves as a crucial mediating factor in the connection between EO and business performance, particularly when hotels engage in new service development (Ghantous & Alnawas, 2020; Serafim & Cristóvão Veríssimo, 2021). Nonetheless, EO does not always yield benefits. In certain instances, excessive EO, such as heightened risk propensity or excessively aggressive decision-making, can destabilize networks, engender conflicts of interest, or undermine confidence among partners (Dong et al., 2020; Kusa, 2023). Furthermore, in networks that are poorly organized or devoid of mutual trust, EO techniques may not yield optimal outcomes despite their theoretical promise. Thus, the efficacy of EO depends on the strategic integration of network quality, trust, and the adaptive capacity of the hotel organization.

This study emphasizes network ties as an essential moderating and mediating factor in the relationship between corporate performance and resilience techniques, as indicated by the aforementioned issues. Hotels integrated inside strong supply chain networks alongside digital partners, suppliers, and institutional entities are more adept at leveraging their entrepreneurial attitude to enhance commercial results. These distributional connections enable access to communal resources, collaborative marketing campaigns, and synchronized service provision.

Additionally, to strengthen this research concept, the

recovery of SME hotels in Jakarta requires not only internal resilience but also effective alignment with distribution and logistics structures specific to each hotel. Distribution in the hospitality sector encompasses room availability via online travel agents as well as the flow of services, amenities, and information across trade-oriented channels. Weak distribution linkages and fragmented logistics capabilities have historically hindered the competitiveness of SME hotels, especially regarding their ability to respond to changing consumer expectations and regulatory pressures. Therefore, this study looks at how hotel performance can be improved by examining the role of an entrepreneurial mindset and recovery strategies, supported by strong network connections, in managing various distribution and logistics aspects.

This work aims to enhance our understanding of how relational capital facilitates post-crisis performance, offering practical insights for hospitality managers and policymakers. This study also analyzes the factors determining the business performance of SMEs in the hotel industry in Jakarta by partial least squares structural equation modeling (PLS-SEM).

2. Literature Review and Hypothesis Development

2.1. Resource-Based View and the Capability-Based Crisis Management Theory

The resource-based view (RBV) offers a powerful framework to explain how hotels achieve and sustain superior business performance through the strategic deployment of internal resources, such as human capital, technological capability, and entrepreneurial competence. In the hospitality industry, particularly among SME hotels, business performance is not solely derived from resource possession but from how resources are reconfigured and used through deliberate strategic actions (D’Oria et al., 2021). RBV, as formulated by Barney (1991), emphasizes the worth of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). For SME hotels, such resources include entrepreneurial attributes, recovery strategy skills, and operational expertise, critical for maintaining competitiveness within complex distribution and supply chain networks. This is especially relevant in post-crisis recovery contexts, where the redeployment of resources, agility, and entrepreneurial bricolage are key to resilience (Chasapi et al., 2024; Ioannidis et al., 2021; Tajeddini et al., 2023). EO further reinforces this by fostering innovation, proactiveness, and risk-taking, enabling firms to transform constrained resources into performance gains (Neupane et al., 2025). Thus, melding RBV and EO provides a robust theoretical base to understand how internal

resources drive recovery and sustainable growth in SME hotels.

Complementing RBV, the capability-based crisis management (CBCM) theory underscores how organizational capabilities—especially dynamic ones—enable firms to perceive, react to, and recover from disruptions. Proposed by Paraskevas (2006), the CBCM model highlights the importance of agility, preparedness, and strategic resource reconfiguration, critical capabilities for resilience in fragmented tourism distribution networks. Empirical evidence shows that hotels able to quickly adapt, manage human resources strategically, and harness hidden employee capabilities are better positioned to maintain operational continuity and cash flow during crises (Burton & Dickinger, 2025; Goll & Zieba, 2025; Sakellarios et al., 2022). This capability-driven approach aligns with recovery strategies that emphasize service innovation, customer relationship enhancement, and operational flexibility, elements essential for short-term survival and long-term sustainability (Garrido-Moreno et al., 2021; Promnil & Polnyotee, 2023). EO plays a catalytic role by activating these capabilities, enabling hotels to identify and seize opportunities under pressure (Kusa et al., 2022; Pappas & Brown, 2021). Together, CBCM and EO offer a dynamic understanding of how strategic adaptability and entrepreneurial behavior converge to enhance business performance in times of crisis.

2.2. Business Performance

Hotel business performance in dynamic competition is driven by a combination of internal capabilities, strategic adaptability, and responsiveness to changes in the market, particularly in volatile environments such as tourism supply chains (Hossain et al., 2022; Pereira-Moliner et al., 2021; Ruiz-Fernández et al., 2024). Dynamic capabilities, such as innovation, flexibility, and human capital, enable hotels to sense and respond to shifts. On the other hand, service quality directly enhances customer satisfaction, loyalty, and competitive advantage (Elsharnouby & Elbanna, 2021; Josimović et al., 2025; Van Nguyen & Ngoc, 2024). In SME hotels, nonfinancial performance indicators such as customer loyalty and operational efficiency reflect adaptability and sustainability during crises (Kaplan & Norton, 1992). Strategic alignment, sustainable practices, and stakeholder engagement further improve long-term competitiveness (Iryani et al., 2023; Santa et al., 2025).

2.3. Recovery Strategies

Recovery strategies in the hotel industry, including green practices, strategic revenue management, and service adaptation, are vital for achieving long-term sustainability, particularly during and after crises (Kuo et al., 2022; Pereira

et al., 2021; Promnil & Polnyotee, 2023). These measures help restore operational continuity while reducing costs, enhancing competitiveness, and strengthening guest satisfaction through eco-innovation and managerial commitment to sustainability (Haldorai et al., 2022; Olya et al., 2021; Yousaf et al., 2021). Effective recovery efforts, including dynamic pricing and service adjustments, are critical for SME hotels with limited resources, enabling them to maintain resilience across tourism supply chains (Calisto et al., 2021; Duric & Potočnik Topler, 2021; Lima Santos et al., 2024; Prakash et al., 2023).

2.4. Entrepreneurial Orientation

EO, defined by innovativeness, proactiveness, autonomy, and risk-taking, plays a crucial role in driving sustainability in the hotel industry by enabling firms to adapt to uncertainty, pursue green innovation, and align with evolving market and environmental expectations (Hussain et al., 2025; Lumpkin et al., 2009; Tuan, 2025). EO fosters green service innovation and sustainable performance, especially when supported by employee creativity, customer involvement, and advanced technologies like big data and artificial intelligence (AI) (Luu, 2022). During crises, EO empowers SME hotels to seize opportunities, navigate disruptions in hospitality supply chains, and implement recovery strategies effectively (Salem et al., 2023). Innovation, strategic alignment, and resilience enhance the sustainability impact of EO, even amid complex goal transitions (Ruiz-Ortega et al., 2021; Sarya et al., 2022).

2.5. Network Relations

Network relations, encompassing ties with suppliers, customers, institutional partners, and digital platforms, are critical drivers of hotel performance and sustainability, particularly in dynamic and crisis-prone environments (Riendea et al., 2024; Ruiz-Fernández et al., 2024; Satar et al., 2024). These relationships enhance resilience, enable access to resources, and support internal capabilities by facilitating collaboration, stakeholder integration, and adaptive responses across hospitality supply chains (Espino-Rodríguez & Taha, 2022; Shi & Tsai, 2020). Optimizing these connections for sustainable growth through careful management is essential in family-run or SME hotels (Baggio & Valeri, 2022). Network linkages act as mediators and moderators, amplifying the effectiveness of EO and recovery strategies on hotel performance.

2.6. The Relationship Between Entrepreneurial Orientation and Business Performance

EO enhances business performance in the hotel industry,

particularly when supported by strong networks, marketing competence, and emerging technologies such as big data analytics and AI (Goyal et al., 2025; Naz et al., 2024; Presutti et al., 2019; Tajeddini et al., 2020). EO promotes innovation and strengthens strategic agility, especially when paired with market orientation and shaped by dynamic environments (Ghantous & Alnawas, 2020; Serafim & Cristóvão Veríssimo, 2021; Suder, 2023). EO enables SME hotels to adapt, take calculated risks, and implement innovative service models in complex supply and distribution networks (Lumpkin et al., 2009), with interorganizational relationships playing a mediating role in enhancing competitive positioning (Kusa, 2023). Thus, **H1** posits that EO enhances business performance.

2.7. The Relationship Between Network Relations and Business Performance

Network relations influence business performance in the hotel industry by providing access to knowledge, resources, and collaboration, especially in dynamic or crisis-prone environments (Satar et al., 2024; Su et al., 2025; Tajeddini et al., 2020). Strong industry centrality, diverse connections, and digital networks enhance entrepreneurial outcomes, particularly when supported by efficacious leadership and innovative behavior. Relationships with other hotels, support organizations, and social media networks can improve performance, although some competitive or horizontal ties may yield negative effects if unmanaged (Halawani et al., 2020; Ofori & Appiah-Nimo, 2022; Vieira et al., 2022). Thus, **H2** posits that network relations enhance business performance.

2.8. The Relationship Between Recovery Strategies and Business Performance

Recovery strategies have been essential in enhancing business performance in the hotel industry, particularly during crises such as the COVID-19 pandemic, through approaches like cost-cutting, digital transformation, market reorientation, and service diversification (Hidalgo et al., 2022; Matijević et al., 2025; Rodríguez-Antón & Alonso-Almeida, 2020). For SME hotels, focusing on customer engagement, service delivery, and internal stabilization has proven effective in sustaining operations and improving nonfinancial outcomes like satisfaction and efficiency (Papamo & Naipinit, 2024; Promnil & Polnyotee, 2023). Leadership innovation, transparent communication, and policy support further accelerate recovery (Dimitrios et al., 2020; Melián-Alzola et al., 2020; Anguera-Torrell et al., 2021), supporting the hypothesis (**H3**) that recovery strategies enhance business performance.

2.9. The Moderating-Mediating Effects of Network Relations

In the hotel industry, network relations serve both mediating and moderating functions in shaping the impact of EO and recovery strategies on business performance. As mediators, these relationships channel internal capabilities, such as innovation, proactiveness, and adaptive recovery measures, through collaborative linkages that enhance business outcomes (Kusa, 2023; Mulyana & Hendar, 2023). Meanwhile, network relations moderate these effects by amplifying or diminishing the influence of entrepreneurial and recovery efforts, depending on their strength, diversity, and strategic alignment (Ferreira et al., 2021; Tajeddini et al., 2020). Robust network ties allow hotels to coordinate actions, share resources, and access critical market knowledge, especially in dynamic and uncertain environments (Satar et al., 2024). Through enhanced cooperation with suppliers, institutional partners, and digital platforms, SME hotels can better implement recovery strategies and access operational support, thus improving performance outcomes. EO also promotes external engagement, encouraging collaboration and innovation-sharing that increases client value and strengthens service delivery across tourism distribution networks (Krishnan et al., 2022). These interactions not only help translate entrepreneurial initiatives and recovery actions into measurable improvements but also create a resilient ecosystem that supports long-term competitiveness. Ultimately, integrating entrepreneurial efforts and strategic recovery planning with relational capital allows hotels to navigate disruptions more effectively, seize emerging opportunities, and sustain performance in a rapidly evolving hospitality landscape.

Therefore, this study points to the following hypotheses based on the aforementioned interrelationships: Network relations moderate the effect of EO on business performance (**H4**); network relations moderate the effect of recovery strategies on business performance (**H5**); network relations mediate the effect of EO on business performance (**H6**); and network relations mediate the effect of recovery strategies on business performance (**H7**).

3. Research Methods and Materials

This research applied a quantitative methodology within a positivist framework to analyze the structural links between recovery techniques, EO, network relations, and business performance. A cross-sectional survey was employed as the primary method to gather empirical data from SME hotel operators in Jakarta, Indonesia. This architecture facilitates the detection of patterns and associations at a particular moment, rendering it suitable for testing causal hypotheses through statistical models (Creswell, 2014). The

study concentrated on 1-star, 2-star, and unrated hotels that function independently or as components of local business chains, following the Ministry of Tourism's classification of SME hotels.

This study enhances the operationalization of variable measurement by referencing global research in the hotel industry. It also offers a more comprehensive perspective than previous works. The measurement of variables (Table 1) was based on prior studies and operationalized via a standardized questionnaire containing several indicators. The framework of recovery strategies encompasses four dimensions: cost reduction, revenue optimization, client engagement, and service delivery (Promnil & Polnyotee, 2023). EO was assessed through four dimensions: autonomy, innovativeness, proactiveness, and risk-taking, per the paradigm established by Lumpkin et al. (2009). Network relations were evaluated based on relational capital with suppliers, platforms, and institutions (Satar et al., 2024). Finally, business performance emphasized nonfinancial outcomes, including customer satisfaction and internal process efficiency, as delineated by the balanced scorecard by Kaplan and Norton (1992). All items were assessed using a 5-point Likert scale, with 1 representing "strongly disagree" and 5 denoting "strongly agree."

The data were collected using questionnaires distributed online and offline from October 2023 to February 2024. In total, 350 questionnaires were disseminated. Following data cleansing and validation, 235 valid replies were preserved for analysis. This study conducted preliminary checks to ensure that responses collected across different months did not exhibit marked inconsistencies in key variables. Additionally, an extended data collection period was necessary to obtain a sufficient number of valid responses from SME hotel managers, many of whom faced operational pressures during the post-crisis recovery phase. Participants were chosen based on their managerial positions and decision-making authority. This study targeted SME hotel managers during a post-crisis recovery period; thus, we employed convenience sampling because of accessibility and time constraints, common challenges in exploratory studies under real-world conditions. This study ensures variation in hotel size, classification, and location to enhance sample diversity. The sample size adheres to the 10-times rule advocated for PLS-SEM (Hair et al., 2017) and used for data processing via SmartPLS 3.0. Figure 1 presents the research framework of this investigation. The analytical process comprised two primary phases: the assessment of the measurement model to evaluate reliability and validity, followed by the application of the structural model to examine hypotheses, mediation, moderation, and effect sizes. This approach is suitable for intricate models that incorporate both reflective and formative aspects in exploratory contexts.

Table 1: Measurement of Variables

Variable	Conceptual Indicator	Code
Business Performance	Bed occupancy levels; Guest satisfaction surveys; Guest evaluation of employee helpfulness; Guest evaluation of facilities; Guest evaluation of extra benefits provided such as exercise and refreshment; Guest evaluation of extra benefits provided such as exercise and refreshment; Ability to adjust to guest request; Response time to guest request; Frequency of equipment breakdown; Timely delivery by hotel suppliers; Hotel providers fulfilling requirements; Obtaining awards/or Star classification.	BP
Network Relation	Have good interactions with one another while sharing knowledge about the market with our cluster business community; Strengthen the company's image and reputation via networking with pertinent parties; Profited from our acquaintance's assistance with technical support, business information, and related; If you require assistance with technical guidance, business information, or anything similar, turn to other SMEs, hotels, and other parties in the area; Create numerous business connections outside of the lodging industry in order to obtain business intelligence, technological help, and similar; I've had casual social interactions, like playing golf, with a powerful person in my sector or government.	NR
Entrepreneurial Orientation	Our company promotes individual and group independence; The best results in my firm result from individuals or teams pursuing business possibilities independently; Individuals and teams in my firm make decisions without engaging their managers while examining business potential; Employee initiative and feedback are crucial for identifying and selecting entrepreneurial opportunities in my organization; My company has introduced new product lines and services; Most product or service line changes at my firm are big; My company prioritizes continuous improvement, research & development, and new technology; My company always introduces new innovations; Typically, my firm leads and the competition follows; My company often pioneers new products, services, and administrative procedures; Our firm watches for technology changes and anticipates client needs; My firm excels at identifying opportunities; Our organization invests in high-risk enterprises with potential for significant rewards; My firm takes strong, thorough efforts to achieve its aims; My company invests much in expansion; My company heavily borrows for significant projects; At my organization, employees are encouraged to try new things and take calculated risks; Our firm prioritizes experimentation and investigation for prospecting; My firm often adopts a "undo-the-competitors" approach; My company is highly competitive and aggressive; My firm executes a price-cutting plan to enhance its competitiveness; My firm replicates profitable rivals' methods and practices to enhance its competitive position.	A; CA; I; P; RT
Recovery Strategies	Cut labor costs by reducing contracts, wages, unpaid vacations, weekly hours, outsourcing agreements, and layoffs; Reduce operational costs by closing underused facilities and limiting hotel services; To save money, delay unneeded repairs and maintenance and purchase cheaper office supplies; Reduce marketing expenses by using free tools, reducing OTAs, and promoting sales (based on hotel management discussions); Transition to COVID-19 care units and quarantine services to transform services; Expand revenue diversification by providing meal delivery and takeout to local communities; Manage distribution channels with OTAs and digital marketing tools; Create unique bundles and discounts for new markets; Implement pandemic prevention and green promotion strategies; Train staff on hygiene regulations and cleaning safety; Develop automated processes like online ordering, contactless check-in/check-out, digital menus, and smart room controls to promote service innovation; Improve communication by creating a marketing strategy to rebuild consumer confidence and engaging with them on digital platforms like social media; Offer flexible services, including reservation programs, rescheduling, and delay, throughout the COVID-19 epidemic; Offer personalized assistance to reduce consumer uncertainty during COVID-19; Offer extra perks instead of discounts or price cuts; Train personnel on new typical behavior, including multitasking, technical proficiency, and client behavior modifications (based on hotel management interviews).	CR; CS; RV; SV

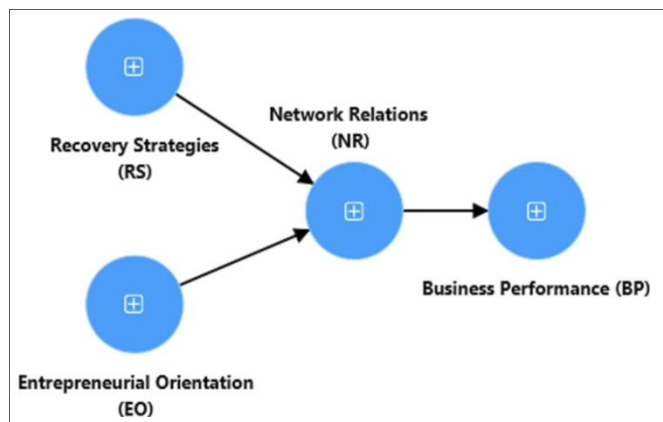


Figure 1: Research Framework

4. Results and Discussion

4.1. Profile of the Participants

The demographic profile of the 235 survey respondents reveals a broad and representative sample of SME hotel operators in Jakarta. Most responders (62%) were hotel owners, followed by general managers (25%) and operational supervisors (13%), signifying that most possessed strategic decision-making authority inside their organizations. Regarding business classification, the predominant hotel categories were 1-star (38%) and 2-star (29%) hotels, and 33% were classified as unrated or budget accommodations. Regarding business experience, 56% of respondents had operated for 5–10 years, reflecting moderate business maturity, while 22% possessed over 10 years of experience,

and the other 22% were young ventures (less than 5 years). Geographically, hotels were predominantly distributed in Central Jakarta (31%) and South Jakarta (26%), followed by East Jakarta (18%), West Jakarta (14%), and North Jakarta (11%). Service offerings differed, with 78% of hotels offering food and beverage services, 65% incorporating online booking systems, and 50% utilizing digital marketing platforms. In summary, the sample encompasses managerial viewpoints from different hotel categories and reflects varying levels of digital integration and service diversification, crucial for assessing business resilience and performance in the context of post-crisis recovery.

4.2. PLS Algorithm

The measurement model was evaluated using the PLS algorithm in SmartPLS 3.0 (Table 2), which verified that the constructs used in this work displayed adequate reliability and validity. All indicators exhibited outer loadings (OL) beyond 0.70, indicating item reliability. Furthermore, the average variance extracted (AVE) values for all constructs exceeded the requisite threshold of 0.50, confirming convergent validity (Hair et al., 2017)(Christian et al., 2024)(Wibowo et al., 2024). Moreover, the composite reliability (CR) and Cronbach’s alpha (CA) values for each construct varied between 0.964 and 0.979, exceeding the threshold of >0.70 for internal consistency (Christian et al., 2023). Discriminant validity was confirmed by the HTMT ratio, which consistently remained below 0.90 for all pairs of constructs (Ekaimi et al., 2024). The R-squared (R²) values of the endogenous constructs were deemed significant in terms of prediction accuracy of business performance (R² = 0.906). This value means that the model accounts for 90.6% of the variance in business performance, indicating significant explanatory power for SME hotel recovery and performance evaluation.

Table 2: PLS Algorithm

Variable	Item	OL	CA	CR	AVE
Business Performance	BP1	0.971	0.979	0.979	0.906
	BP2	0.976			
	BP3	0.980			
	BP4	0.945			
	BP5	0.979			
	BP6	0.853			
Entrepreneurial Orientation	A1	0.837	0.973	0.975	0.731
	A2	0.824			
	A3	0.786			
	CA1	0.856			
	CA2	0.883			
	CA3	0.903			
	I1	0.767			
	I2	0.879			
	I3	0.881			

Variable	Item	OL	CA	CR	AVE
	P1	0.903			
	P2	0.772			
	P3	0.889			
	RT1	0.864			
	RT2	0.893			
	RT3	0.872			
Recovery Strategies	CR1	0.861	0.969	0.970	0.749
	CR2	0.863			
	CR3	0.840			
	CS1	0.928			
	CS2	0.906			
	CS3	0.880			
	RV1	0.860			
	RV2	0.907			
	RV3	0.801			
	SV1	0.818			
SV2	0.844				
SV3	0.872				
Network Relations	NR1	0.867	0.964	0.967	0.849
	NR2	0.955			
	NR3	0.953			
	NR4	0.893			
	NR5	0.963			
	NR6	0.894			

Note: * HTMT: EO → BP = 0.839; NR → BP = 0.870; RS → BP = 0.884; NR → EO = 0.882; RS → BP = 0.884; RS → EO = 0.879; RS → NR = 0.807; ** R-square: BP = 0.906; *** EO = Entrepreneurial Orientation; NR = Network Relations; BP = Business Performance; RS = Recovery Strategies. **Effect size (f²): EO → BP = 0.007; NR → BP = 0.414; RS → BP = 0.062, NR*RS → BP = 0.076, NR*EO → BP = 0.071.

4.3. Hypothesis Examination

The examination of the structural model through bootstrapping operations in SmartPLS 3.0 showed significant path coefficients (Table 3) for all hypotheses. EO did not significantly impact business performance ($p > 0.05$). However, network relations and recovery strategies significantly influenced business performance ($p < 0.05$). Additionally, network relations moderated the impact of EO on business performance ($p < 0.05$) and that of recovery strategies on business performance ($p < 0.05$). In summary, EO and recovery strategies, both mediated by network relations, affected business performance ($p < 0.05$).

Table 3: Path Coefficients

Path	T statistics	P value	Remark
Direct effects			
Entrepreneurial Orientation → Business Performance	0.956	0.339	Not supported
Network Relations → Business Performance	7.797	0.000	Supported
Recovery Strategies → Business Performance	2.847	0.004	Supported

Path	T statistics	P value	Remark
Moderating effects			
Network Relations x Entrepreneurial Orientation → Business Performance	4.327	0.000	Supported
Network Relations x Recovery Strategies → Business Performance	4.545	0.000	Supported
Mediating effects			
Entrepreneurial Orientation → Network Relation → Business Performance	4.891	0.0001	Supported
Recovery Strategies → Network Relation → Business Performance	5.416	0.0001	Supported

4.4. Discussion

4.4.1. Recovery Strategies and Business Performance

Recovery strategies significantly enhanced business performance in SME hotels in Jakarta, highlighting the need for crisis response strategies during disturbances. The findings of this study indicate that cost-reduction strategies, revenue optimization, customer interaction initiatives, and flexible service provision allowed these hotels to sustain operational continuity and fulfill customer expectations amid fluctuating market conditions (Promnil & Polnyotee, 2023). Revenue management and service delivery emerged as the key factors, suggesting that proactive pricing strategies and service innovation are essential in managing demand variability and reinstating service credibility. These tactics enabled SME hotels to enhance internal efficiency and customer happiness, essential components of nonfinancial performance during a recovery phase (Kaplan & Norton, 1992). Furthermore, hotels that promptly implemented recovery measures were more adept at optimizing scarce resources and aligning their business operations with changing health and safety regulations, thus improving their competitive standing. Hence, we can conclude that recovery techniques function not merely as reactive measures but also as proactive organizational capabilities that directly enhance performance in the hospitality supply chain. Collaboration between tourism industries and governmental organizations exemplifies a crisis management technique, improving cost efficiency via shared infrastructure investment and coordinated marketing initiatives. This strategic alignment, bolstered by regulations such as sustainability subsidies and training initiatives, alleviates financial burdens on firms while promoting long-term resilience within the tourism supply chain (Klinsrisuk & Pechdin, 2022).

4.4.2. Entrepreneurial Orientation and Business Performance

Although EO, comprising innovativeness, risk-taking, and proactiveness, is widely regarded as a driver of business

performance, evidence from the Indonesian SME hotel context reveals a more complex reality. Several studies indicate that EO does not directly improve performance among family-run or star-rated hotels in Indonesia, unless mediated by factors such as family involvement, innovation, or strategic alignment (Rachmawati et al., 2022; Sarya et al., 2022). Broader Indonesian SME studies also confirm that EO's influence is often contingent upon mediators such as leadership, motivation, and innovation (Astuti et al., 2024; Srimulyani et al., 2023; Wahyuni & Sara, 2020). This study's findings align with such perspectives, showing that EO does not substantially impact business performance among SME hotels in Jakarta, especially amid post-pandemic uncertainty and resource limitations. In such constrained environments, EO functions more as an enabling capacity than a direct performance driver, requiring support from external relational capital and environmental fit (Lumpkin et al., 2009). The moderated mediation analysis confirms that network relations play a critical role in unlocking EO's potential. Therefore, EO alone is insufficient to drive performance in Indonesia's hotel industry; it must be integrated into a broader ecosystem of innovation, collaboration, and adaptive strategy to yield sustainable business outcomes.

4.4.3. Network Relations and Business Performance

The positive impact of network relations on business performance demonstrates that relational capital is an essential external facilitator for SME hotels during crisis recovery. Hotels with robust connections to suppliers, digital platforms, government initiatives, and industry associations are more effectively positioned to obtain essential information, logistical assistance, and market intelligence, all of which directly enhance operational resilience and customer satisfaction (Satar et al., 2024). Network relations in the hotel industry facilitate collaboration with suppliers, digital platforms, and institutional partners, enabling hotels to access critical resources, share market intelligence, and coordinate service delivery across the hospitality supply chain (Pasanchay & Schott, 2021). These relational linkages strengthen crisis responsiveness and enhance business performance by integrating hotels into broader tourism distribution networks. These external networks serve as both resource conduits and trust-based systems that facilitate collaborative innovation and knowledge transfer, essential components for sustaining performance during periods of uncertainty (Garrido-Moreno et al., 2021). For SME hotels, which frequently possess limited internal reserves, such network-based benefits are crucial for maintaining service quality, adjusting to regulatory changes, and rebuilding client trust. Incorporating network links into corporate processes facilitates agile and responsive decision-making, assisting firms in maintaining competitiveness despite

constrained structural capacities (Krishnan et al., 2022).

The social network analysis proposed by Partelow & Nelson (2020) (Figure 2) is essential for understanding how network connections within the tourism industry, specifically in the hotel sector, underpin recovery strategies and improve overall business performance. Figure 2 (top) shows that historical social connections among business actors, such as previous employment and informal professional networks, establish trust and social frameworks that facilitate sustained collaboration. In the hotel sector, comparable networks can markedly improve crisis response coordination by facilitating the exchange of resources, including distribution logistics, policy knowledge, and integrated marketing during emergencies. Figure 2 (bottom) demonstrates that authentic collaboration (operational network relations) is crucial for implementing effective recovery strategies, including collaborative tour package arrangements, standardization of health protocols, or joint post-pandemic marketing campaigns. This link enables swift and structured recuperation, creating synergies that improve business performance in operational efficiency and customer satisfaction. In the hotel industry, network interactions function as a social buffer and vital channel for effective recovery strategies and enhanced commercial competitiveness within an integrated tourism ecosystem.

on the connection between EO and business performance highlights the critical role of EO in enhancing internal strategic competencies. Although EO alone could not demonstrate a substantial direct impact on performance, its effect became evident when supported by strong network connections, indicating that entrepreneurial activities are most efficacious when integrated into a networked ecosystem. A study conducted in Tanzania found that effective communication and collaboration among hotels, restaurants, and travel agents enhance business growth and operational performance. These partnerships foster resilience and sustainability by embedding hotels within dynamic tourism distribution and supply chain networks that enable coordinated responses to market and environmental challenges (Mlozi, 2023). These findings also agree with (Satar et al., 2024), who assert that relational capital enhances the dissemination of innovation and access to external knowledge, enabling organizations to leverage autonomy, proactiveness, and risk-taking behaviors. Among SME hotels, which frequently encounter constraints in financial and operational resources, collaborative networks with suppliers, digital platforms, and institutional entities offer supplementary assets that facilitate the transformation of EO into concrete business results (Krishnan et al., 2022). This connection is corroborated by Paraskevas (2006), whose capability-based crisis management model emphasizes that organizational agility and flexibility rely not just on internal factors but also on external support systems during disruptions. Consequently, network linkages function as a performance amplifier, augmenting the strategic influence of EO in dynamic and uncertain hospitality contexts.

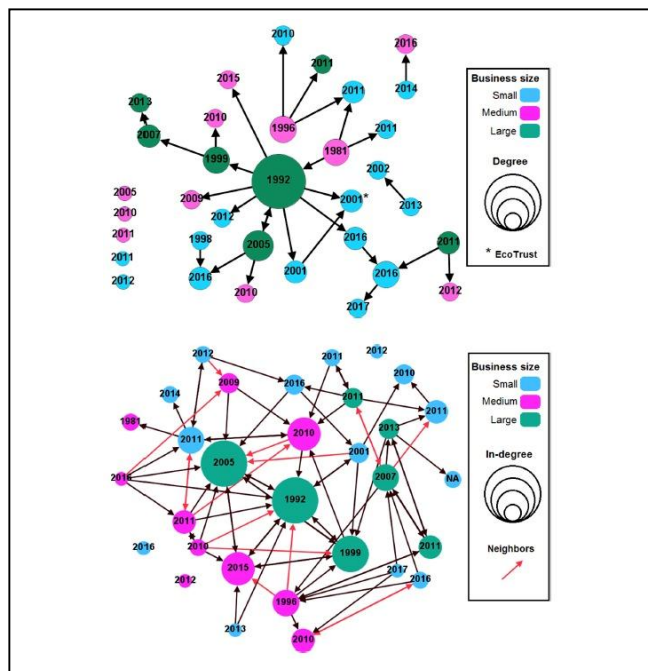


Figure 1: Social Network Analysis (Partelow & Nelson, 2020)

4.4.4. Entrepreneurial Orientation and Business Performance Are Moderated by Network Relations

The significant moderating impact of network relations

4.4.5. Recovery Strategies and Business Performance Are Moderated by Network Relations

Network relations greatly influence the impact of recovery strategies on business performance, demonstrating the collaborative function of external partnerships in enhancing crisis response skills within SME hotels. Although recovery techniques, including cost reduction, revenue optimization, customer interaction, and service modification, are crucial, their efficacy is augmented when hotels are integrated into strong networks. These networks provide access to timely information, collaborative resource usage, and operational coordination that facilitate the implementation of strategic activities (Satar et al., 2024). Collaboration among SMEs can augment competitive advantages by facilitating information exchange and resource sharing. Interorganizational networks are crucial in promoting innovation. Lai and Wong (2020) assert that collaborative crisis management approaches enhance operational efficiency during periods of uncertainty. Thus, SME hotels should prioritize establishing robust

partnerships that foster mutual assistance and knowledge exchange to produce creative solutions adapted to changing market conditions. Revenue management initiatives can achieve superior outcomes when synchronized with digital platforms and distribution partners to enhance pricing and accessibility; likewise, service modifications are more credible and efficacious when aligned with industry-wide health and safety standards advocated through collaborative networks (Garrido-Moreno et al., 2021). Hence, in rapidly changing contexts, such as post-pandemic recovery, network relations serve as external enhancers that assist SMEs in surmounting internal constraints and increasing the agility and efficacy of their recovery efforts (Krishnan et al., 2022).

4.4.6. Recovery Strategies and Business Performance Are Mediated by Network Relations

The mediating effect of network relations on the relationship between recovery strategies and business performance indicates that the mere execution of internal crisis response measures is frequently inadequate. This is because their efficacy often relies on the firm's capacity to leverage external relational capital. Recovery strategies, including cost reduction, revenue enhancement, and service modification, can initiate or strengthen collaborations with suppliers, digital platforms, and institutional partners, facilitating access to supplementary resources, an expanded customer base, and operational assistance (Satar et al., 2024). This mediating role is critical for SME hotels, where strategic isolation constrains the capacity for autonomous recuperation. By engaging with networks, hotels can transform recovery measures into sustainable performance results by synchronizing their internal efforts with market expectations and external standards (Garrido-Moreno et al., 2021). The mediation finding aligns with the capability-based crisis management paradigm, which asserts that crisis resilience emerges from the dynamic interaction between internal capabilities and externally derived adaptive mechanisms. Therefore, network relations function as performance enhancers and channels through which recovery solutions are institutionalized, legitimized, and converted into concrete company advancements.

4.4.7. Entrepreneurial Orientation and Business Performance Are Mediated by Network Relations

The mediation of network relations in the association between EO and business performance demonstrates that entrepreneurial qualities alone do not inherently lead to enhanced outcomes, particularly in resource-limited contexts such as SME hotels. EO, defined by autonomy, innovativeness, proactiveness, and risk-taking, provides organizations with internal agility and strategic initiative; nonetheless, these attributes necessitate relational channels

for effective conversion into economic value (Lumpkin et al., 2009). Research indicates that EO enhances collaboration and interaction with external entities, including digital platforms, supplier partners, and tourism associations, promoting resource sharing, knowledge acquisition, and co-innovation (Satar et al., 2024). This relational involvement serves as a conduit between internal orientation and performance achievement, facilitating the legitimacy, visibility, and scalability of entrepreneurial activities within the hospitality ecosystem (Krishnan et al., 2022).

5. Conclusions

Recovery strategies, particularly revenue management and service delivery, substantially improve business performance in SME hotels in Jakarta. Although entrepreneurial orientation contributes to internal agility, it lacks direct influence unless complemented by robust network relations. These findings underscore the centrality of trade-oriented network ties in driving operational resilience and facilitating collaborative advantage within hospitality distribution systems. Moreover, network relations not only serve as performance catalysts but also enhance distribution-related value by enabling hotels to synchronize service delivery, pricing strategies, and customer engagement across various channels. Thus, sustainable recovery and performance in SME hospitality depend on the synergy between entrepreneurial initiatives, adaptive recovery efforts, and externally embedded distribution ecosystems. This study also validates a moderated mediation framework, elucidating the convergence of internal and external resilience factors that propel business sustainability in the post-crisis period, providing theoretical enrichment and practical guidance for the hospitality sector in emerging economies.

6. Implications

This study offers several practical and theoretical implications, particularly for SME hotel managers and policymakers. In terms of distribution-related implications, this study highlights the importance of strengthening distribution logistics across hotel value chains. For practitioners, it is essential to map and optimize hotel-specific distribution networks, including digital platforms, supplier linkages, and online travel agents, to ensure seamless service delivery and demand responsiveness. SME hotel managers should enhance distribution efficiency through integrated logistics solutions such as automated booking coordination, coordinated inventory management,

and timely guest communication. For policymakers, this study suggests the need to develop infrastructure and regulatory support that facilitates trade, logistics coordination, and network governance for SMEs in the hospitality sector. Strategic partnerships that improve last-mile service logistics, enhance supply chain transparency, and foster distribution resilience play a critical role in ensuring post-crisis competitiveness for SME hotels in urban centers like Jakarta. Theoretically, this study extends the resource-based view by showing that strategic resources (entrepreneurial orientation and recovery strategies) yield optimal performance only when embedded in external relational capital. It also strengthens the capability-based crisis management perspective by confirming that organizational resilience stems from the interplay between internal dynamic capabilities and externally facilitated adaptability. The moderated mediation model further enriches both frameworks by illustrating how integrating internal strategies with external networks yields superior business outcomes during and after crises.

7. Limitations and Future Recommendations

Although this study offers valuable insights into the dynamics of recovery strategies, entrepreneurial orientation, and network relations in SME hotels, several limitations must be acknowledged. First, the research was geographically limited to SME hotels in Jakarta, which may not fully represent the diverse operational conditions, cultural nuances, and network structures present in other regions or rural tourism areas across Indonesia. Second, the study's cross-sectional design restricts the ability to capture temporal variations and the progressive nature of resilience-building, especially across different crisis stages. Thus, future research would benefit from adopting longitudinal or panel designs to explore how strategies evolve. Third, the study focused solely on nonfinancial performance indicators, such as customer satisfaction and operational efficiency, without incorporating financial metrics like revenue, profitability, or investment return, which could offer a more comprehensive picture of business success. Based on these limitations, future studies are encouraged to adopt a multiregional or cross-provincial approach, integrate financial and nonfinancial performance indicators, and explore additional moderators such as digital readiness or public policy interventions.

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