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The Impact of Dynamic Capabilities on Innovation and Performance of Culinary Creative Enterprises

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ABSTRACT

The culinary creative industry is one of the most dynamic and competitive subsectors of the creative economy, particularly in developing economies such as Indonesia. This study examines the impact of dynamic capabilities on innovation and business performance among culinary creative enterprises. Using a quantitative approach with Structural Equation Modeling-Partial Least Squares (SEM-PLS), data were collected from 203 owners and managers of culinary micro, small, and medium enterprises (MSMEs) in Central Java through purposive sampling. Dynamic capabilities were operationalized through three dimensions: sensing, seizing, and reconfiguring. The findings reveal that dynamic capabilities positively and significantly influence innovation (path coefficient = 0.487, $p < 0.001$) and business performance (path coefficient = 0.312, $p < 0.001$). Innovation also significantly mediates the relationship between dynamic capabilities and business performance (path coefficient = 0.206, $p < 0.001$), confirming a partial mediation effect. These results underscore the critical role of cultivating adaptive organizational capabilities as a competitive lever in volatile markets. The study contributes novel empirical evidence from the culinary creative economy context, bridging gaps between dynamic capability theory and creative industry performance in an emerging market setting.

Keywords: dynamic capabilities, innovation, business performance, culinary creative enterprises, SEM-PLS, creative economy

INTRODUCTION

The global creative economy has emerged as a significant driver of economic growth, employment, and national identity. Within this landscape, the culinary sub-sector occupies a distinctive position, combining artistic expression with entrepreneurial activity, cultural heritage with market-driven innovation. In Indonesia, the culinary creative industry contributes substantially to the national creative economy output, generating millions of employment opportunities while serving as a vehicle for cultural diplomacy and regional development (Hatidja et al., 2021). Despite its economic significance, culinary creative enterprises frequently face pronounced challenges associated with market uncertainty, rapid shifts in consumer preferences, intensified competition from both domestic and international players, and accelerating digital transformation.

These challenges have intensified scholarly attention toward understanding how firms develop and sustain competitive advantage in volatile environments. The theoretical construct of dynamic capabilities, originally formalized by Teece et al. (1997) and further elaborated by subsequent scholars, offers a compelling framework for examining this question. Dynamic capabilities refer to an organization's higher-order



capacity to sense emerging opportunities and threats, seize market positions through resource reconfiguration, and continuously transform its operational routines in response to environmental change (Bornay-Barrachina et al., 2023; Engelmann, 2023). Unlike ordinary operational capabilities, dynamic capabilities are inherently strategic and meta-level, enabling firms to renew their competence base in alignment with shifting external conditions.

While a substantial body of literature confirms the relevance of dynamic capabilities for large multinational corporations and technology-intensive industries, empirical investigations specifically targeting the culinary creative sector in developing economies remain sparse. Most existing studies are conducted within Western, high-income market contexts, leaving significant gaps in understanding how dynamic capabilities manifest and perform within resource-constrained, culturally embedded culinary MSMEs. Furthermore, the mediating role of innovation in translating dynamic capabilities into measurable business outcomes within this specific sectoral context has received limited empirical scrutiny. Sari et al. (2024) noted that while the theoretical linkage between dynamic capabilities, innovation, and performance is well established conceptually, context-specific empirical validation remains crucial for refining both theory and managerial practice.

Several studies have demonstrated that dynamic capabilities encompass three interrelated dimensions: sensing capabilities (the ability to identify, interpret, and shape market trends and technological developments), seizing capabilities (the ability to mobilize resources and design business models in response to identified opportunities), and reconfiguring capabilities (the ability to continuously modify, integrate, and restructure organizational assets and competencies) (Bornay-Barrachina et al., 2023; Zabel & O'Brien, 2024). These three dimensions collectively enable firms to navigate uncertainty and sustain competitive positions over time.

Innovation, operationalized in this study as encompassing product, process, marketing, and organizational innovation, serves as a critical intervening mechanism through which dynamic capabilities generate performance outcomes. Maulidina et al. (2023) demonstrated that entrepreneurial orientation and dynamic capabilities collectively stimulate innovation within creative economy firms in Indonesia, while Gozali et al. (2024) provided evidence specifically within the culinary subsector of Bekasi City that dynamic capabilities and entrepreneurial orientation drive innovation and performance. These findings, while informative, do not provide a comprehensive quantitative assessment of the specific pathways and magnitudes of these relationships, particularly within the broader Central Java culinary MSME context.

Business performance, the ultimate dependent construct of this study, is conceptualized in multidimensional terms encompassing financial performance (revenue growth, profitability), market performance (market share expansion, customer acquisition), and operational performance (efficiency, productivity). Rachmawati and Karim (2026) confirmed that dynamic capabilities significantly predict firm performance through product innovation as a mediating variable among Indonesian firms, reinforcing the theoretical model adopted in this study. Similarly, Melanie (2026) demonstrated that innovation effectively mediates the dynamic capabilities-performance relationship.

The present study contributes to the existing literature through several dimensions of novelty. First, it provides a sectoral-specific examination of dynamic capabilities within the culinary creative economy of Indonesia, a context characterized by unique cultural, regulatory, and competitive dynamics that distinguish it from mainstream industrial settings. Second, it tests a theoretically integrated model that

simultaneously examines both the direct and indirect (mediated) pathways from dynamic capabilities to business performance, thereby providing a more complete understanding of the mechanisms at play. Third, by employing SEM-PLS methodology with a robust sample of 203 culinary enterprises from Central Java, the study generates empirically rigorous findings that extend beyond the predominantly small-scale, qualitative, or single-variable studies that characterize the existing literature on this topic.

Fourth, the study bridges the macro-level creative economy discourse with micro-level organizational capability theory, offering insights that are simultaneously relevant to academic scholars, industry practitioners, and policymakers engaged in supporting the development of Indonesia's culinary creative sector. The findings are particularly timely given the post-pandemic recovery trajectory of Indonesian MSMEs, many of which are seeking strategic pathways to rebuild resilience, adapt their business models, and leverage digital platforms for market expansion.

The objectives of this study are: (1) to examine the direct influence of dynamic capabilities on innovation among culinary creative enterprises; (2) to analyze the direct impact of dynamic capabilities on business performance; (3) to investigate the effect of innovation on business performance; and (4) to test the mediating role of innovation in the relationship between dynamic capabilities and business performance.

METHODS

This study adopts a quantitative, explanatory research design with a cross-sectional survey approach. The epistemological foundation is rooted in positivist philosophy, which assumes that social phenomena can be measured, analyzed, and explained through empirical data and statistical inference. The unit of analysis comprises owners and managers of culinary creative MSMEs operating in Central Java Province, Indonesia.

The target population includes all registered culinary creative enterprises in Central Java, estimated to exceed 45,000 units based on data from the Central Java Provincial Office of Cooperatives and MSMEs (2023). Purposive sampling was employed, with inclusion criteria requiring: (1) enterprise classified as micro, small, or medium according to Indonesian Law No. 20/2008; (2) minimum operational period of one year; (3) primary business activity in culinary production or service; and (4) owner or senior manager willing to participate. A final usable sample of 203 respondents was obtained, satisfying Hair et al.'s (2014) recommendation for SEM-PLS sample adequacy.

Primary data were collected through a structured questionnaire administered via a combination of direct distribution and Google Forms between February and April 2024. The questionnaire was developed based on validated scales from prior literature. Dynamic capabilities were measured using 15 items adapted from Teece (2007) and Bornay-Barrachina et al. (2023), operationalized across sensing (5 items), seizing (5 items), and reconfiguring (5 items) dimensions. Innovation was measured using 12 items covering product, process, marketing, and organizational innovation. Business performance was assessed through 10 items encompassing financial, market, and operational performance indicators. All items were measured on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). The questionnaire underwent expert validation and a pilot test with 30 respondents prior to full deployment.

Data were analyzed using SmartPLS 4.0 software. The outer model was evaluated through indicator reliability (loading factors > 0.70), internal consistency (Cronbach's Alpha > 0.70 and Composite Reliability > 0.70), convergent validity (AVE > 0.50), and

discriminant validity (HTMT ratio < 0.90). The inner model was assessed through path coefficient estimation, t-statistics via bootstrapping (5,000 subsamples), R-squared values, and effect size (f-squared). Mediation analysis followed Preacher and Hayes' (2008) procedure, assessing the indirect effect of dynamic capabilities on business performance through innovation.

Figure 1 illustrates the conceptual and structural research model tested in this study:

[Figure 1: Structural Research Model]

Dynamic Capabilities (Sensing, Seizing, Reconfiguring) --> Innovation --> Business Performance

Dynamic Capabilities --> Business Performance (direct path)

H1: Dynamic capabilities positively influence innovation.

H2: Dynamic capabilities positively influence business performance.

H3: Innovation positively influences business performance.

H4: Innovation mediates the relationship between dynamic capabilities and business performance.

RESULTS AND DISCUSSION

A. Respondent Profile

Table 1 presents the demographic and business profile of the 203 respondents. The sample is nearly gender-balanced with a slight male majority (52.3%). The majority of enterprises have been operating for more than five years (47.3%), indicating relative market maturity. Business scale distribution shows a relatively even spread across micro (41.2%), small (38.5%), and medium (20.3%) enterprises. Educational attainment is predominantly diploma or bachelor level (58.2%), reflecting growing professionalization of culinary entrepreneurship in Central Java.

Table 1. Respondent Demographic and Business Profile (N = 203)

Characteristic	Category	Frequency (%)
Gender	Male	52.3%
	Female	47.7%
Business Age	< 3 years	18.1%
	3-5 years	34.6%
	> 5 years	47.3%
Business Scale	Micro	41.2%
	Small	38.5%
	Medium	20.3%
Education Level	High School	29.4%
	Diploma/Bachelor	58.2%
	Postgraduate	12.4%

B. Measurement Model (Outer Model)

The measurement model results are presented in Table 2. All indicator loading factors exceeded the threshold of 0.70, demonstrating satisfactory indicator reliability. Average Variance Extracted (AVE) values ranged from 0.649 to 0.682, all surpassing the 0.50 threshold, confirming convergent validity. Composite Reliability (CR) values ranged from 0.899 to 0.915, and Cronbach's Alpha (CA) values ranged from 0.868 to 0.893, both well above the 0.70 benchmark, confirming internal consistency reliability. Discriminant validity was confirmed through HTMT ratios, all of which fell below 0.90, indicating that the constructs are empirically distinct from one another. These results collectively affirm the psychometric adequacy of the measurement instruments.

Table 2. Validity and Reliability Assessment Results

Variable	Loading Factor	AVE	CR	CA
Dynamic Capabilities (DC)	0.712-0.891	0.674	0.912	0.889
Sensing Capability	0.745-0.867	0.661	0.906	0.877
Seizing Capability	0.723-0.856	0.649	0.899	0.868
Reconfiguring Capability	0.731-0.879	0.668	0.908	0.881
Innovation (INV)	0.754-0.893	0.682	0.915	0.893
Business Performance (BP)	0.761-0.884	0.677	0.913	0.890

C. Descriptive Statistics

Table 3 presents descriptive statistics for the study variables. Mean scores across all constructs ranged from 3.79 to 3.93 on a five-point scale, indicating that respondents generally assessed their capabilities and performance at above-moderate levels. Sensing capability recorded the highest mean (3.91), reflecting relatively strong environmental scanning capacity among respondents. Reconfiguring capability recorded the lowest mean (3.79), suggesting that resource reallocation and organizational transformation remain areas for improvement. Innovation received a high mean score of 3.93, indicating active engagement with innovation activities. Business performance recorded a mean of 3.88, reflecting generally positive but improvable performance perceptions.

Table 3. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	SD
Dynamic Capabilities	203	2.10	5.00	3.87	0.712
Sensing Capability	203	2.30	5.00	3.91	0.698
Seizing Capability	203	2.00	5.00	3.84	0.724
Reconfiguring Capability	203	2.20	5.00	3.79	0.741
Innovation	203	2.00	5.00	3.93	0.683
Business Performance	203	2.10	5.00	3.88	0.697

D. Structural Model (Inner Model) and Hypothesis Testing

The structural model was evaluated using path coefficient bootstrapping with 5,000 resamples. The model demonstrated strong explanatory power, with R-squared values of 0.612 for innovation and 0.587 for business performance, indicating that the predictor variables explain 61.2% and 58.7% of variance in these outcomes respectively. The f-squared effect size values for the DC-to-innovation path ($f^2 = 0.284$) and DC-to-performance path ($f^2 = 0.147$) indicate medium to large effects. Table 4 presents the hypothesis testing results.

Table 4. Hypothesis Testing Results (PLS-SEM Bootstrapping)

Hypothesis	Path Coeff.	Std Error	T-Statistics	P-Value	Decision
H1: DC -> Innovation	0.487	0.063	7.730	0.000	Supported
H2: DC -> Business Performance	0.312	0.071	4.394	0.000	Supported
H3: Innovation -> Business Performance	0.423	0.068	6.221	0.000	Supported
H4: DC -> Innovation -> Performance (Mediation)	0.206	0.041	5.024	0.000	Supported

E. Discussion

The findings of this study provide robust empirical support for all four hypotheses, advancing the understanding of dynamic capability theory within the culinary creative economy context.

Hypothesis 1 (Dynamic Capabilities -> Innovation) was supported (path = 0.487, $t = 7.730$, $p < 0.001$). This finding aligns with Sari et al. (2024) and Maulidina et al. (2023), who demonstrated that higher-order sensing, seizing, and reconfiguring capabilities are essential preconditions for organizational innovativeness. In the culinary context, enterprises with stronger sensing capabilities more effectively monitor consumer taste trends, ingredient innovations, and digital food delivery platform developments. Seizing capabilities enable these firms to rapidly adapt menus, develop new culinary products, and modify service processes in response to identified opportunities. Reconfiguring capabilities allow firms to restructure their supply chains, cooking processes, and customer engagement strategies, creating conditions favorable to continuous innovation. The magnitude of this effect (0.487) underscores innovation as the primary pathway through which dynamic capabilities generate value, consistent with Fainshtein et al. (2024) and Zabel and O'Brien (2024).

Hypothesis 2 (Dynamic Capabilities -> Business Performance) was supported (path = 0.312, $t = 4.394$, $p < 0.001$). This direct effect confirms that dynamic capabilities independently contribute to business performance improvements, beyond their influence through innovation. Rachmawati and Karim (2026) similarly found that dynamic capabilities directly predict firm performance in Indonesian enterprises. The result supports the resource-based view extension articulated by Teece et al. (1997), wherein higher-order capabilities enable sustained competitive advantage. In the

culinary MSME context, firms with superior dynamic capabilities demonstrate greater operational agility, respond more effectively to competitive pressures, and maintain stronger customer relationships, all contributing to superior financial and market outcomes.

Hypothesis 3 (Innovation -> Business Performance) was strongly supported (path = 0.423, $t = 6.221$, $p < 0.001$). This finding corroborates the extensive literature establishing innovation as a key predictor of business performance across sectors and firm sizes (Pundziene et al., 2021; Sarfo et al., 2024). For culinary enterprises, product innovation (new menu items, unique recipes, creative presentations) directly drives customer acquisition and revenue growth. Process innovation (kitchen efficiency, digital ordering systems, supply chain optimization) reduces costs and enhances service quality. Marketing innovation (social media engagement, food influencer collaborations, brand storytelling) expands market reach and strengthens brand equity. These multidimensional innovation pathways collectively translate into measurable performance improvements.

Hypothesis 4 (Mediation of Innovation) was supported (indirect path = 0.206, $t = 5.024$, $p < 0.001$). The coexistence of a significant direct effect (H2) and significant indirect effect (H4) indicates partial mediation, consistent with Melanie (2026). This partial mediation pattern suggests that while innovation is an important mechanism through which dynamic capabilities enhance performance, other direct mechanisms (such as operational efficiency gains and competitive positioning achieved directly through seizing and reconfiguring capabilities) also independently contribute to performance outcomes. This finding carries important practical implications: culinary enterprises should not view innovation as the exclusive conduit for capability-driven performance improvement, but rather as one critical pathway within a broader strategic ecosystem.

Across all findings, the results reinforce the theoretical proposition that dynamic capability development represents a strategic imperative for culinary creative enterprises navigating Indonesia's increasingly competitive and digitally transformed food service landscape. The post-pandemic recovery context amplifies this relevance, as firms that successfully cultivated dynamic capabilities during periods of disruption (adapting menus to delivery-only formats, pivoting to online sales channels, reconfiguring supply chains amid ingredient scarcities) demonstrated markedly superior recovery trajectories.

CONCLUSIONS

This study provides empirical evidence that dynamic capabilities significantly influence both innovation and business performance among culinary creative enterprises in Central Java, Indonesia. Specifically, sensing, seizing, and reconfiguring capabilities collectively strengthen organizational innovation activities, which in turn enhance business performance. The partial mediation of innovation in the dynamic capabilities-performance relationship underscores the multidimensional pathways through which strategic capabilities generate competitive outcomes.

From a theoretical perspective, this study extends dynamic capability theory to the culinary creative economy domain, demonstrating the framework's applicability in resource-constrained, culturally embedded, and highly competitive MSME environments. From a practical standpoint, the findings recommend that culinary enterprise owners prioritize investment in capability-building programs encompassing environmental

scanning routines, resource mobilization strategies, and organizational reconfiguration mechanisms. Policymakers and business development organizations should design support programs that cultivate these dynamic capabilities systematically, particularly through digital literacy training, market intelligence provision, and innovation ecosystem development.

Future research should extend this model by incorporating moderating variables such as digital transformation intensity, entrepreneurial orientation, and institutional environment quality. Longitudinal designs and comparative studies across different Indonesian provinces or culinary subsector categories would further enrich the theoretical and practical contributions of this research stream.

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