STRATEGIC DEXTERITY RECOMPOSITION: DEVELOPING AND VALIDATING A NEW STRATEGIC MANAGEMENT CONSTRUCT THROUGH EXPLORATORY FACTOR ANALYSIS IN TOURISM RESORTS

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ABSTRACT

Tourism resorts in Indonesia's eastern and emerging regions face volatile demand, rapid digitalization, and intense competition for scarce, heterogeneous resources. Resource-Advantage Theory of Competition (RAToC) explains comparative advantage through resource combination and collaboration, while Dynamic Capability Theory (DCT) explains sensing, seizing, and transforming, yet no validated construct integrates both into one resort-relevant measure. This study conceptualizes and tests Strategic Dexterity Recomposition (SDR), grounded in RAToC and DCT, examining whether twelve theoretically derived indicators cohere into one reflective factor. A quantitative, cross-sectional design surveyed 102 resort Directors/Senior Managers across five Indonesian provinces (Bali, Nusa Tenggara Timur, Sulawesi Utara, Maluku, Papua Barat). Twelve single-item indicators spanning sensing, seizing, transforming, and collaborating/coordinating clusters were measured on a seven-point Likert scale and analyzed via principal-component Exploratory Factor Analysis. Sampling adequacy was superb (KMO = .926), and Bartlett's test was significant ($\chi^2 = 586.064$, $df = 66$, $p < .001$). One component was extracted (eigenvalue = 6.315), explaining 52.63% of variance. Eight indicators exceeded the .50 communality/loading thresholds (.520–.813), while four (SDR2, SDR6, SDR9, SDR11) fell below the communality threshold despite loadings above .60. SDR is preliminarily supported as unidimensional, bridging RAToC's resource-recomposition logic with DCT's sensing-seizing-transforming logic, though four require revision before confirmatory testing.

Keywords: *Strategic Dexterity Recomposition; Resource-Advantage Theory Of Competition; Dynamic Capability Theory; Exploratory Factor Analysis; Tourism Resort Management; Scale Development.*

INTRODUCTION

Tourism resorts operating outside Indonesia's most mature destination markets, across Bali, Nusa Tenggara Timur, Sulawesi Utara, Maluku, and Papua Barat, face a distinctive strategic problem: demand is volatile and increasingly digitally mediated, resources (skilled labor, capital, land, and infrastructure) are scarce and heterogeneous across regions, and competitive positioning depends as much on how resources are recombined and coordinated as on how quickly opportunities are sensed and seized (Witarsana et al., 2022). Two theoretical traditions speak directly to this problem but have rarely been integrated into a single measurement instrument. Resource-Advantage Theory of Competition (RAToC) explains competitive positioning as a function of comparative advantages in heterogeneous, imperfectly mobile resources, realized through innovative resource combination and inter-firm collaboration (Hunt & Morgan, 1995, 1996). Dynamic Capability Theory (DCT) explains how firms sense opportunities and threats, seize them through timely action, and transform their resource base to sustain advantage as conditions change (Teece, 2007; Teece et al., 1997).

In the hospitality and tourism literature, both traditions have independently demonstrated relevance: dynamic capability and competitive advantage jointly predict five-star hotel performance in Bali (Witarsana et al., 2022), and the classic dynamic-capability triad of sensing, seizing, and transforming has been shown to enable hotel agility and resilience under disruption (Hussain & Malik, 2022). However, existing hotel and resort capability instruments generally operationalize either the dynamic-capability cycle (sensing-seizing-transforming) or resource/relational advantage separately, without integrating the internal-transformation logic of DCT with the resource-recomposition and collaboration logic of RAToC into one coherent, resort-relevant construct.

This study addresses that gap by introducing Strategic Dexterity Recomposition (SDR): the capacity of a tourism resort to sense shifts in tourism demand and technology, seize opportunities through rapid, resource-backed action, transform its organizational structure and human-resource competencies, and recompose value through internal and external collaboration. SDR is specified as a first-order reflective construct: twelve single-item indicators, organized conceptually into sensing (Identifying Tourism Trends, Monitoring Digital Technology, Identifying Customer Preferences), seizing (Rapid Strategic Decisions, Executing Market Opportunities, Strategic Resources Allocation), transforming (Organizational Restructuring, Realigning HR Competencies, Integrating HR Competencies), and collaborating/coordinating (Strategic Cross-Departmental Collaboration, External Collaboration, Strategic Cross-Functional Coordination), are each theorized to load on a single underlying latent capability rather than on separate sub-dimensions.

Accordingly, this study pursues three objectives: (1) to conceptualize SDR as an integrative construct grounded jointly in RAToC and DCT; (2) to examine, through Exploratory Factor Analysis, whether the twelve theoretically derived indicators cohere into a single latent factor among Directors/Senior Managers of tourism resorts across five Indonesian provinces; and (3) to identify, transparently, which indicators meet conventional psychometric thresholds and which require revision before confirmatory testing. The remainder of this paper reviews the relevant theory, details the EFA-based methodology, reports the empirical results in full (including indicators that fall short of conventional thresholds), and discusses their theoretical and managerial implications.

LITERATURE REVIEW

1. Resource-Advantage Theory of Competition

Resource-Advantage Theory of Competition (RAToC) reframes competition as a disequilibrium-provoking, evolutionary process in which firms compete for comparative advantages in resources, which in turn produce marketplace positions of competitive advantage and superior financial performance (Hunt & Morgan, 1995). Unlike neoclassical perfect-competition theory, RAToC assumes resources are heterogeneous and imperfectly mobile across firms, and that firm behavior is shaped by imperfect information, bounded rationality, and proactive resource innovation (Hunt & Morgan, 1995, 1996). Central to RAToC is the idea that firms actively combine tangible and intangible resources, including relationships with other organizations, in novel ways to create resource configurations that competitors cannot easily replicate (Hunt & Morgan, 1996). This relational and combinatory logic makes RAToC particularly suited to explaining the collaborative and coordinating dimensions of resort strategy, where cross-departmental and external partnerships function as resources in their own right.

2. Dynamic Capability Theory

Dynamic Capability Theory (DCT) defines the capacity of a firm to purposefully build, integrate, and reconfigure internal and external resources to address rapidly changing environments (Teece et al., 1997). Teece (2007) decomposed this capacity into three

interrelated microfoundational clusters: sensing opportunities and threats, seizing them through timely resource commitment, and transforming the organization's asset base to sustain the resulting advantage. In the hotel and resort context, Hussain and Malik (2022) found that the sensing-seizing-transforming cycle enables hotel agility, which in turn builds firm resilience under disruptive conditions, while Witarsana et al. (2022) found that dynamic capability, alongside market orientation and competitive advantage, significantly shapes the performance of five-star hotels in Bali. These findings anchor DCT's relevance to the internal-transformation dimensions of resort strategy: rapid decision-making, resource reallocation, and organizational/HR restructuring.

3. Strategic Dexterity Recomposition: An Integrative Construct

RAToC and DCT are complementary but address different facets of strategic responsiveness: DCT explains how a firm internally senses, seizes, and transforms, while RAToC explains how a firm externally and internally recomposes resource combinations, including collaborative relationships, into comparative advantage. Strategic Dexterity Recomposition (SDR) is proposed as an integrative construct that captures both facets within a single latent capability. SDR is defined as a tourism resort's capacity to sense shifts in tourism demand and technology, seize opportunities through rapid and well-resourced action, transform its organizational structure and human-resource competencies, and recompose value through internal cross-departmental and external collaborative relationships. Consistent with this study's methodological standard for newly developed constructs, SDR is specified and tested as a single, first-order reflective construct: all twelve indicators are theorized to load directly on SDR itself, with no formal statistical sub-dimensions or higher-order factors between the indicators and the latent construct. The four cluster labels used in Table 1 (sensing, seizing, transforming, collaborating/coordinating) are a narrative device drawn from theory to organize and justify indicator selection; they are not modeled as separate sub-constructs and are not expected to emerge as separate factors in the empirical analysis, an expectation that is directly testable through the single-factor EFA specification reported below.

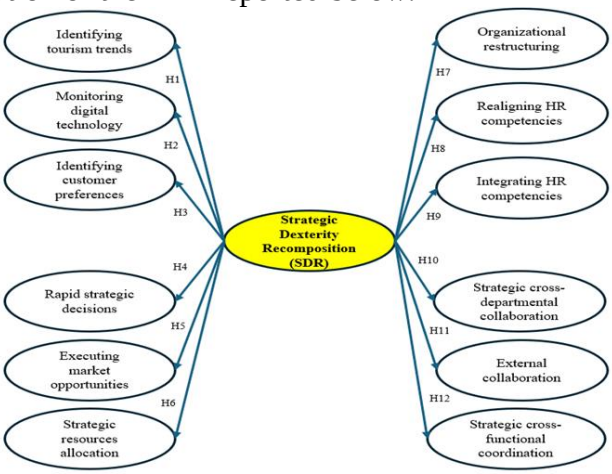
Table 1. Theoretical Indicators of Strategic Dexterity Recomposition (SDR)

Klaster	Kode / Indikator	Anchor Teoretis	Rasional Konseptual
Sensing (Dynamic Capability Theory)	SDR1 – Identifying Tourism Trends	Teece (2007)	Kemampuan resort mendeteksi tren pariwisata yang sedang berkembang sebelum pesaing menyadarinya.
	SDR2 – Monitoring Digital Technology	Teece (2007)	Kemampuan resort memantau perkembangan teknologi digital yang relevan dengan operasional dan pemasaran pariwisata.
	SDR3 – Identifying Customer Preferences	Hunt & Morgan (1995)	Kemampuan resort mengenali perubahan preferensi dan kebutuhan wisatawan yang heterogen, konsisten dengan asumsi permintaan heterogen dalam RAToC.

Klaster	**Kode / Indikator**	**Anchor Teoretis**	**Rasional Konseptual**
Seizing (Dynamic Capability Theory)	SDR4 – Rapid Strategic Decisions	Teece (2007)	Kemampuan manajemen mengambil keputusan strategis secara cepat ketika peluang bisnis teridentifikasi.
	SDR5 – Executing Market Opportunities	Teece (2007); Hussain & Malik (2022)	Kemampuan resort merealisasikan peluang pasar baru menjadi tindakan bisnis yang konkret dan tepat waktu.
	SDR6 – Strategic Resources Allocation	Hunt & Morgan (1996)	Kemampuan resort mengalokasikan ulang sumber daya secara strategis, mencerminkan proses kombinasi sumber daya menuju keunggulan komparatif dalam RAToC.
Transforming (Dynamic Capability Theory)	SDR7 – Organizational Restructuring	Teece (2007)	Kesediaan dan kemampuan resort mengubah struktur organisasi untuk mendukung arah strategi baru.
	SDR8 – Realigning HR Competencies	Teece (2007)	Kemampuan resort menyesuaikan ulang kompetensi karyawan agar selaras dengan kebutuhan strategi baru.
	SDR9 – Integrating HR Competencies	Teece et al. (1997)	Kemampuan resort mengintegrasikan kompetensi karyawan lintas unit kerja untuk mendukung strategi bersama.
Collaborating/Coordinating (Resource-Advantage Theory of Competition)	SDR10 – Strategic Cross-Departmental Collaboration	Hunt & Morgan (1995)	Tingkat kolaborasi strategis antar-departemen sebagai bentuk kombinasi sumber daya internal untuk keunggulan komparatif.
	SDR11 – External Collaboration	Hunt & Morgan (1996)	Kemampuan resort membangun kolaborasi strategis dengan pihak eksternal, sejalan dengan pandangan RAToC bahwa hubungan antarperusahaan adalah sumber daya relasional.
	SDR12 – Strategic Cross-Functional Coordination	Teece et al. (1997)	Tingkat koordinasi strategis antar-fungsi bisnis dalam mendukung implementasi strategi secara terintegrasi.

4. Expected Measurement Model

Because SDR is conceptualized as a first-order reflective construct, all twelve indicators are theorized to be caused by, rather than to cause, the latent capability. Formal directional hypotheses (H1-H12) with associated significance tests are appropriate for the confirmatory (CFA/PLS-SEM) stage of this research program, where standardized loadings carry t-values and p-values; at the present exploratory stage, Principal Component Analysis with a single-factor extraction was instead used to test the more basic proposition that these twelve indicators share sufficient common variance to be represented by one latent factor, rather than by two or more distinct factors. This unidimensionality proposition, evaluated through sampling adequacy, communalities, and total variance explained, constitutes the central testable expectation of the EFA reported below.



Picture 1. Conceptual Model Framework

METHODOLOGY

1. Research Design and Unit of Analysis

This study employed a quantitative, cross-sectional survey design. The unit of analysis was the tourism resort, and the unit of observation was the Director or Senior Manager responsible for strategic decision-making at each resort. The population comprised tourism resorts located in five Indonesian provinces: Bali, Nusa Tenggara Timur, Sulawesi Utara, Maluku, and Papua Barat. A total of 102 valid responses were obtained. For Exploratory Factor Analysis with twelve indicators, a sample of 102 satisfies the commonly applied 5-to-10 respondents-per-item heuristic (Hair, Black, Babin, & Anderson, 2019) and is further supported by the sampling adequacy diagnostics reported in the Results section.

2. Measurement and Data Collection

Data were collected through a structured questionnaire administered to Directors/Senior Managers, using a seven-point Likert scale ranging from strongly disagree to strongly agree. Each of the twelve SDR indicators (SDR1-SDR12) was measured as a single item derived from the conceptual definitions summarized in Table 1. The study adopted a cross-sectional time horizon, consistent with the exploratory, scale-development purpose of this phase of the research program.

3. Data Analysis

Exploratory Factor Analysis (EFA) was conducted in SPSS using Principal Component Analysis for extraction. Because SDR was theorized a priori as a single, first-order reflective construct, factor extraction was constrained to one component (FACTORS = 1), consistent with confirmatory-oriented applications of EFA used to test a hypothesized unidimensional structure (Hair et al., 2019). Sampling adequacy was assessed via the Kaiser-Meyer-Olkin (KMO) measure, with values above .90 considered "superb" (Kaiser, 1974), and via

Bartlett's Test of Sphericity, with significance at $p < .05$ indicating that the correlation matrix is suitable for factor analysis (Bartlett, 1954; Tabachnick & Fidell, 2007). Communalities and component loadings were evaluated against the conventional .50 threshold (Hair et al., 2019). Following the exploratory phase reported here, the original research design specifies a confirmatory follow-up using PLS-SEM in SmartPLS 4; this label is used advisedly, since SmartPLS performs variance-based PLS-SEM rather than covariance-based SEM (CB-SEM), and the two are not interchangeable in reporting or in the fit statistics they produce.

RESULTS AND DISCUSSION

1. Sampling Adequacy

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was .926, exceeding the "superb" benchmark of .90 (Kaiser, 1974), indicating that the twelve SDR indicators share sufficient common variance to justify factor analysis. Bartlett's Test of Sphericity was statistically significant ($\chi^2 = 586.064$, df = 66, $p < .001$), confirming that the inter-item correlation matrix is not an identity matrix and is therefore appropriate for factor extraction (Table 2).Table 2. KMO and Bartlett's Test

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Indikator	**Nilai**
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy	.926
Bartlett's Test of Sphericity – Approx. Chi-Square	586.064
Bartlett's Test of Sphericity – df	66
Bartlett's Test of Sphericity – Sig.	.000

2. Communalities and Factor Loadings

Communalities ranged from .364 (SDR2, Monitoring Digital Technology) to .662 (SDR3, Identifying Customer Preferences), and component loadings ranged from .604 (SDR2) to .813 (SDR3). Eight of the twelve indicators exceeded the conventional .50 communality and loading thresholds (Hair et al., 2019). Four indicators, marked with an asterisk in Table 3, fell below the .50 communality threshold: SDR2 (Monitoring Digital Technology, communality = .364), SDR6 (Strategic Resources Allocation, communality = .469), SDR9 (Integrating HR Competencies, communality = .455), and SDR11 (External Collaboration, communality = .411). All four nonetheless retained loadings above .60 on the single extracted component, indicating that while these items share less unique variance with SDR than the other eight indicators, they are not unrelated to the construct.

Table 3. Communalities and Component Loadings

Kode	**Indikator**	**Komunalitas (Extraction)**	**Component Loading**
SDR1	Identifying Tourism Trends	.606	.779
SDR2	Monitoring Digital Technology	.364*	.604
SDR3	Identifying Customer Preferences	.662	.813
SDR4	Rapid Strategic Decisions	.577	.760
SDR5	Executing Market Opportunities	.564	.751
SDR6	Strategic Resources Allocation	.469*	.685

Kode	Indikator	Komunalitas (Extraction)	Component Loading
SDR7	Organizational Restructuring	.562	.749
SDR8	Realigning HR Competencies	.520	.721
SDR9	Integrating HR Competencies	.455*	.675
SDR10	Strategic Cross-Departmental Collaboration	.525	.725
SDR11	External Collaboration	.411*	.641
SDR12	Strategic Cross-Functional Coordination	.599	.774

3. Total Variance Explained

Consistent with the a priori single-factor specification, only one component was extracted with an eigenvalue of 6.315, accounting for 52.629% of the total variance among the twelve indicators (Table 4). This exceeds the 50% minimum variance-explained benchmark typically applied in scale-development research (Hair et al., 2019), though it is comparatively closer to that threshold than is typically desirable, reflecting the presence of the four weaker indicators identified above. Because only one component was extracted, the solution could not be rotated.

Table 4. Total Variance Explained (Principal Component Analysis)

Komponen	Eigenvalue	% of Variance	Cumulative %
1 (SDR)	6.315	52.629%	52.629%

4. Summary of Indicator Validity

Taken together, the sampling adequacy and total-variance-explained results support a single, unidimensional SDR factor at this exploratory stage. At the indicator level, eight of twelve items (SDR1, SDR3, SDR4, SDR5, SDR7, SDR8, SDR10, SDR12) met both communality and loading thresholds without qualification. Four items (SDR2, SDR6, SDR9, SDR11) fell below the .50 communality threshold and should be flagged for item-wording revision, replacement with multi-item measurement, or removal in the confirmatory (CFA/PLS-SEM) phase, rather than being treated as validated in their current single-item form.

Discussion

The EFA results provide preliminary, but not unqualified, support for SDR as a unidimensional, first-order reflective construct. The superb sampling adequacy (KMO = .926) and the significant Bartlett's test indicate that the twelve indicators are meaningfully intercorrelated, and the single-component solution, explaining 52.63% of total variance, is consistent with the theoretical expectation that sensing, seizing, transforming, and collaborating/coordinating indicators are perceived by resort Directors/Senior Managers as facets of one integrated strategic capability, echoing the joint relevance of DCT and RAToC previously documented separately in the hotel and resort literature (Hussain & Malik, 2022; Witarsana et al., 2022).

At the same time, the four indicators falling below the .50 communality threshold merit closer interpretation rather than being glossed over. SDR2 (Monitoring Digital Technology, communality = .364) is the weakest item by a clear margin. A plausible explanation is that digital-technology monitoring may, in the resort context, be perceived by Directors/Senior Managers as a distinct, IT-driven activity rather than as an integral part of

the same strategic capability that governs HR restructuring or external collaboration, unlike in more digitally mature hotel segments where digital and strategic capability are more tightly coupled (Witarsana et al., 2022). SDR6 (Strategic Resources Allocation), SDR9 (Integrating HR Competencies), and SDR11 (External Collaboration) also fell below threshold, though less markedly, which may reflect genuine variability in how resource reallocation, HR integration, and external partnership are practiced across resorts of differing size, ownership, and provincial context.

These results should be interpreted in light of the exploratory, single-phase, single-item nature of the present analysis. EFA establishes preliminary dimensionality; it does not confirm the measurement model against an independent sample, nor does it establish convergent or discriminant validity in the manner that CFA or PLS-SEM would (Hair et al., 2019). The use of single-item indicators further limits what can be concluded about each indicator's internal reliability, since internal-consistency reliability cannot be computed for single-item measures. The unit-analysis design underlying this research program specifies PLS-SEM (SmartPLS 4) as the subsequent confirmatory technique; the results reported here constitute the necessary first phase, indicator screening and dimensionality testing, and indicate that SDR2, SDR6, SDR9, and SDR11 in particular should be revisited (through item revision, multi-item expansion, or removal) before that confirmatory phase proceeds.

Limitations and Future Research

Several limitations should be acknowledged. First, four of the twelve indicators (SDR2, SDR6, SDR9, SDR11) fell below the .50 communality threshold; treating SDR as fully validated on the basis of the present results would overstate what the data support, and these items should be revised, expanded into multi-item measures, or removed before further use. Second, each indicator was measured with a single item, which precludes assessment of internal-consistency reliability at the indicator level and increases sensitivity to measurement error; future work should consider multi-item measurement for the weaker indicators identified here. Third, the sample of 102 respondents, while adequate for EFA, is modest relative to the broader population of tourism resorts across the five provinces studied, and a single respondent per resort cannot rule out common method variance. Fourth, this paper reports only the exploratory (EFA) phase of a two-stage validation design; the twelve-indicator structure established here should be subjected to Confirmatory Factor Analysis and, per the original research design, PLS-SEM based structural testing (SmartPLS 4, correctly labeled as variance-based PLS-SEM rather than CB-SEM) on an independent sample to establish convergent validity, discriminant validity, and construct reliability (composite reliability, AVE) before SDR is used as a predictor or outcome variable in nomological-network studies. Future research should also test SDR's relationship with resort competitive advantage and business sustainability outcomes, and examine whether the construct generalizes across resort classifications (star ratings) and provinces**.**

CONCLUSION

This study introduced Strategic Dexterity Recomposition (SDR) as a new, theoretically integrated construct bridging Resource-Advantage Theory of Competition's resource-recomposition and collaboration logic (Hunt & Morgan, 1995, 1996) with Dynamic Capability Theory's sensing-seizing-transforming logic (Teece, 2007; Teece et al., 1997). Using data from 102 Directors/Senior Managers of tourism resorts across five Indonesian provinces, Exploratory Factor Analysis provided preliminary support for a single, first-order reflective factor: sampling adequacy was superb (KMO = .926), Bartlett's test was significant, and the twelve indicators loaded between .604 and .813 on one component explaining 52.63% of total variance, though four indicators (SDR2, SDR6, SDR9, SDR11)

fell short of the conventional .50 communality threshold and require attention before confirmatory testing.

Theoretically, this study contributes an integrative construct that treats internal dynamic-capability processes and external/relational resource-advantage processes as facets of a single latent strategic capability in the tourism resort context, extending prior hotel-sector evidence that has examined dynamic capability and resource/market-based advantage separately (Hussain & Malik, 2022; Witarsana et al., 2022). Practically, SDR offers resort boards and directors a diagnostic instrument spanning sensing, seizing, transforming, and collaborating, while the item-level results provide a concrete, transparent starting point for instrument refinement.

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