





“Unveiling the antecedents of sustainable performance: Insights from hospitality industry managers”

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UNVEILING THE ANTECEDENTS OF SUSTAINABLE PERFORMANCE: INSIGHTS FROM HOSPITALITY INDUSTRY MANAGERS

Abstract

The hospitality industry faces significant challenges in achieving sustainable performance, particularly amidst a rapidly changing market and environmental uncertainties. Unfortunately, previous studies have paid limited attention to this specific aspect of performance. This study explores the antecedents – organizational resilience, dynamic capabilities, agile leadership, and organizational ambidexterity – that contribute to sustainable performance among managers in this sector. A self-administered electronic questionnaire was used to collect primary data from 210 hotel managers at various levels in Makassar, Indonesia, following a purposive sampling approach. The relationships were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4.0. The results indicate that organizational resilience and agile leadership significantly influence sustainable performance, while dynamic capability and organizational ambidexterity do not show a significant impact. Furthermore, both organizational resilience and dynamic capability are significant to organizational ambidexterity, and they also significantly contribute to agile leadership. These findings illuminate the critical determinants affecting sustainable performance in the hospitality sector, providing valuable insights for practitioners and policymakers aiming to enhance sustainability practices in the industry.

Keywords

sustainable performance, organizational resilience, dynamic capability, agile leadership, organizational ambidexterity, managers, hospitality industry, HRM

JEL Classification

M12, M50, M54

INTRODUCTION

The notion of what constitutes “normal” in the travel and hospitality sectors is undergoing rapid transformation as top managers and executives navigate the challenging path to recovery in the wake of the post-COVID-19 era (Casais & Ferreira, 2023). The urgency to adapt has introduced a complex array of new challenges, including technological disruptions, rising prices, and ongoing economic instability (Berman, 2023). These challenges not only affect operational and strategic decisions but also significantly influence human resource behavior within these industries. As these sectors strive to regain their footing, the pressure on employees has intensified. Employees are now expected to adapt quickly to new technologies, embrace flexibility in roles, and develop new skills to meet evolving industry demands (Athamneh & Jais, 2023). The rising cost of commodities, coupled with economic uncertainty, has also forced companies to rethink their compensation structures, benefits packages, and job security measures, further impacting employee sustainability and retention (Casais & Ferreira, 2023; Peng et al., 2019). These challenges are significantly reshaping the landscape, prompting organizations to reassess their business strategies comprehensively.

Despite the daunting circumstances, this turbulent environment presents a transformative opportunity for businesses that are willing to cultivate the necessary tools and approaches to effectively navigate future uncertainties – that is, to create resilience and sustainable behavior among their staff (Ashoer et al., 2022; Macke & Genari, 2019; Verreynne et al., 2018). According to Deloitte (2024) survey, involving over 700 executives worldwide, more than half of the participants indicated that they typically entrust the responsibility for resilience to their risk or crisis management departments, often resulting in a lack of attention from top-level leadership. Given the profound challenges confronting the industry on a global scale, resilience, and adaptive capability must now ascend to a strategic priority at the highest echelons of organizations, encompassing not only operational and financial aspects but also people, reputation, and sustainability (Casais & Ferreira, 2023; Peng et al., 2019).

1. LITERATURE REVIEW AND HYPOTHESES

Over the past two decades, there has been a notable surge in interest surrounding the establishment of sustainability within organizations aimed at ensuring long-term performance for both the entities and their employees (Kramar, 2014; Macke & Genari, 2019; Perrott, 2015). While terms like “sustainability” and “performance” have become commonplace parlance, it is intriguing to note that academic literature often segregates these topics (Ji et al., 2021; Peng et al., 2019). This compartmentalization is a missed opportunity, particularly considering the potential interplay between employee performance and their thriving to perform consistently. Prior studies have suggested that while high employee performance may yield immediate benefits, it can also harbor detrimental effects on employee health and well-being, ultimately leading to negative repercussions on future performance (Bakker & Demerouti, 2007; de Jonge & Peeters, 2019). Recognizing this intricate relationship, this study contends that fostering sustainable job performance necessitates a holistic consideration of both employee performance and well-being (de Jonge & Peeters, 2019; Ji et al., 2021; Macke & Genari, 2019). In the fast-paced and customer-centric landscape of the hospitality sector, the concept of sustainable performance among employees has emerged as a pivotal factor influencing organizational success. Unlike traditional performance metrics that solely focus on productivity and profitability, sustainable performance delves deeper into the long-term viability of both individuals and the businesses they serve (Macke & Genari, 2019).

Several prior studies have pinpointed factors that can influence ongoing individual performance

across different settings. For example, Trieu et al. (2024) discovered that enhancing internal capabilities, resilience, and organizational adaptability can boost the business performance of small and medium enterprises in Vietnam. Gatot et al. (2021) similarly found that promoting ambidexterity and agile leadership can enhance the performance of such enterprises in Indonesia. Meanwhile, Çelik and Uzunçarşılı (2023) confirmed the critical role of dynamic capabilities in sustaining company performance in Turkey. Additionally, Huda (2023) highlighted the significance of managerial innovation in digital markets for the resilience and success of small hotels in Malaysia during the pandemic. Technological capability has also emerged as a pivotal factor in enhancing individual performance across various studies (Ashoer et al., 2024; Casais & Ferreira, 2023). Empirical findings from diverse contexts underscore the importance of resilience, leadership, ambidexterity, and agility in ensuring enduring company performance (Ji et al., 2021; Lubatkin et al., 2006; Peng et al., 2019; Peng & Lin, 2019). In essence, sustainable individual performance within the hospitality sector encompasses a range of behaviors, competencies, and attitudes displayed by employees, all aimed at fostering resilience, adaptability, and ethical conduct in the workplace (Bakker & Demerouti, 2007; de Jonge & Peeters, 2019). From another standpoint, it is crucial for organizations that their employees can sustain performance over time, thereby bolstering competitiveness to survive in the harsh tourism sector (Casais & Ferreira, 2023).

Despite the growing recognition of the importance of organizational resilience, dynamic capability, agile leadership, and organizational ambidexterity in the hospitality industry, there remains a notable gap in understanding how these factors

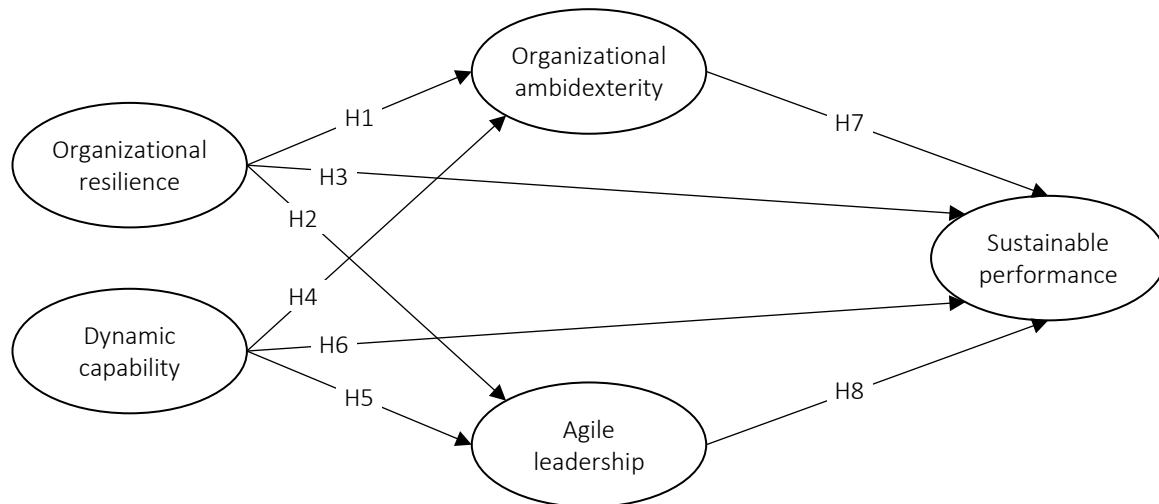


Figure 1. Research model

collectively influence individual sustained performance within this sector. While existing literature has explored the impact of these constructs individually, there is a lack of comprehensive research that examines their combined effects on the sustained performance of employees in hospitality organizations.

This study aims to address the gap by investigating the interplay between organizational resilience, dynamic capability, agile leadership, and organizational ambidexterity and their collective influence on individual sustained performance within the hospitality industry.

Based on the critical review of previous studies and the identified research gaps, the research model for this study is presented in Figure 1. The hypotheses are elaborated as follows:

- H1: Organizational resilience has a significant influence on organizational ambidexterity.*
- H2: Organizational resilience has a significant influence on agile leadership.*
- H3: Organizational resilience has a significant influence on sustainable performance.*
- H4: Dynamic capability has a significant influence on organizational ambidexterity.*
- H5: Dynamic capability has a significant influence on agile leadership.*

H6: Dynamic capability has a significant influence on sustainable performance.

H7: Organizational ambidexterity has a significant influence on sustainable performance.

H8: Agile leadership has a significant influence on sustainable performance.

2. METHODOLOGY

2.1. Design

This paper employs a quantitative methodology to elucidate, validate, and support hypotheses concerning the identified phenomenon. Aligned with the formulated research inquiries and hypotheses, this study fits into the realm of causal research, aiming to discern cause-and-effect connections among different concepts or variables (Edmonds & Kennedy, 2019). Specifically, the investigation aims to examine the influence of relationships among variables, such as organizational resilience, dynamic capabilities, organizational ambidexterity, leadership agility, and sustainability performance, within the hospitality sector in Indonesia.

2.2. Sampling and data collection

Newman (2014) defines a population as one or multiple groups possessing distinct characteristics, such as students, employees, or consumers. The selection of the population is guided by the re-

researcher's interests or inquiries. In this study, the designated comprises all managerial personnel (including supervisors, seniors, or top managers) employed in the hospitality sector in Makassar City, South Sulawesi, Indonesia. Considering the lack of accurate and precise information regarding the exact number of hotel managers working in the city of Makassar, the population size is unknown. Therefore, the sampling method employed utilizes a non-sampling probability technique, specifically the purposive sampling technique (Edmonds & Kennedy, 2019). The technique was chosen to ensure that the samples possess specific characteristics and traits. In more detail, a homogeneous sampling method was employed to filter potential respondents who share similar characteristics or qualities (such as a group of individuals with similarities in terms of age, gender, background, occupation, etc.) (Newman, 2014). The criteria used to filter the sample in this study are 1) managers (including supervisors, seniors, or top managers) of hotels in Makassar City and 2) individuals with a minimum of three years of work experience as managers (including supervisors, seniors, or top managers). The establishment of these criteria is crucial to reflect how companies in the hospitality sector, through their managers, are addressing post-COVID-19 conditions. This ensures that the primary data obtained depict the current behavior of potential respondents in the hospitality sector.

A self-administered survey method was selected as a data collection method to gather primary

data from hotel managers in Makassar City. This was driven by considerations of cost-effectiveness, scalability, and the potential for obtaining candid responses from potential respondents (Ashoer et al., 2022; Evans & Matur, 2018). The electronic questionnaire, developed using Google Forms, was crafted to facilitate a seamless survey experience. Subsequently, the generated survey link was disseminated through various digital platforms, including WhatsApp and email. This approach ensured broad geographical coverage, allowing participants to engage conveniently from diverse locations. The data collection was taken for a period of three months, spanning from January 2024 to March 2024. Among the 344 responses received, only 210 were considered suitable and met the specified criteria, yielding a response rate of 61.1%. This level of response adheres to the recommended standards (44.80% up to 61.97%) for research in the field of hospitality and tourism, specifically focusing on individuals in managerial roles ranging from mid-level to top-level management (such as supervisors, senior managers, or top managers) (Ali et al., 2021). Additionally, the quantity of participants meets the requirement for maximum likelihood estimation (MLE), with a recommended range of 100-200 samples or an extent equivalent to 5-10 times the number of indicators under examination (25 items x 5-10 = 125-250) (Ali Memon et al., 2021; Hair et al., 2019).

Table 1 presents the description of respondents within the hotel industry, encompassing critical details about their demographic and professional

Table 1. Profile of respondents

Categories	Demographic	F	Percentage
Gender	Male	113	53.8%
	Female	97	46.2%
Age	18–25 years old	12	5.7%
	26–35 years old	84	40.0%
	36–45 years old	79	37.6%
	> 45 years old	35	16.7%
	1 – 3 years	20	9.5%
Working experience	3 – 5 years	54	25.7%
	> 5 years	136	64.8%
	First-line managers (supervisor, team leader, coordinator, assistant manager, etc.)	91	43.3%
Level of management	Middle managers (marketing manager, HRM manager, etc.)	102	48.6%
	Top managers (director, general manager, etc.)	17	8.1%
	4-star rating	111	52.9%
Hotel star ratings	5-star rating	99	47.1%

attributes. It reveals a slight gender majority, with 53.8% being male and 46.2% female. In terms of age distribution, the dataset is characterized by a significant concentration of individuals aged 26-35, constituting 40.0%, followed closely by the 36-45 age group at 37.6%. The 18-25 and >45 age groups contribute 5.7% and 16.7%, respectively. Work experience analysis indicates that a substantial portion of individuals, comprising 64.8%, possess over 5 years of professional experience, followed by the 3-5 years of experience group represents 25.7%, and the 1-3 years of experience group accounts for 9.5% of the dataset. Regarding management levels, the majority, totaling 48.6%, belong to the middle management category, while first-line management closely follows at 43.3%. Top management positions are occupied by 8.1% of the individuals in the dataset. Furthermore, the dataset sheds light on the star ratings of hotels represented, with 52.9% holding a 4-star rating and 47.1% possessing a 5-star rating. These insights furnish a detailed perspective on the demographic and professional landscape of managers in the hotel industry, offering valuable information for strategic planning and talent management within the sector.

2.3. Data analysis

To assess the relationships within the proposed conceptual framework, this study employs partial least squares structural equation modeling (PLS-SEM) as the chosen statistical technique for the data analysis. PLS-SEM is particularly well-suited for complex models or more than two endogenous variables and allows researchers to examine both the measurement and structural aspects simultaneously (Ali Memon et al., 2021). To assess the outcomes of the analysis, the outer and inner models serve as benchmarks. The analysis is conducted using SmartPLS 4.0 software, applying the PLS-SEM methodology (Hair et al., 2019).

2.4. Instrumentation

The electronic survey consisted of two sections. The initial segment gathered demographic information about managers, including gender, age, educational background, work experience, levels of management, and hotel star rating. The second section presented a comprehensive list of statements reflecting both exogenous and endogenous variables for as-

sessing respondents' perceptions. The items measuring organizational resilience, dynamic capability, organizational ambidexterity, self-leadership agility, and sustainability performance were adapted from previous relevant studies (Augier & Teece, 2009; Çelik & Uzunçarşılı, 2023; Ji et al., 2021; Joiner & Josephs, 2007; Lubatkin et al., 2006; Peng & Lin, 2019; Verreynne et al., 2023). All measurement items were assessed using a five-point ordinal Likert scale, where 1 indicates "Strongly Disagree" and 5 corresponds to "Strongly Agree."

3. RESULTS

3.1. Outer model measurements

Tables 2 and 3 present an overview of the outer model evaluation, and the report is structured based on expert guidelines (Hair et al., 2019). First, the assessment encompasses the evaluation of indicator reliability based on loading factors for each indicator within its corresponding latent construct. It can be found that all loading factors surpass the 0.7 threshold, indicating a robust relationship. Next, the evaluation focuses on composite reliability, a pivotal measure reflecting the internal consistency of the measurement model. Notably, all constructs exhibit commendable composite reliability, surpassing the recommended threshold of 0.708. Subsequently, the assessment includes a confirmation of internal consistency using Cronbach's alpha values. The outcome shows that all constructs surpass the acceptable threshold of 0.7, thereby reinforcing the reliability of the measurement model. Moving forward, the examination extends to convergent validity, gauged through the average variance extracted (AVE) for each construct. The findings affirm that all constructs exceed the recommended threshold of 0.5, confirming good convergent validity. Next, discriminant validity is scrutinized, revealing that the square root of the AVE for each construct surpasses the inter-construct correlations, affirming the presence of discriminant validity across all constructs. Last, the assessment of discriminant validity through cross-loading analysis was also conducted (Table 3). The cross-loadings for each construct are notably low, indicating robust discriminant validity. In conclusion, based on the above evaluation, the measurement model is confirmed to meet the established criteria.

Table 2. Factor loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE)

Constructs and statements		Loadings	C.A.	C.R.	AVE
OR	OR1 – I feel well-prepared and equipped to handle tasks and challenges in my current role.	0.834	0.721	0.886	0.697
	OR2 – I manage my time effectively and avoid unnecessary delays in completing tasks.	0.867			
	OR3 – I am confident in my ability to analyze problems and find effective solutions.	0.889			
	OR4 – I am open to adapting my work style and approach based on changing circumstances or feedback.	0.789			
	OR5 – I actively seek collaboration and maintain strong communication with team members to foster a sense of connection.	0.767			
	OR6 – I am able to adjust to new situations and requirements in a professional and timely manner.	0.892			
	OR7 – I take the initiative to identify and address potential issues before they become major problems.	0.821			
DC	DC1 – We frequently scan the macro/microenvironment to identify new business opportunities.	0.878	0.745	0.823	0.767
	DC2 – We often review our service development efforts to ensure they are in line with what customers want.	0.754			
	DC3 – We invest in finding solutions for our customers.	0.898			
	DC4 – We adopt the best practices in our tourism sector.	0.827			
	DC5 – We annually implement new management methods.	0.845			
	DC6 – We constantly renew the ways of achieving our goals.	0.729			
OA	OA1 – We introduce a new generation of products or services.	0.762	0.774	0.891	0.695
	OA2 – We extend the products or services range.	0.879			
	OA3 – We implement innovations in marketing techniques.	0.890			
	OA4 – We improve existing product or service quality.	0.789			
	OA5 – We reduce production or service costs.	0.769			
	OA6 – We improve yield or reduce material consumption.	0.813			
AL	AL1 – We actively seek out information and insights to stay ahead of emerging trends.	0.729	0.788	0.899	0.695
	AL2 – We consistently engage with key stakeholders to understand their evolving needs and expectations.	0.876			
	AL3 – We regularly reassess our approach to problem-solving to ensure it aligns with changing circumstances.	0.884			
	AL4 – I continuously work on improving my leadership skills to better guide the team.	0.869			
SP	During my entire career, I will be able to...	0.838	0.787	0.843	0.751
	SP1 – ... continuously achieve the objectives of my job.	0.831			
	SP2 – ... permanently meet the criteria for my job performance.	0.740			
	SP3 – ... continuously demonstrate expertise in all job-related tasks.	0.862			
	SP4 – ... persistently manage more responsibility than typically assigned.	0.747			
	SP5 – ... organize and plan well to achieve the objectives of my work in a sustainable way.	0.748			
	SP6 – ... organize and plan well to meet deadlines of my work in a sustainable way.				

Note: OR: Organizational resilience; DC: Dynamic capability; OA: Organizational ambidexterity; AL: Agile leadership; SP: Sustainable performance.

Table 3. Cross loadings

	Organizational resilience	Dynamic capability	Organizational ambidexterity	Agile leadership	Sustainable performance
OR1	0.834	0.437	0.374	0.581	0.474
OR2	0.867	0.543	0.345	0.461	0.333
OR3	0.889	0.521	0.567	0.444	0.316
OR4	0.789	0.555	0.355	0.318	0.412
OR5	0.767	0.556	0.357	0.489	0.398
OR6	0.892	0.421	0.362	0.334	0.446
OR7	0.821	0.529	0.525	0.523	0.512
DC1	0.558	0.878	0.321	0.562	0.375
DC2	0.375	0.754	0.421	0.561	0.413
DC3	0.571	0.898	0.322	0.323	0.523
DC4	0.471	0.827	0.425	0.390	0.392
DC5	0.371	0.845	0.492	0.493	0.495
DC6	0.439	0.729	0.498	0.494	0.399
OA1	0.429	0.430	0.762	0.592	0.463
OA2	0.530	0.433	0.879	0.432	0.399
OA3	0.590	0.579	0.890	0.398	0.397
OA4	0.591	0.592	0.789	0.396	0.995
OA5	0.594	0.593	0.769	0.386	0.387
OA6	0.595	0.596	0.813	0.385	0.486
AL1	0.598	0.597	0.549	0.729	0.485
AL2	0.599	0.548	0.363	0.876	0.487
AL3	0.447	0.383	0.373	0.884	0.488
AL4	0.413	0.414	0.515	0.869	0.424
SP1	0.464	0.454	0.434	0.424	0.838
SP2	0.474	0.484	0.525	0.535	0.831
SP3	0.585	0.575	0.565	0.545	0.740
SP4	0.522	0.533	0.544	0.566	0.862
SP5	0.505	0.599	0.588	0.577	0.747
SP6	0.307	0.404	0.321	0.521	0.748

Note: Indicators on a construct higher than all its cross-loading with other constructs.

3.2. Inner model assessment

After confirming the adequacy of the measurement model assessment, the next stage in evaluating PLS-SEM results involves scrutinizing the structural model. Prior to examining these structural relationships, it is essential to investigate collinearity to ensure it does not introduce bias to the regression results. The variance inflation factor (VIF) is commonly used to assess collinearity. Ideally, VIF values should be close to or below 3 (Kock, 2017). Upon evaluation, it is evident that all VIF values fall well below the threshold, ranging from 1.136 to 1.429. Hence, it can be affirmed that collinearity among the predictor constructs is not a significant concern in the structural model. If there are no concerns regarding collinearity, the subsequent step involves evaluating the R^2 value (commonly known as in-sample predictive power) of the endogenous construct. According to Hair et

al. (2019), substantial, moderate, and weak predictive relevance can be attributed to R^2 values of 0.75, 0.50, and 0.25, respectively. The obtained R^2 values for three endogenous variables were OA = 0.562 (56.2%), AL = 0.530 (53%), and SP = 0.598 (59.8%). These results suggest that the model demonstrates a moderate level of predictive relevance.

The subsequent phase involves assessing the predictive abilities of the model and exploring the causal relationship among constructs. The findings from hypothesis testing for each latent variable connection can be found in Table 4. To thoroughly assess the relationships among variables, a non-parametric bootstrapping method (implemented using SmartPLS 3.0) was employed to determine beta coefficients and their corresponding significance, as indicated by t and p values. This involved generating subsamples and scaling them up by a factor of 1,000 (Hair et al., 2019). The criti-

Table 4. Results of hypotheses testing

Hypotheses	Path	Estimate	S.E.	t-statistics	Supported
H1	OR → OA	0.247	0.095	2.726*	Yes
H2	OR → AL	0.346	0.094	3.681**	Yes
H3	OR → SP	0.422	0.098	4.306**	Yes
H4	DC → OA	0.361	0.102	3.539**	Yes
H5	DC → AL	0.294	0.103	2.854**	Yes
H6	DC → SP	0.208	0.109	1.908	No
H7	OA → SP	0.216	0.116	1.862	No
H8	AL → SP	0.375	0.099	3.788**	Yes

Note: OR: Organizational resilience; DC: Dynamic capability; OA: Organizational ambidexterity; AL: Agile leadership, SP: Sustainable performance. ** $p < 0.01$; * $p < 0.05$.

cal t -table value, associated with a 95% confidence level ($\alpha = 5\%$) and degrees of freedom ($df = n-2$, where $210-2 = 208$), is 1.99.

The results show that organizational resilience has a positive and significant impact on organizational ambidexterity ($\beta = 0.247^*$), agile leadership ($\beta = 0.346^{**}$), and sustainable performance ($\beta = 0.422^{**}$). Next, dynamic capability has a significant influence on organizational ambidexterity ($\beta = 0.361^{**}$) and agile leadership ($\beta = 0.294^{**}$), while it does not exhibit a significant effect on sustainable performance ($\beta = 0.208$). Organizational ambidexterity has an insignificant impact on sustainable performance ($\beta = 0.216$). Agile leadership significantly influences sustainable performance ($\beta = 0.375^{**}$). In summary, six hypotheses have been supported (H1, H2, H3, H4, H5, and H8) whereas two hypotheses (H6 and H7) have been rejected.

4. DISCUSSION

The significance of organizational resilience for fostering ambidexterity among managers in the hospitality sector is evident (Trieu et al., 2024). This connection is unsurprising, considering that managers in this industry often need to promptly adapt to shifts in customer preferences, economic variations, and unforeseen occurrences like natural disasters or the COVID-19 pandemic. During periods of disruption or unpredictability, organizations that exhibit resilience are more adept at efficiently distributing resources. Consequently, this ability can liberate managerial resources and capacity, enabling them to concurrently engage in both exploratory and exploitative endeavors, thereby enhancing ambidexterity among managers in this study. Likewise, organizational resil-

ience also significantly influences agile leadership among managers within the hospitality sector in Indonesia. This is consistent with prior studies (Athamneh & Jais, 2023; Trieu et al., 2024). When faced with challenges such as fluctuating tourist arrivals due to economic downturns, managers across departments, including marketing, sales, and operations, promptly adjust their strategies to cater to emerging customer segments and optimize occupancy levels, particularly during periods of reduced demand. This study also confirmed that organizational resilience positively influenced managers' sustainable performance, consistent with Ji et al. (2021), Saad et al. (2022), and Trieu et al. (2024). Managers working in resilient organizations are more adept at managing uncertainties, seizing emerging opportunities, and reducing risks. This, in turn, promotes sustainable performance across various aspects, such as financial success, customer contentment, employee involvement, and environmental responsibility.

Furthermore, dynamic capability positively influences organizational ambidexterity among managers in the hospitality sector. This is in accordance with Saad et al. (2022) and Trieu et al. (2024). This finding implies that organizations in the hospitality industry that possess strong dynamic capabilities are better able to balance the exploration of new opportunities with the exploitation of existing resources and capabilities, which can lead to improved performance and competitiveness in the market. Dynamic capability also positively impacts agile leadership (Çiftci, 2023; Gatot et al., 2021). Agile leadership involves leaders who can navigate uncertainty and complexity, make quick decisions, and empower their teams to respond effectively to changing circumstances. For instance, if a sudden trend in wellness tourism

emerges, managers have the autonomy to swiftly adjust hotel amenities and services to cater to this demand. Meanwhile, there is no significant relationship between dynamic capability and sustainable performance among managers in this context. One possible reason is that the culture within the hospitality sector in emerging economies cannot provide an opportunity to develop and deploy their dynamic capabilities. For instance, if the organizational culture is resistant to change or lacks a focus on innovation, even a strong dynamic capability may not translate into improved managers' sustainable performance.

The relationship between ambidexterity and sustainable performance is also insignificant. In the fiercely competitive landscape of the hotel industry, organizations may prioritize leveraging their current capabilities to sustain their competitive advantage instead of allocating resources to-

ward exploring novel opportunities or innovations. Consequently, this approach may impede managerial excellence and hinder superior performance. Last, this study supports Ji et al. (2021) by confirming that agile leadership is a strong predictor in bolstering sustainable performance within the realm of the hotel sector in Makassar, Indonesia. This assertion is justified by the capacity of agile leaders to cultivate robust teams and establishments equipped to surmount adversities and rebound from setbacks. For instance, adept managers adept at agility fosters an environment wherein staff are encouraged to participate in targeted training initiatives aimed at enhancing their skill sets and diversifying their expertise during bad periods (low occupancy rates, pandemics, and so on). This proactive investment in employee growth ensures the team's versatility and adaptability, thereby enabling them to effectively navigate fluctuations in demand.

CONCLUSION

The purpose of this study was to examine the key factors influencing sustainable performance among managers in this sector, focusing on organizational resilience, dynamic capabilities, agile leadership, and organizational ambidexterity. The findings reveal that organizational resilience and agile leadership significantly enhance sustainable performance, while dynamic capabilities and organizational ambidexterity do not show a notable impact. Additionally, both organizational resilience and dynamic capabilities play an important role in fostering organizational ambidexterity and agile leadership. Practically, this suggests that hospitality managers should invest in strategies that enhance organizational resilience and embrace agile leadership approaches to better navigate challenges and capitalize on opportunities in a rapidly evolving industry. In the context of Indonesia, the findings suggest several practical strategies for enhancing sustainable performance among hotel managers in the hospitality industry. To bolster organizational resilience, Indonesian hospitality managers could diversify their revenue streams by offering local cultural experiences, such as traditional cooking classes or guided heritage tours. Additionally, it is crucial to develop comprehensive crisis management plans to address natural disasters or global disruptions like pandemics. This includes establishing emergency response teams and investing in robust health and safety measures. By implementing these strategies, hospitality businesses in Indonesia can enhance their organizational resilience and leadership effectiveness, paving the way for long-term sustainable growth and success.

Despite the valuable insights offered by this analysis, there remain certain limitations that warrant attention in future studies. Initially, the study was conducted with a moderate sample size of 210 managers from the hotel industry, thereby restricting the applicability of the findings to broader populations. A large-scale investigation spanning multiple companies and industries would enhance the generalizability of results and offer a more holistic understanding of sustainable performance within human resource management. Moreover, the study predominantly relied on quantitative surveys for variable assessment. Integrating qualitative interviews or focus groups could yield deeper insights into the intricate mechanisms underlying the formation of sustainable performance from diverse antecedents. Lastly, this paper employed resilience, dynamic capability, ambidexterity, and leadership agility to forecast sustainable

performance. Future studies could benefit from incorporating potential theories to further explore this behavior, such as job demands-resources (JD-R) (Bakker & Demerouti, 2007), person fit theory (person-organization and person-job) (Kristof-Brown et al., 2005), and motivational theory.

AUTHOR CONTRIBUTIONS

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