

Linking organizational intangibles to sustainable performance: A mediated-moderated model from the hospitality industry

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Abstract: The hospitality sector in Batam drives the local economy by creating jobs, increasing incomes, and supporting local businesses through collaboration with vendors. While maintaining service quality remains challenging, competition among hotels encourages innovation. Adapting to technology and sustainability trends helps the sector thrive in tourism development. This research examines how organizational culture, knowledge management practices, and organizational learning impact human resource management practices, job satisfaction, and sustainable organizational performance, with organizational climate as a moderator. The study surveyed 233 out of 557 employees from star-rated hotels in Batam, using structural equation modeling with AMOS 20 for data analysis. The results show that organizational culture and knowledge management practices significantly influence human resource management practices (HRMP), while organizational learning does not. Organizational culture does not significantly affect job satisfaction, but knowledge management practices and organizational learning do. Organizational culture does not significantly impact sustainable organizational performance, whereas knowledge management practices and organizational learning positively do. HRMP significantly affects sustainable organizational performance, while job satisfaction does not. Organizational climate does not moderate the effect of HRMP on sustainable organizational performance but moderates the effect of job satisfaction on it. HRMP mediates the influence of organizational culture and knowledge management practices on sustainable organizational performance but does not mediate the effect of organizational learning. Job satisfaction does not mediate the effects of organizational culture, knowledge management practices, or organizational learning on sustainable organizational performance.

Keywords: *Job satisfaction, Knowledge management practices, Organizational culture, Organizational learning, Human resource management practices, Sustainable organizational performance, Organizational climate.*

1. Introduction

The hospitality sector in Batam City plays a crucial role in supporting tourism growth. The increase in tourist arrivals has driven hotel expansion, necessitating adaptation to digital trends. Through innovation and high-quality services, hotels have become key partners in the growth of tourism and the local economy. A strong Organizational culture, focused on hospitality and professionalism, is essential for maintaining service standards through employee development. Knowledge Management Practices (KMP) support Human Resource Management Practices (HRMP) by facilitating access to training information, career development opportunities, and best practices. Through Organizational learning, the HR department can develop more targeted training programs and ensure that employees have adequate access to the knowledge they require [1]. Performance evaluations and feedback from guests enable hotels to continuously improve their human resource management practices (HRMP) [2].

A positive Organizational culture enhances the effectiveness of knowledge management practices by fostering Organizational learning to support sustainable Organizational performance, with a focus on

guest satisfaction and business growth [3]. Collaboration and employee recognition enhance job satisfaction, which positively impacts service quality and the hotel's reputation [4].

The implementation of knowledge management helps improve hotel operational efficiency, reduce stress levels, and support employees' career growth. It also contributes to creating a productive work environment, enhancing service quality, and building employee confidence [5]. The implementation of knowledge management is a key element in shaping a pleasant guest experience and strengthening the hotel's reputation. Organizational learning and job satisfaction are interrelated; Organizational support for continuous learning and development enhances job satisfaction. Employees feel a sense of growth and reduced stress, while a culture that values achievement further reinforces job satisfaction [6].

An Organizational culture aligned with sustainability goals in the hospitality sector can positively contribute to sustainable performance through the implementation of social responsibility practices, environmental preservation, and care for the local community [7]. Employees in such an environment are generally more committed to the implementation of sustainable practices. Furthermore, a culture that upholds integrity, transparency, and strong business ethics can enhance guest trust and encourage long-term investment [8]. The relationship between Organizational culture and sustainable performance in hotels fosters a working environment where sustainability principles are consistently applied to achieve more optimal performance. Knowledge management practices have a significant impact on sustainable Organizational performance [9]. Optimally implemented knowledge management can drive sustainable innovation, particularly in developing solutions that support environmental preservation and social responsibility [1].

The application of knowledge in hotel operations can enhance service quality, meet guest expectations, and strengthen the achievement of sustainable performance [10]. Effective Organizational learning, including the ability to respond to change and evaluate performance, contributes to improved efficiency and innovation [11]. Employee job satisfaction has a significant impact on sustainable performance, enhancing commitment, motivation, and efficiency, while reducing turnover [12]. Organizational climate reflects employees' perceptions of the work environment and influences motivation, engagement, and sense of belonging. A positive climate fosters productivity and innovation, thereby directly contributing to the achievement of sustainable Organizational performance [2].

Hotels that support employee satisfaction gain benefits such as a strong reputation, increased innovation, and greater efficiency. Organizational culture, knowledge management, Organizational learning, and Organizational climate all play vital roles in enhancing job satisfaction, market adaptability, and driving sustainable performance. These four elements interact to create a collaborative, adaptive, and inspiring work environment, which positively impacts productivity, loyalty, service quality, and the overall achievement of the hotel's sustainability goals. This study highlights the relationship between Organizational culture, knowledge management, Organizational learning, job satisfaction, and sustainable performance, with intervening variables and Organizational climate serving as moderating factors that strengthen the proposed model.

2. Method

This study adopts an explanatory survey design aimed at explaining the causal relationship between the independent variables namely Organizational culture, knowledge management practices, and Organizational learning and human resource management practices, as well as job satisfaction as intervening variables. The dependent variable is sustainable Organizational performance, moderated by Organizational climate, within star-rated hotels in Batam City. The data used in this study consist of both primary and secondary sources. Primary data were collected through the distribution of questionnaires to employees of four-star and five-star hotels in Batam City, while secondary data were obtained from the Secretariat of BPP-PHRI (The Central Executive Board of the Indonesian Hotel and Restaurant Association) Batam. The sample was determined using Slovin's formula, based on a total population of 557 hotel employees, resulting in 233 respondents being selected as the study sample. The

sampling technique employed in this research was purposive sampling. A questionnaire served as the main research instrument. Data analysis was conducted using SEM (Structural Equation Modelling) with Amos software version 20. Questionnaire data collected from respondents were tabulated using descriptive statistics. In this analysis, mean values and percentages are presented as they are, without providing interpretations or conclusions regarding the respondents' answers to each indicator related to the research variables [13]. Subsequently, validity testing, reliability testing, and model testing were conducted to obtain the research findings.

3. Result and Discussion

3.1. *Pengujian Asumsi SEM*

The research sample consisted of 233 respondents, meeting the adequacy requirements for SEM analysis to produce optimal and efficient estimates. The multivariate normality test showed a critical ratio (c.r) value of -0.413, which falls within the range of -2.58 to +2.58 at a 5% significance level, indicating that the data are multivariately normally distributed. The univariate outlier test based on the Z-score showed a minimum value of -2.930 and a maximum value of 1.916, both of which are within the ± 3 range, indicating no univariate outliers. Meanwhile, the multivariate outlier detection revealed that all observations had Mahalanobis D^2 values lower than the chi-square table value of 72.05, indicating that all data are considered normal and suitable for further analysis.

The results of multicollinearity and singularity detection using Amos software showed that the correlations between indicators in the sample correlation matrix ranged from -0.071 to 0.753, with no values exceeding the threshold of 0.80. Additionally, the Variance Inflation Factor (VIF) values for each independent variable were 1.036, 1.048, and 1.049, all of which are below the threshold value of 10. This indicates that there are no multicollinearity issues within the research model. Therefore, the assumptions of no multicollinearity and no singularity can be considered fulfilled. Subsequently, the measurement model analysis was conducted simultaneously across all constructs.

The results of the measurement model testing indicate that all model fit indicators covering absolute fit indices, incremental fit indices, and parsimony fit indices have met the established criteria. Therefore, the measurement model is deemed appropriate and acceptable, as it demonstrates a satisfactory level of fit, both in the good fit and marginal fit categories. The good fit category reflects that the model has an optimal level of fit, while the marginal fit category suggests that the model's fit remains within statistically acceptable limits.

The evaluation results of construct validity show that all indicators in the measurement model have factor loading values above 0.50, thus they are considered valid in representing the constructs of Organizational culture, knowledge management practices, Organizational learning, human resource management practices, job satisfaction, Organizational climate, and sustainable Organizational performance. This indicates that the criteria for convergent validity have been met. Furthermore, each variable has a construct reliability value above 0.70 and an AVE (Average Variance Extracted) value exceeding 0.50. Therefore, all indicators used to measure these constructs are deemed reliable or consistent in their measurement.

3.2. *Structural Model Analysis*

In this study, the moderation effect testing adopts the two-stage approach [14]. The testing of direct effects, indirect effects, and total effects is based on the estimation results of the main model (Figure 1), while the moderation effect testing is conducted using the estimation results from the two-stage interaction SEM model (Figure 2).

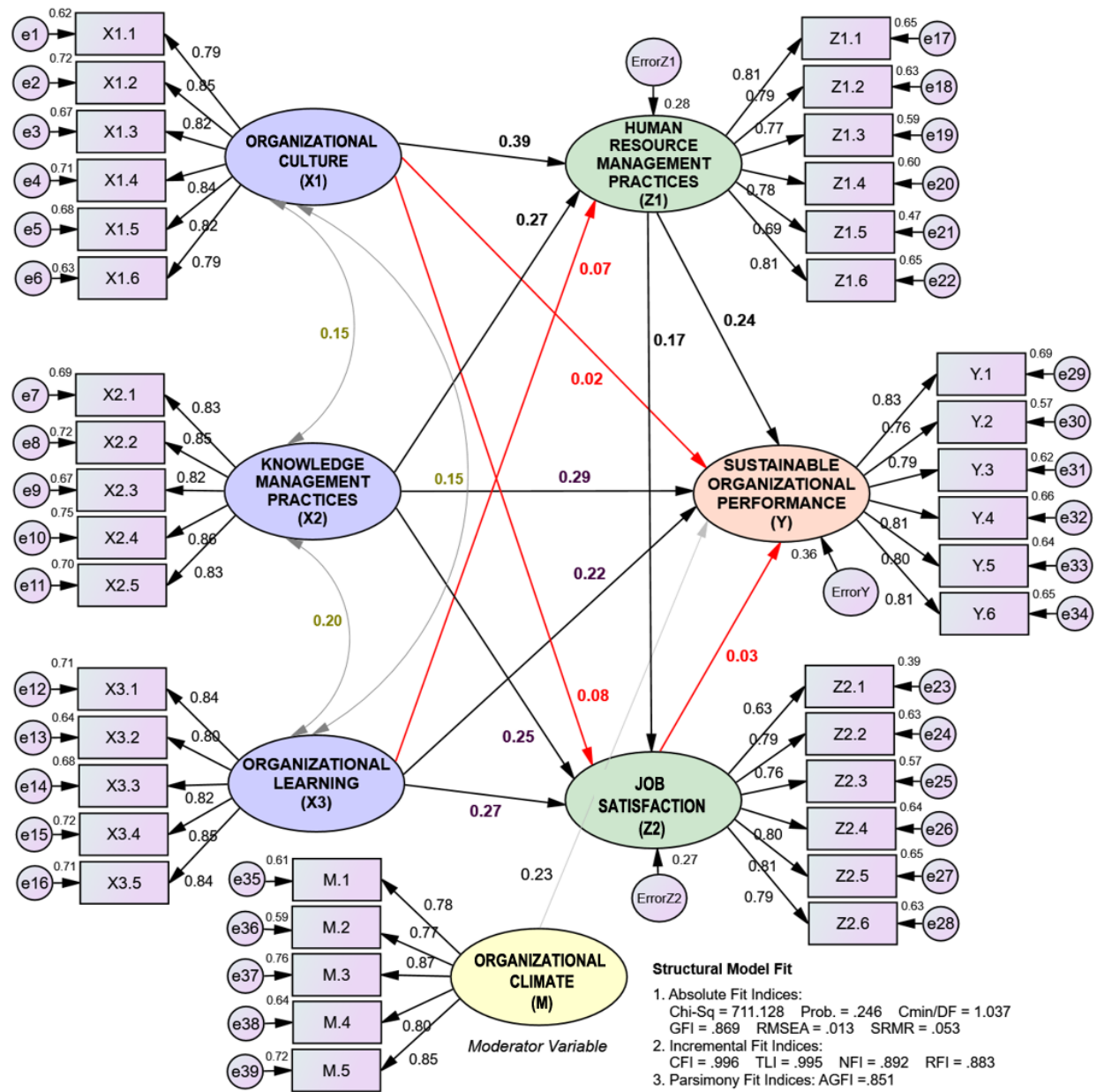
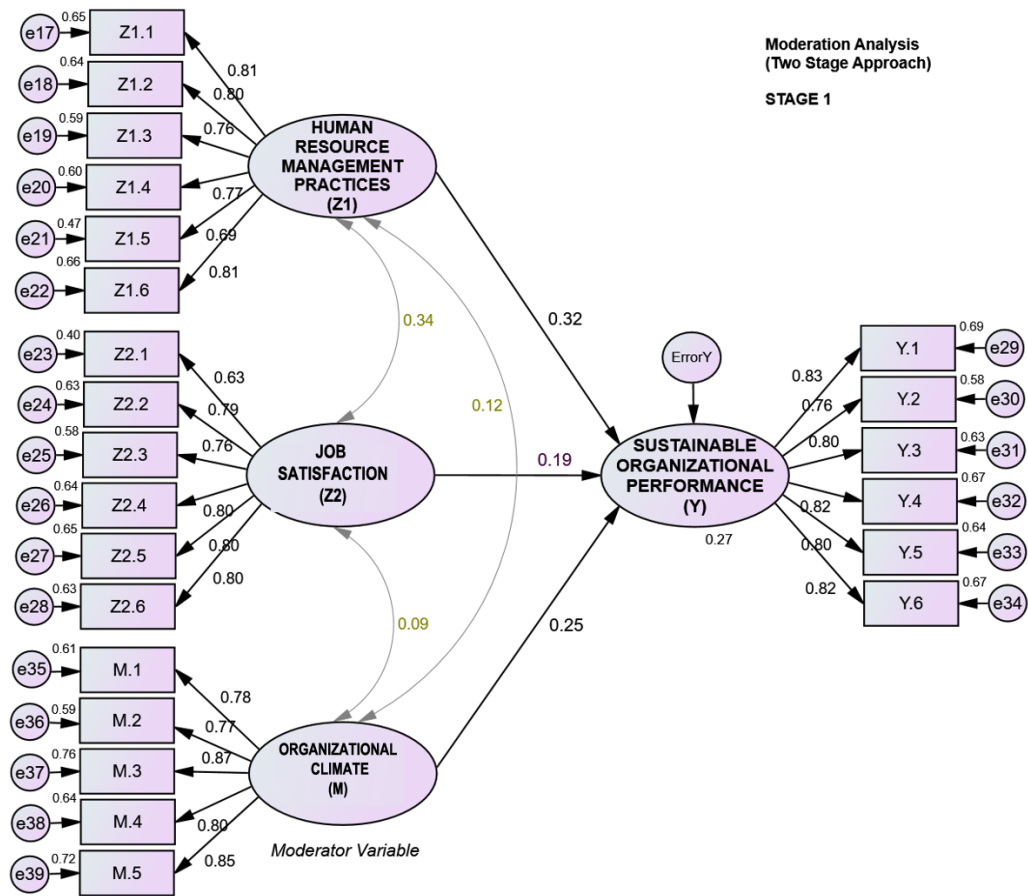


Figure 1.
 Estimation Results of the Main SEM Model.



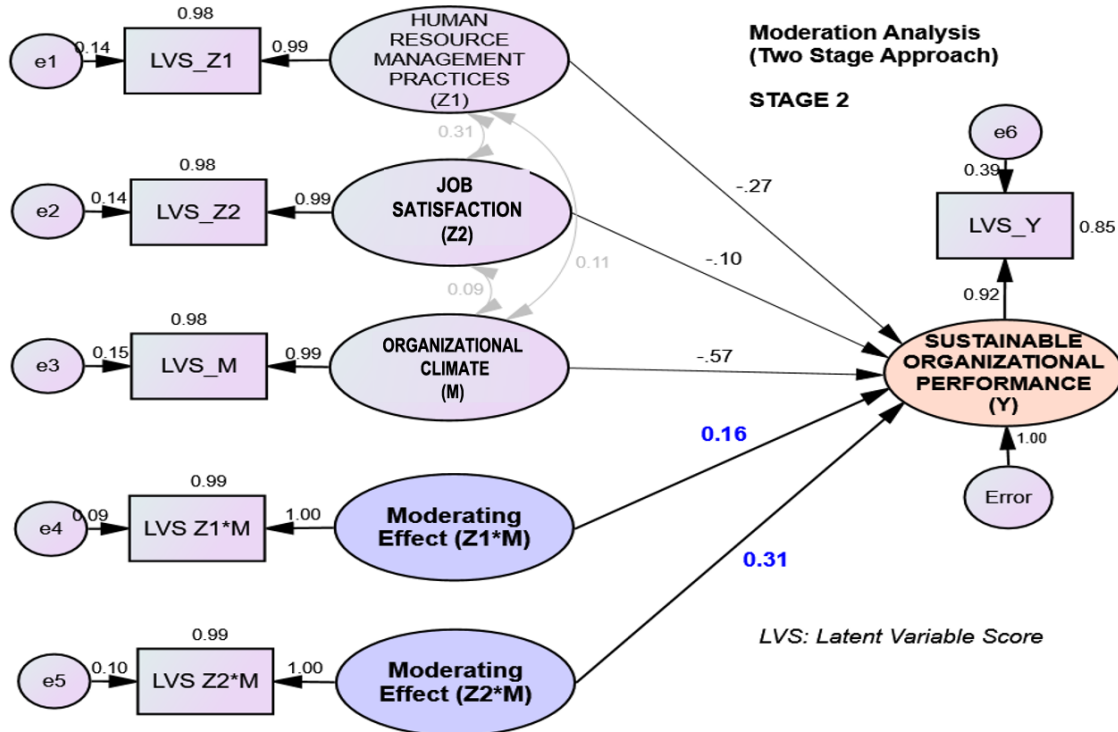


Figure 2.
Estimation Results of the Moderation SEM Model (Two-Stage Approach).

After fulfilling the measurement model analysis, the next stage is the structural model analysis, beginning with the evaluation of the goodness of fit to ensure the model's compatibility with the data. The calculation results indicate that the goodness-of-fit indices for the structural model have been satisfied.

Table 1.
Fit Measures of the Structural Model.

Fit Measure		Critical Value	Structural Model	
			Index value	Decision
Absolute Fit Indices	Prob. χ^2 ^(a)	> 0,05	0,246	Good fit
	Cmin/DF	≤ 3,00	1,037	Good fit
	GFI	≥ 0,90	0,869	Marginal fit
	RMSEA	≤ 0,08	0,013	Good fit
	SRMR	≤ 0,08	0,053	Good fit
Incremental Fit Indices	CFI	≥ 0,95	0,996	Good fit
	TLI	≥ 0,94	0,995	Good fit
	NFI	≥ 0,90	0,892	Marginal fit
	RFI	≥ 0,90	0,883	Marginal fit
Parsimony Fit Indices	AGFI	≥ 0,90	0,851	Marginal fit

Good fit : The model demonstrates a good fit

Marginal fit : The model shows an acceptable fit within tolerable limits

Poor fit : The model exhibits a poor fit.

^(a) For models with a sample size of $n > 250$ or a large number of indicators ($m > 25$), the model can still be considered fit even if the probability value is below 0.05, or even classified as a good fit (Hair et al., 2018:584).

The results of the structural model fit test show that all criteria, namely absolute fit indices, incremental fit indices, and parsimony fit indices, have met the required thresholds (good fit or marginal fit). Values such as chi-square ($p = 0.246$), Cmin/df (1.037), RMSEA (0.013), SRMR (0.053), CFI (0.996), and TLI (0.995) indicate that the model falls within the good fit category. Meanwhile, GFI (0.869), NFI (0.892), and RFI (0.883) are within acceptable limits. Thus, the structural model is deemed appropriate and suitable for further analysis.

The R^2 values in this study indicate that 37.9% of the variance in human resource management practices, 36.9% in job satisfaction, and 46.5% in sustainable Organizational performance at star-rated hotels in Batam City are explained by the variables within the model, while the remaining percentages are influenced by other factors. Overall, the total R^2 value of 0.542 suggests that this research model is capable of explaining 54.2% of the data variance and possesses good predictive relevance for forecasting sustainable Organizational performance.

4. Discussion of Descriptive Results of Research Variables

4.1. *The Influence of Organizational Culture on Human Resource Management Practices*

The results of the study using SEM indicate that Organizational culture has a significant influence on human resource management practices (HRMP). This means that the stronger the Organizational culture, the better the HRM practices in star-rated hotels in Batam City. A positive Organizational culture creates a conducive environment for the development of HRMP, including managerial support for career development, training, and employee performance. Thus, the first hypothesis (H1) is accepted. These research findings are consistent with the statement Noe, et al. [15]; Wright, et al. [16] and Wesson, et al. [17] states that a unique and diverse Organizational culture, shaped by leadership values or HRM practices, plays a vital role in long-term success and therefore needs to be managed and developed strategically. This is supported by research conducted by Al-Bahussin and Wael [18]; Schein [19]; Quinn [20] and Raj and Srivastava [21] states that Organizational culture has a positive and significant influence on human resource management practices.

4.2. *The Influence of Knowledge Management Practices on Human Resource Management Practices*

The estimation results indicate that knowledge management practices have a significant influence on human resource management practices (HRMP). This means that the better the knowledge management practices, the more effective the HRMP in star-rated hotels in Batam City. This supports the second hypothesis (H2 is accepted). Good knowledge management practices assist HRMP in identifying training needs, managing knowledge, and promoting innovation. These research findings are consistent with the statement that Kay [22]; Hubert [23] and Parcell [24] states that knowledge management practices recognise human resources as one of the organization's most valuable assets; therefore, they must be managed optimally to enhance productivity, efficiency, and the organization's ability to adapt to environmental changes in order to achieve sustainable performance. This is supported by the research conducted by Sunanda [25]; Sinambela [26] and Graha, et al. [27] states that knowledge management practices have a positive and significant influence on human resource management practices.

4.3. *The Influence of Organizational Learning on Human Resource Management Practices*

The estimation results indicate that Organizational learning does not have a significant effect on human resource management practices (HRMP), thus the third hypothesis (H3) is rejected. This suggests that although Organizational learning is important for overall Organizational velopment, its impact is not directly felt on HRMP, particularly in the context of star-rated hotels in Batam City, which are more influenced by internal factors within the hospitality industry, such as company policies. This research finding is not consistent with the statement by McLain, et al. [28] and Gold [29] states that organizations which engage in systematic learning collect data and information from various

sources, including human resource practices, operational experiences, customers, competitors, and internal feedback. This is not supported by the research conducted by Kokkaew, et al. [30] states that Organizational learning has a significant influence on human resource management practices.

4.4. The Influence of Organizational Culture on Job Satisfaction

The estimation results indicate that Organizational culture does not have a significant effect on job satisfaction; therefore, the fourth hypothesis (H4) is rejected. Although a positive Organizational culture can create a comfortable working environment, job satisfaction among employees in star-rated hotels in Batam City is more influenced by other factors such as salary, work schedules, job pressure, and interactions with guests and colleagues. These research findings are inconsistent with the statement by Sidani and DePew [31]; Gold [29] and Aswathappa [32] states that Organizational culture can have a significant impact on Organizational performance and success. A positive culture that promotes collaboration, innovation, and integrity can help the organization achieve its goals more effectively, fostering job satisfaction and a sense of confidence within the organization. The complex interaction between Organizational culture, knowledge management, and Organizational learning plays an important role in achieving employee satisfaction and sustainable performance. This is not supported by the research conducted by Nurlina [33]; Virgana and Kasyadi [4] states that Organizational culture influences job satisfaction.

4.5. The Influence of Knowledge Management Practices on Job Satisfaction

The estimation results show that knowledge management practices have a significant influence on job satisfaction, thus the fifth hypothesis (H5) is accepted. Employees who have easy access to knowledge, training, and work resources tend to be more satisfied, as effective knowledge management practices enhance efficiency, productivity, and ultimately, job satisfaction. These research findings are consistent with the statement Gold [29] and Aswathappa [32] states that knowledge management and Organizational learning play an important role in achieving employee satisfaction and sustainable performance. This is supported by research conducted by Jin, et al. [5] and Anwar, et al. [34] states that knowledge management has a significant influence on employee job satisfaction.

4.6. The Influence of Organizational Learning on Job Satisfaction

The estimation results indicate that Organizational learning has a significant influence on job satisfaction, thus the sixth hypothesis (H6) is accepted. Effective Organizational learning promotes personal and professional development, increases engagement, and provides a sense of achievement that positively impacts employee job satisfaction. These research findings are consistent with the statement by Gold [29] states that Organizational learning plays a vital role in achieving employee satisfaction and sustainable performance. This is supported by the research conducted by Idrus and Ahmar [35] which states that Organizational learning has a significant influence on employee job satisfaction.

4.7. The Influence of Organizational Culture on Sustainable Organizational Performance

The estimation results indicate that Organizational culture does not have a significant effect on sustainable Organizational performance, thus the seventh hypothesis (H7) is rejected. Although a strong Organizational culture can serve as a foundation, sustainable performance is more influenced by external factors and other management practices, particularly in the hospitality industry, which is affected by tourism trends, market competition, and government regulations.

These research findings are not consistent with the statement Sidani and DePew [31]; Gold [29] and Aswathappa [32] which states that Organizational culture can have a significant impact on Organizational performance and success. Organizational culture plays an important role in achieving sustainable performance. This is not supported by the research conducted by Muhammad, et al. [36];

Hofstede [37] and Imran, et al. [38] states that Organizational culture has a significant influence on sustainable Organizational performance.

4.8. The Influence of Knowledge Management Practices on Sustainable Organizational Performance

The estimation results indicate that knowledge management practices have a significant effect on sustainable Organizational performance, thereby supporting the eighth hypothesis (H8). Efficient knowledge management can enhance innovation, operational efficiency, and Organizational adaptability all of which are critical factors in achieving sustainable performance. These findings are consistent with the statement by Aswathappa [32]; Prusak and Davenport [39] and Gold [29] states that knowledge management practices are crucial for sustainable Organizational performance, as effective knowledge management enables organizations to improve productivity, foster innovation, and adapt to change. This leads to operational efficiency, supports continuous learning, and strengthens Organizational competitiveness all of which contribute to sustainable performance. This is supported by research conducted by Valmohammadi, et al. [9] and Girard, et al. [40] states that knowledge management practices have a significant influence on sustainable Organizational performance.

4.9. The Influence of Organizational Learning on Sustainable Organizational Performance

The estimation results show that Organizational learning has a significant influence on sustainable Organizational performance, thus the ninth hypothesis (H9) is accepted. Effective Organizational learning promotes adaptability to change, prevents the repetition of mistakes, and enhances the ability to seize opportunities, all of which support the achievement of sustainable performance. These findings are consistent with the statement Argote [41] and Gold [29] states that Organizational learning is closely related to sustainable Organizational performance, as it enables organizations to continuously develop skills, adaptability, and innovation to achieve long-term goals, thereby supporting sustainable performance. This is supported by research conducted by Kordab, et al. [2]; Parcell [24] and Kokkaew, et al. [30] which states that Organizational learning has a significant influence on sustainable Organizational performance.

4.10. The Influence of Human Resource Management Practices on Sustainable Organizational Performance

The estimation results indicate that human resource management practices have a significant influence on sustainable Organizational performance, thus the tenth hypothesis (H10) is accepted. Effective HRM practices such as employee development, performance management, and proper recruitment contribute to improved productivity, retention, innovation, and sustainable performance. These findings are consistent with the statements of Aswathappa [32]; Razzetti [42]; Dessler [43] and Sidani and DePew [31] who state that human resource management practices, if managed effectively, will have a positive impact. This includes recruitment, training, career development, and employee retention, which enhance productivity, engagement, and job satisfaction thereby supporting long-term sustainable performance. This is also supported by the research conducted by Rasool, et al. [1]; Russell [44] and Weber [45] who state that human resource management practices have a significant influence on sustainable Organizational performance.

4.11. The Influence of Job Satisfaction on Sustainable Organizational Performance

The estimation results indicate that job satisfaction does not have a significant influence on sustainable Organizational performance; thus, the eleventh hypothesis (H11) is rejected. Although job satisfaction is important for productivity and retention, its impact on sustainable performance is less evident in indicators such as financial outcomes or environmental aspects. These research findings are inconsistent with the statements of Judge, et al. [46] and Berman, et al. [47] who assert that job satisfaction can be observed through more productive, engaged employees who are more likely to remain in the organization. This reduces turnover, improves operational efficiency, and creates a

positive work environment, all of which contribute to long-term sustainable performance. However, this is supported by the research conducted by Noercahyo, et al. [48] which states that job satisfaction has a significant effect on Organizational performance.

4.12. The Influence of Human Resource Management Practices on Job Satisfaction

The estimation results indicate that human resource management practices have a significant influence on job satisfaction; therefore, the twelfth hypothesis (H12) is accepted. Good HRM practices can enhance employee well-being, provide support, and create a positive working environment, all of which contribute to increased employee satisfaction. These findings are consistent with the statements of Dessler [43] and Ulrich, et al. [6] who argue that human resource management practices encompass appropriate recruitment, training, career development, performance management, and fair compensation. When these practices are implemented effectively, employees feel valued, experience growth, and are motivated, which in turn boosts job satisfaction. This is supported by the research conducted by Abdalla, et al. [49]; Al Doghan, et al. [50]; Božović, et al. [51]; Ijigu [52]; Khan and Khan [53]; Desa, et al. [54]; Olaimat [55]; Rahman and Hasan [56] and Sarker and Afroze [57] who all state that human resource management practices significantly influence job satisfaction.

4.13. The Influence of Human Resource Management Practices on Sustainable Organizational Performance Moderated by Organizational Climate

The moderation results indicate that Organizational climate does not have a significant influence in moderating the relationship between human resource management practices and sustainable organizational performance; therefore, the thirteenth hypothesis (H13) is rejected. No prior statements or studies have been found to support this finding.

4.14. The Influence of Job Satisfaction on Sustainable Organizational Performance Moderated by Organizational Climate

The moderation results indicate that Organizational climate strengthens the influence of job satisfaction on sustainable organizational performance; therefore, the fourteenth hypothesis (H14) is accepted. Multigroup analysis shows that under a high Organizational climate, the influence of job satisfaction increases significantly (slope rises from 0.077 to 0.393), while the influence of HRMP only slightly increases and remains insignificant. No previous studies have been found to support this finding.

4.15. The Influence of Organizational Culture (X1) Mediated by Human Resource Management Practices (Z1) on Sustainable Organizational Performance (Y)

The results of the indirect path analysis indicate that Human Resource Management Practices (HRMP) significantly mediate the influence of Organizational culture on sustainable Organizational performance in star-rated hotels in Batam City. This mediation is full (fully mediated), meaning that Organizational culture only impacts sustainable performance through HRMP. This emphasizes the importance of HRMP in transforming cultural values into practices that drive sustainable performance. Therefore, strengthening Organizational culture must be accompanied by the appropriate implementation of HRMP. These findings are consistent with the statements of Gold [29] and Aswathappa [32] who assert that through practices such as recruitment, training, and employee development, HR can shape a culture that supports innovation, adaptability, and high performance. Thus, HR can translate cultural values and norms into employee behaviors that enhance overall Organizational performance. However, no prior research has been found that directly supports this particular finding.

4.16. The Influence of Knowledge Management Practices (X2) Mediated by Human Resource Management Practices (Z1) on Sustainable Organizational Performance (Y)

The results of the indirect path analysis show that Human Resource Management Practices (HRMP) significantly mediate the influence of knowledge management practices on sustainable Organizational performance in star-rated hotels in Batam City. This mediation is partial, meaning the influence can occur both directly and through HRMP. This indicates that effective knowledge management will have a more optimal impact if supported by sound HRMP. Therefore, hotels need to ensure that HRMP can support the application of knowledge in daily operations to enhance sustainable performance. These findings are consistent with the statements of Aswathappa [32] and Gold [29] who emphasize that by effectively managing human resources, including employee development, HR can facilitate the implementation of effective knowledge management practices. This creates an environment in which knowledge can be identified, shared, and utilized optimally, ultimately improving overall Organizational performance. However, no prior research has been found that supports this specific finding.

4.17. The Influence of Organizational Learning (X3) Mediated by Human Resource Management Practices (Z1) on Sustainable Organizational Performance (Y)

The results of the indirect path analysis show that Human Resource Management Practices (HRMP) do not mediate the influence of Organizational learning on sustainable Organizational performance in star-rated hotels in Batam City. This means that an organization's learning capability does not rely on HRMP to enhance sustainable performance. Therefore, the development of Organizational learning can be pursued independently without necessarily being accompanied by improvements in HRMP. These findings are inconsistent with the statements of Aswathappa [32] and Gold [29] who state that through practices such as employee training and development, HR can facilitate an effective Organizational learning process. This creates an environment where organizations can continuously learn, adapt, and improve their performance sustainably. However, no prior research has been found that supports this specific finding.

4.18. The Influence of Organizational Culture (X1) Mediated by Job Satisfaction (Z2) on Sustainable Organizational Performance (Y)

The results of the indirect path analysis indicate that job satisfaction does not mediate the influence of Organizational culture on sustainable Organizational performance in star-rated hotels in Batam City. This suggests that Organizational culture does not significantly enhance sustainable performance through job satisfaction. Other factors such as human resource management practices or managerial effectiveness may play a more prominent role in this relationship. These findings are inconsistent with the statements of Aswathappa [32] and Gold [29] who assert that when employees are satisfied with the work environment and the values upheld by the organization, they tend to be more motivated and perform at higher levels. This contributes to achieving sustainable Organizational performance, as satisfied employees are generally more productive, positively engaged, and likely to remain with the organization for longer periods. However, no previous studies have been identified that support this specific finding.

4.19. The Influence of Knowledge Management Practices (X2) Mediated by Job Satisfaction (Z2) on Sustainable Organizational Performance (Y)

The test results indicate that job satisfaction does not mediate the influence of knowledge management practices on sustainable Organizational performance in star-rated hotels in Batam City. This implies that the effectiveness of knowledge management in enhancing sustainable performance does not rely on the level of employee job satisfaction. Therefore, the primary focus should be directed towards developing effective knowledge management systems that foster collaboration and innovation.

These findings are inconsistent with the statements of Aswathappa [32] and Gold [29] who suggest that employees who are satisfied with effective knowledge management are more motivated to share and utilize knowledge, which in turn enhances overall Organizational performance. Well shared and effectively utilized knowledge can improve efficiency, drive innovation, and enable organizations to adapt to environmental changes factors that are key to achieving sustainable performance. This finding has not been previously investigated in earlier research.

4.20. The Influence of Organizational Learning (X3) Mediated by Job Satisfaction (Z2) on Sustainable Organizational Performance (Y)

The test results indicate that job satisfaction does not mediate the influence of Organizational learning on sustainable Organizational performance in star-rated hotels in Batam City. This suggests that an organization's ability to learn does not rely on the level of employee job satisfaction in driving sustainable performance. These findings are inconsistent with the statements of Aswathappa [32] and Gold [29] who argue that employees who are satisfied with their work environment tend to be more motivated to engage in Organizational learning processes. Such engagement enables organizations to continuously learn, adapt, and improve their performance sustainably, as satisfied employees are more involved and contribute positively to learning and innovation efforts. However, no previous research has been conducted by other scholars regarding this specific finding.

5. Theoretical Findings

The theoretical findings of this study indicate that Organizational culture has a significant influence on human resource management practices (HRMP), whereby the stronger the Organizational culture, the better the HRMP. Knowledge management practices also positively affect HRMP, while Organizational learning does not have a significant impact on HRMP. Organizational culture does not influence job satisfaction, but both knowledge management practices and Organizational learning have a positive effect on job satisfaction. Furthermore, HRMP has a significant impact on sustainable Organizational performance, whereas job satisfaction does not show a significant effect. HRMP also mediates the influence of Organizational culture and knowledge management practices on sustainable performance, but does not mediate the influence of Organizational learning. Organizational climate does not moderate the relationship between HRMP and sustainable performance, but it does strengthen the influence of job satisfaction on sustainable Organizational performance.

6. Practical Findings

This study reveals that four- and five-star hotels in Batam City demonstrate a very high level of Organizational culture, knowledge management practices, Organizational learning, human resource management practices, job satisfaction, and Organizational climate. The Organizational culture is strong, particularly in terms of values, norms, and performance, although rituals and traditions need to be refreshed. The knowledge management system is effective, although more attention is required for employee capability development. Organizational learning is supported by leadership and participation, but the pace of adapting to change needs to be accelerated. Human resource management practices are well-implemented, with a focus on resolving employee complaints. Job satisfaction is high, primarily driven by salary, although job challenges should be enhanced. The Organizational climate is favorable, especially regarding managerial support, but adaptability to change still requires improvement. Sustainable performance is being achieved, yet innovation and operational efficiency must be further improved.

7. Conclusion

Organizational culture and knowledge management significantly influence HRMP, whereas Organizational learning does not. Organizational culture does not affect job satisfaction, but knowledge management and Organizational learning have a positive influence. Regarding sustainable performance, only knowledge management, Organizational learning, and HRMP show a significant impact. Organizational climate moderates the effect of job satisfaction, but not that of HRMP. HRMP mediates the influence of Organizational culture and knowledge management on sustainable performance, but not that of Organizational learning. Job satisfaction does not serve as a mediator for any of the three variables.

8. Recommendations

To enhance the performance of four and five star hotels in Batam City, several strategies are recommended, including: strengthening Organizational culture by instilling values of collaboration, innovation, and integrity; enhancing knowledge management through information-sharing platforms, continuous training, and mentoring programs; developing Organizational learning by providing development programs tailored to specific needs; refining human resource management practices by focusing on employee development, performance management, and a fair, regularly evaluated compensation system; improving job satisfaction by offering clear career development pathways and effective conflict resolution mechanisms; optimizing sustainable performance through product innovation, process efficiency, and change management; and fostering an Organizational climate that supports a positive and productive work environment.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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