



**The Performance of Hotel Daily Workers in Bali: A Model  
Moderated by Job Insecurity on the Effects of Learning Agility and  
Work-Life Balance**

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ARTICLE INFORMATION	ABSTRACT
Received: 7 <sup>th</sup> , August 2025 Revised: 23 <sup>rd</sup> , Sept 2025 Accepted: 28 <sup>th</sup> , Sept 2025  <i>Keywords:</i> Learning Agility; Work-Life Balance, Performance, Job Insecurity; Hotel Daily Workers.	The purpose of this study is to analyze the impact learning agility and work-life balance on performance of daily hotel workers in Bali through job insecurity as a moderating variable. The role workforce of the hospitality industry in Bali is crucial, also it is important to understand the dynamics that affect performance which can help improve job security, particularly caused by certain events such as the COVID-19 pandemic. This research used a quantitative method, 96 of hotel daily workers in Bali as respondents and surveyed using purposive sampling techniques, while data processing uses Partial Least Square (PLS) software. Results showed that there is a positive and significant impact of learning agility and work-life balance on performance, while negative and significant impact on job insecurity. Job insecurity have a significant negative impact on performance. Furthermore, job insecurity significantly mediates the relationship between both learning agility and work-life balance on performance. Results imply that although enhancing learning agility and maintaining a good work-life balance are necessary to improve performance, the basic sense of job insecurity can markedly moderate these relationships, indicating that hotel management should address the affective aspect of job security to effectively manage employee performance.

**INTRODUCTION**

The worldwide tourism sector, and particularly destinations such as Bali that are so heavily dependent upon overseas tourists, has proven itself to be extremely fragile when it comes to external shocks. This was dramatically illustrated by the extremely strong economic shock in 2021 during COVID-19 pause, when economy contracted in Bali with 9.3% in 2020 and foreign tourist arrival ceased (Badan Pusat Statistik Bali, 2025; World Bank, 2021). This crisis resulted in a high level of job insecurity and psychological distress among hotel staff, which caused a great deal of job insecurity and stress to the workers and this in turn could affect their performance (Tondang & Ginting, 2022). One of the key contributions to economic and sustainable development is the role of the hospitality industry in Bali, particularly that of daily hotel workers. With a large array of both internal and external influences shaping the way that all hotel workers perform their jobs, this process is changing even further for the average daily hotel worker as the global tourism



landscape develops over time. It becomes important to understand what enhances their performance, such as learning agility and work-life balance, which can help improve job security in the current circumstances, where job insecurity increases, particularly caused by certain events such as the COVID-19 pandemic (Alyahya et al., 2021; Tuấn, 2021). This study examines the moderating role of job insecurity in each element on worker performance within a hotel daily worker model in Bali, and is expected to provide an overview of various perspectives between individual performance and organizational dynamics.

Learning agility is the capacity to learn from experience and apply that learning in new work contexts, a core necessity for the ever-changing nature of the hospitality and leisure environment. Research shows that employees exhibiting high levels of learning agility tend to perform better and adapt more effectively to changing circumstances (Rosemberg et al., 2022). This is particularly relevant in Bali's hospitality industry that has been hit hard during recent world crisis. In addition, hotel employees with high learning agility are better in handling the job demands, which enhances their work performance (Adams et al., 2020). Consequently, the development of learning agility among daily hotel workers is essential for improving their adaptability and performance. (Borovčanin et al., 2020).

Another key factor in employee performance and satisfaction along with service quality for the hospitality industry is work-life balance (Kukreti et al., 2021). The intense needs of hotel work, that includes irregular hours and high emotional labor, create job stress and may result in burnout when not managed well (Khan & Sreenivasan, 2024). Studies have shown that work-life balance translates to a greater sense of job satisfaction, and better performance (Metters & Stanworth, 2021). Understanding this relationship is important to find out how hotel management practices can improve for a more conducive work environment, which can also be beneficial in realizing Bali's aspiration to have a more sustainable tourism sector.

The ongoing and prevailing uncertainty about job security remains one of the greatest threats to employee morale and performance in the hospitality industry. The recent COVID-19 pandemic has increased job insecurity feelings among hotel workers, leading to increased stressful problematics and concerns about employment stability (Aliedan et al., 2022; Alyahya et al., 2021). Studies have shown that higher levels of job insecurity are associated with greater turnover intentions, significantly lower job satisfaction and suboptimal performance (Alyahya et al., 2021; Rosemberg et al., 2022). This moderating factor is central to examining how the relationship between learning agility and work-life balance is disrupted by job security concerns in Bali's hotel sector.

Objective of this study is filling the gap in the existing literature by exploring how job insecurity moderates learning agility and work-life balance which further correlates to performance of hotel daily workers in Bali. Most studies have analysed these components separately, but they have lacked an integrative approach that their mutual interactions within the job insecurity domain (Adams et al., 2020; Borovčanin et al., 2020). This study intends to help hotel managers in improving employee performance while addressing concerns about job stability by integrating a holistic model of explanation through this research.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human Resource Management (HRM) is a method that applies to human resource management in order to have an impact, and eventually increase the overall performance of all work units in an organization (Soliha & Atmaja, 2022). The primary goal of human resource management is to sustain and enhance a work environment that enables employees to fulfill their responsibilities effectively based on their roles and functions (Ulfatin & Triwiyanto, 2016). It is the responsibility of management to maximize the productivity of each employee within their assigned roles and duties. Additionally, human resource management also focuses on meeting the needs of employees to accomplish the optimization objectives set by the company.

### **Learning Agility on Task**

Learning agility refers to the capacity and readiness to acquire knowledge from past experiences and utilize that newfound knowledge to excel in unfamiliar or evolving circumstances. It encompasses key components such as adaptability, curiosity, critical thinking, an openness to continuous learning, and reflective practice (Trenerry et al., 2021). Many hospitality workers, particularly those who are daily workers and whose workloads fluctuate based on operational demands, new service protocols, technology adoption,

customer expectations-things likely to be emphasized by crises like COVID-19, need to combine learning agility to deal with the new situations they have not dealt with before (Blanco-Donoso et al., 2023).

The affective and cognitive dimensions of learning agility contribute to employees' capacity to reframe problems, embrace change, and maintain functional performance under pressure. It relates closely to psychological resilience in this way, as learning agility becomes a precursor of adaptability & perseverance during a disruption within an industry (Rivera et al., 2021). Such traits are imperative for front-line hospital employees who must reconcile the demands of unpredictable work environments with quality service delivery.

### **Work-Life Balance in Hospitality Work Context**

Work-Life Balance (WLB) is the balance that an individual sense between their work responsibilities and personal life domains. The irregular shift patterns, long hours and high-pressure work environments that often come with hospitality daily workers rolled into one makes WLB particularly difficult in this sector (Agarwal, 2021). Flexible Human Resource Management (HRM) practices, which can meet personal needs and operational demands during crises like the COVID-19 pandemic, are crucial to sustain employee well-being and engagement.

Practices to improve WLB include flexible scheduling, support resources in employee assistance programs, and recognition of individual stressors. Since daily workers suffer more socio-economic precarity, WLB interventions are crucial to relieve their psychological relief and behavioral adherence to organization goal (Azizi et al., 2021). This management practice is hoped to improve the workers' well-being in order to enhance their performance, which is in line with long-term organizational goals.

### **Synergistic Effects on Employee Performance**

The existence of positive cross-level effects where the combination of learning agility in employees and work life balance has a combined effect on resilience and employee engagement. Learning agility supports adaptability in being able to meet the changing job demands, while work-life balance can lead to better well-being and also reduce burnout (Abdelwahed & Doghan, 2023). Combining these parallel influences tends to results in higher task-oriented performance and contextual performance, which are essential for the successful delivery of service experience in hospitality. Studies have shown that organizations are likely to receive higher employee satisfaction and innovative behaviors when cultivating supportive organizational climates integrating these dimensions (Aguilar-Quintana et al., 2021).

According to (Robbins & Judge, 2017), the indicators to measure employee performance include:

1. The quality of work,
2. The amount or quantity of work,
3. Timeliness,
4. The effectiveness of work,
5. Independence.

### **Job Insecurity and Its Relevance in Hospitality**

Job insecurity refers to the perceived threat or uncertainty of continuity and stability of one's employment. Within hospitality, much of this uncertainty results from economic cycles or seasonal demand forces and operational changes which the COVID-19 impact has made worse (Aguilar-Quintana et al., 2021). The pandemic exacerbates job insecurity further with closures, layoffs and surging temporary or unpaid leave arrangements that might cultivate fear of employees to continue their jobs (Abdalla et al., 2021). And it is a psychological strain that goes beyond fears about simply whether they have or will have employment. It impacts motivation, engagement, and mental health as well.

Behaviorally, job insecurity results in reductions in organizational commitment, increased turnover intention, poor trust in management and reduced task performance while behaviourally it is more emotionally exhaustive (Vu et al., 2022). In the hospitality setting, where frontline employees are in direct contact with customers these psychological and behavioral outcomes have potentially deleterious impacts on service quality and operational results. Research edifies that Job Insecurity not only act as a predictor of Mental Health deterioration, including anxiety and depression, but also it influences the perquisite counterproductive

work behaviours and withdrawal behaviours which ultimately lead to reducing the Organisational effectiveness (Aguiar-Quintana et al., 2021).

In employment performance models, moderation means that the effect of one factor on a dependent variable varies based on another independent variable. Given the inherently precarious and changing nature of work in hospitality, job insecurity could also be a relevant moderator for research within this sector (Aguiar-Quintana et al., 2021). It provides information on how employees respond to organizational and individual-level factors that impact employee learning agility, fairness perceptions, work-life balance etc. Psychological theories such as the Conservation of Resources theory and Social Exchange Theory offer a framework to understand how job insecurity triggers resource depletion but can be mitigated or exacerbated by personal and organizational variables (Kloutsiniotis et al., 2022).

The stressors associated with insecurity could either exacerbate consequences or be attenuated by dynamics such as resilience or leadership quality, a common area of empirical investigation trying to make sense of these nuances in hospitality workplaces (Hoang et al., 2021). The integration of these perspectives realistically shows that job insecurity alters not only attitudinal responses, but also the performance outcomes, and thus underscores the need for more complete models which capture these moderating effects to better inform human resources management practices in environments of uncertainty or crisis.

According to Greenhalgh & Rosenblatt (Lutfiani, 2019), the indicators of job insecurity are as follows:

1. The level of threat perceived by an employee regarding various features of their job.
2. The emergence of negative events that cause an employee to perceive these potential threats.
3. The level of importance that the employee places on each job aspect that is potentially under threat.
4. Powerlessness, which is the employee's inability to prevent the occurrence of threats that could impact their job

## RESEARCH METHODS

### Population and Sample

This study used purposive sampling technique, where this study uses certain criteria as limitations or considerations in determining the sample. However, since the population of hotel daily workers in Bali in this study is unknown, this research will be utilize Cochran formula (Sugiono 2021) to determine the number of sample for the research.

$$n = \frac{Z^2 pq}{e^2}$$

Note :

n : Number of samples needed

z : Critical value for a normal distribution at a 5% significance level is 1.96.

p : probability of success 50% = 0.5

q : probability of failure 50% = 0,5

e : margin of error (10%)

$$n = \frac{(1,96)^2(0,5)(0,5)}{(0,1)^2}$$

$$n = 96,04$$

Based on Cochran calculation, the minimum number this research should use is 96 respondents.

### Data Collection Procedures and Instrumentation

The study employed an online questionnaire as the data collection method, developed using Google Forms, to be completed by the participants. Questionnaires serve as a data collection tool consisting of a series of written questions presented to individuals for their responses (Sugiyono & Setiyawati, 2021), with respondent answers being rated on a Likert scale from 1 to 5.

## Data Analysis Techniques

For the sake of discussion, examination, and hypothesis testing, the data undergoes processing and analysis utilizing the PLS software, aligning with this research to develop theory and ascertain relationships between variables. The instrument's validity and reliability are initially tested, followed by conducting a hypothesis test using PLS

## RESULT AND DISCUSSION

The measurement model is evaluated to confirm the validity and reliability of the constructs. Measurement Evaluation is broken up into two primary measurements which are construct validity and construct reliability. A detailed explanation of each is as follows.

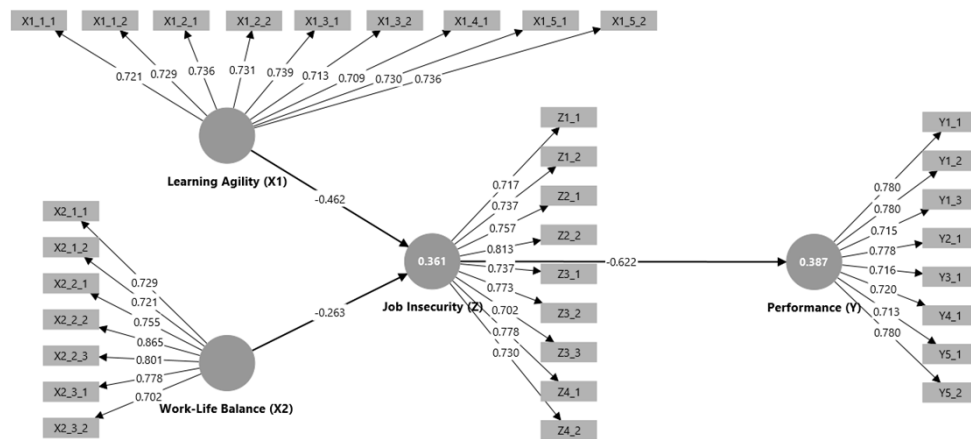


Figure 1 Outer Model Construct (Source: PLS (2025, data processed))

Construct validity is evaluated by examining convergent validity, which includes assessing factor loadings and Average Variance Extracted (AVE) values. An instrument is deemed to meet the criteria for convergent validity if the loading factor exceeds 0.7 and the Average Variance Extracted (AVE) is greater than 0.5 (Hair et al., 2022). Results of convergent validity are listed in the table below:

Table 1 Loading Factor

Variable	Indicator	Loading Factor
Learning Agility (X1)	Adaptability Q1	0,721
	Adaptability Q2	0.729
	Curiosity Q1	0.736
	Curiosity Q2	0.731
	Critical Thinking Q1	0.739
	Critical Thinking Q2	0.713
	Continuous Learning Q1	0.709
	Reflective Practice Q1	0.730
	Reflective Practice Q2	0.736
Work-Life Balance (X2)	Flexible Scheduling Q1	0.729
	Flexible Scheduling Q2	0.721
	Support resources in employee assistance programs Q1	0.755
	Support resources in employee assistance programs Q2	0.865
	Support resources in employee assistance programs Q3	0.801
	Recognition of individual stressors Q1	0.778
	Recognition of individual stressors Q2	0.702

Variable	Indicator	Loading Factor
<b>Performance (Y)</b>	Quality of Work Q1	0.780
	Quality of Work Q2	0.780
	Quality of Work Q3	0.715
	Quantity of Work Q1	0.778
	Timeliness Q1	0.716
	Effectiveness of Work Q1	0.720
	Independence Q1	0.713
	Independence Q2	0.780
<b>Job Insecurity (Z)</b>	Reductions in organizational commitment Q1	0.717
	Reductions in organizational commitment Q2	0.737
	Increased turnover intention Q1	0.757
	Increased turnover intention Q2	0.813
	Poor trust in management Q1	0.737
	Poor trust in management Q2	0.773
	Poor trust in management Q3	0.702
	Reduced task performance Q1	0.778
	Reduced task performance Q2	0.730

Source: PLS (2025, data processed)

Based on Table 1, it was found that all indicators for every variable produced loading factor values greater than 0.5. And also as per Table 2, all the variables showed AVE value higher than 0.5. Thus, it is concluded that all indicators and variables of this study have good validation to carry with further statistical analysis.

The reliability of a construct can be tested using Cronbach's Alpha and composite reliability. The assessment criteria state that a construct is considered reliable if the composite reliability value is greater than 0.7 and the Cronbach's Alpha value is greater than 0.6 (Hair et al., 2022). The calculated results for composite reliability and Cronbach's Alpha are presented in the summary table below:

**Table 2 Construct Reliability and Validity**

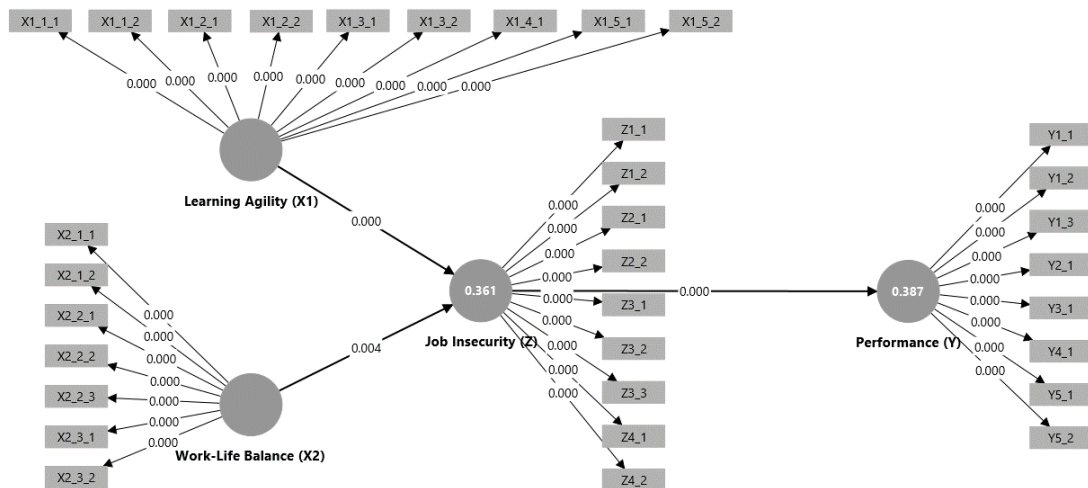
	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
<b>Learning Agility (X1)</b>	0.889	0.910	0.529
<b>Work-Life Balance (X2)</b>	0.882	0.908	0.587
<b>Performance (Y)</b>	0.888	0.911	0.560
<b>Job Insecurity (Z)</b>	0.903	0.920	0.563

Source: PLS (2025, data processed)

In Table 2, it is observed that all factors exhibited a Cronbach's Alpha value exceeding 0.6, along with composite reliability values above 0.7. Therefore, based on the evaluations of Cronbach's Alpha and composite reliability, all indicators demonstrate reliability in measuring their respective variables.

The inner model, also referred to as the structural model, serves to forecast causal relationships (i.e., cause-and-effect) among latent variables, which are unobservable variables. The assessment of the structural model, or inner model, is pivotal for determining its fit. This evaluation encompasses the coefficient of

determinant ( $R^2$ ), predictive relevance ( $Q^2$ ), and hypothesis testing. Each of these aspects will be elaborated on below.



**Figure 2 Inner Model Construct** (Source: PLS (2025, data processed))

The R-square ( $R^2$ ) value, or coefficient of determination, is used to assess the extent to which a specific independent variable influences a dependent variable (Hair et al., 2022). In other words,  $R^2$  is used to determine the magnitude of the contribution of exogenous variables to endogenous variables. The  $R^2$  results can be seen in the following table.

**Table 3 Nilai R-square**

	R-square
<b>Job Insecurity (Z)</b>	0.361
<b>Performance (Y)</b>	0.387

Source: PLS (2025, data processed)

According to Table 3, as for the Job Insecurity (Z) variable, R-square value is 0.361. It means a weak model, according to the  $R^2$  value criteria. This means that the three independent variables learning agility (X1) and work-life balance (X2) contribute about 36.1% of explanations to the variance in Job Insecurity (Z), then it can be said that as much as 63.9% other factors not examined in this study.

Furthermore, the R-square value for the Performance (Y) variable is 0.387. This  $R^2$  value also indicates a weak model. This suggests that 38.7% of the variance in Performance (Y) is explained by the variables learning agility (X1) and work-life balance (X2), while the remaining 61.3% is explained in Variable outside this scope at research.

Significance testing is used to determine whether an influence exists between exogenous and endogenous variables. The testing criterion states that if the T-statistic  $\geq$  T-table (1.96) or the P-value  $<$  the significance level (alpha) of 5% (0.05), then a significant influence of the exogenous variable on the endogenous variable is confirmed (Hair et al., 2022). The results of the significance tests are presented in the following table.

**Table 4 Hypothesis Testing Results**

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Significancy
Learning Agility (X1) -> Performance (Y)	0.287	0.052	5.484	0.000	Significant
Work-Life Balance (X2) -> Performance (Y)	0.164	0.061	2.682	0.007	Significant
Learning Agility (X1) -> Job Insecurity (Z)	-0.462	0.066	6.988	0.000	Significant

	Original sample (O)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Significancy
Work-Life Balance (X2) -> Job Insecurity (Z)	-0.263	0.090	2.915	0.004	Significant
Job Insecurity (Z) -> Performance (Y)	-0.622	0.050	12.331	0.000	Significant

Note:

If the T-statistic > 1.96, the hypothesis is accepted, indicating a significant influence.

If the P-value < 0.05, the hypothesis is accepted, indicating a significant influence.

Source: PLS (2025, data processed)

The results of the hypothesis tests, as detailed in Table 4, can be explained as follows:

1. H1: Learning agility exerts a significant impact on performance.  
The results of the hypothesis testing conducted showed that the first hypothesis was accepted by showing a T-value greater than 1.96 which is 5.484 and a p-value less than 0.05 which is 0.000. It is also shown the original sample coefficient is 0.287 (positive). Thus, there is a positive and significant impact of learning agility on performance, which means that if learning agility increases by 1%, performance tends to increase by 28.7%.
2. H2: Work-life balance exerts a significant impact on performance.  
The results of the hypothesis testing conducted showed that the second hypothesis was accepted by showing a T-value greater than 1.96 which is 2.682 and a p-value less than 0.05 which is 0.007. It is also shown the original sample coefficient is 0.164 (positive). Thus, there is a positive and significant impact of work-life balance on performance, which means that if work-life balance increases by 1%, performance tends to increase by 16.4%.
3. H3: Learning agility exerts a significant impact on job insecurity.  
The results of the hypothesis testing conducted showed that the third hypothesis was accepted by showing a T-value greater than 1.96 which is 6.988 and a p-value less than 0.05 which is 0.000. It is also shown the original sample coefficient is -0.462 (negative). Thus, there is a negative and significant impact of learning agility on job insecurity, which means that if learning agility increases by 1%, job insecurity tends to decrease by 46.2%.
4. H4: Work-life balance exerts a significant impact on job insecurity.  
The results of the hypothesis testing conducted showed that the fourth hypothesis was accepted by showing a T-value greater than 1.96 which is 2.915 and a p-value less than 0.05 which is 0.004. It is also shown the original sample coefficient is -0.263 (negative). Thus, there is a negative and significant impact of work-life balance on job insecurity, which means that if work-life balance increases by 1%, job insecurity tends to decrease by 26.3%.
5. H5: Job insecurity exerts a significant impact on performance.  
The results of the hypothesis testing conducted showed that the fifth hypothesis was accepted by showing a T-value greater than 1.96 which is 12.331 and a p-value less than 0.05 which is 0.000. It is also shown the original sample coefficient is -0.622 (negative). Thus, there is a negative and significant impact of job insecurity on performance, which means that if job insecurity increases by 1%, performance tends to decrease by 62.2%.

Table 5 Indirect Effect

	Original sample (O)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Significancy	Mediation
Learning Agility (X1) -> Job Insecurity (Z) -> Performance (Y)	-0.287	0.052	5.484	0.000	Significant	Competitive Partial Mediation

Work-Life Balance (X2) -> Job Insecurity (Z) -> Performance (Y)	0.164	0.061	2.682	0.007	Significant	Competitive Partial Mediation
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Note:

If the T-statistic  $> 1.96$ , the hypothesis is accepted, indicating a significant influence.

If the P-value  $< 0.05$ , the hypothesis is accepted, indicating a significant influence.

Source: PLS (2025, data processed)

The results of the hypothesis tests, as detailed in Table 5, can be explained as follows:

1. H6: The impact of learning agility mediated by job insecurity on performance is significant.

Regarding the influence of learning agility on performance through the mediation of job insecurity, test results showed a T-value greater than 1.96 which is 5.484 and a p-value less than 0.05 which is 0.000. It signaled that H6 was accepted. This means there is a significant impact of learning agility on performance through the mediation of job insecurity. Thus, H6 is verified in this study. The variable original sample coefficient was -0.287 (negative) and this means that for every 1% increase in learning agility, it tends to decrease performance by 28.7% through job insecurity.

2. H7: Work-life balance exerts a significant impact on performance through the mediation of job insecurity.

Regarding the influence of work-life balance on performance through the mediation of job insecurity, test results showed T-value less than 1.96 which is 2.682 and a p-value less than 0.05 which is 0.007. It signaled that H7 was accepted. This means there is a significant impact of work-life balance on performance through the mediation of job insecurity. The variable original sample coefficient was 0.164 (positive) and this means that for every 1% increase in work-life balance, it tends to increase performance by 16.4% through job insecurity.

Learning agility, as an important predictor of employees' performance is gaining prominence among the hotel daily workers. Research shows a positive relationship between learning agility and performance in different work settings, highlighting the need for adaptability and on-going learning within environments that are time pressured as in hospitality. Learning agility is the best predictor of being tagged as high potential talents than any other indicators, which means its important role for talent management in hotels or similar organizations (Milani et al., 2021). It has also been stated that high learning agility is positively associated with job performance and satisfaction, which means employees who have a tendency for taking advantage of any learning or development opportunities are more likely to outperform themselves (ÖZTÜRK & CZUKOR, 2023a). Secondly, there is a negative and significant impact of learning agility on job insecurity. Employees who feel capable of navigating new challenges are less likely to regard their jobs as insecure, suggesting a pivotal connection between these constructs (ÖZTÜRK & CZUKOR, 2023b).

The effect of learning agility is not always positive under certain mediating condition such as job insecurity. It is found out that learning agility has a negative and significant impact on performance through the mediation of job insecurity. Since the mediated effect and direct effect is significant, then  $p_1$ ,  $p_2$ , and  $p_3$  must be multiplied (Hair et al., 2022). The results turn that job insecurity acted as a competitive partial moderation towards learning agility and performance. Individual with high learning agility often face a high pressure which could lead to stress and decline in performance, especially in an unstable working environment in the hospitality sector (Vinesian et al., 2023). This perspective is supported by a study showing that learning agility has an indirect effect on performance through the mediating variables of job insecurity and also lead to low levels of efficiency and satisfaction in employees (Li et al., 2023).

There is a positive and significant impact of work-life balance on performance. Effective WLB influences job satisfaction and, ultimately, reduces turnover intentions, thereby enhancing overall performance (Korompot et al., 2023). Furthermore, there is a negative and significant impact of work-life balance on job insecurity. A poor work-life balance is also found to negatively influence employees' perceptions of job security, increased anxiety and reduced satisfaction with their jobs. Job insecurity can have a negative impact on workers especially when they were experiencing an unbalance work-life (Jalil et al., 2023). This lack of balance causes working people to feel unstable and worried. It shows that when employees

can't properly take care of their work-life balance, it worsens their family-related job insecurity (Begum et al., 2022).

The result of this study demonstrates a significant effect of work-life balance on job performance through the mediating role of job insecurity, especially in hotel industry where workloads tend to overshadow personal time impairing stress and decreasing job satisfaction. When employees perceive themselves as unable to maintain a healthy balance between work and life, they are likely to experience job insecurity and this ultimately undermine their work performance (Lee & Song, 2020). These negative effects can result in a downward spiral, as insecure workers disengage from tasks and responsibilities due to job insecurity, further contributing to problems within their organizations (Putri & Mangundjaya, 2020). This evidence highlights the importance for organizations to create conditions conducive to finding work-family balance in order to mitigate the deleterious effects of job insecurity. Since the mediated effect and direct effect is significant, then  $p_1$ ,  $p_2$ , and  $p_3$  must be multiplied (Hair et al., 2022). The results turn that job insecurity acted as a competitive partial moderation towards learning agility and performance

Lastly, there is a negative and significant impact of job insecurity on performance. Employees who are stressed by job insecurity might exhibit reduced engagement and motivation, thereby adversely affecting performance levels (Arif et al., 2022). Consequently, organizations should consider implementing interventions aimed at reducing job insecurity, such as transparent communication regarding job stability, employee involvement in decision-making processes, and support resources aimed at enhancing psychological well-being.

## CONCLUSIONS

Based on the results, it can be concluded that there is a positive and significant impact of learning agility on performance. Then, it is showed that a positive and significant impact of work-life balance on performance. Next, the result showed a negative and significant impact of learning agility on job insecurity. Furthermore, a negative significant impact of work-life balance on job insecurity. Next, it is showed a negative and significant impact of job insecurity on performance. Furthermore, a negative significant impact of learning agility on performance through the mediation of job insecurity was shown. Next, this research showed a positive and significant impact of work-life balance on performance through the mediation of job insecurity.

Based on the conclusion of the results, there is some suggestion proposed as a consideration in solving the existing issue. Because this research has some limitation, such as there is no exact number of sample used (the research used Cochran to calculated the number of sample), so the results may be differ and maximum compared with other and future research. These results point out an important aspect of talent management for service industries. Hotel managements should endeavor to acknowledge the downsides of job insecurity on other positives as learning agility and work-life balance, and consequentially adjust their procedures that will enhance employees' performance as well as organizational resilience during precarious market conditions. Future research directions can explore the ways in which learning agility can be strategically applied to reduce job insecurity, and thus facilitate an engaging work environment for hotel employees. Thus, it is hoped that more issue could be solved, broader findings could be presented, and more contribution could be used for public.

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