Navigating the Path of Balance:
The Impact of Job Insecurity, Stress, and Supervision on Employee Productivity in Bali's Hospitality Industry

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Abstract. This study aims to explore the relationship between job insecurity, job stress, and supervision action on employee employability in the Bali hotel industry. Respondents in this study were all employees working in 4 and 5-star hotels in Bali, with a total of 924 respondents based on the Krejcie and Morgan (1970) formula. The sample selection was carried out using a purposive sampling technique and combined with a random sampling approach. The research results were processed using SEM data analysis techniques with the Smart PLS program application. Based on the results of the analysis, it was found that job insecurity has a significant influence on employability, with supervision action acting as a mediator that has a suppressor effect. Meanwhile, job stress has a negative but insignificant direct effect on employability, and the indirect effect through supervision action is also small. These findings emphasize the importance of managing job insecurity and increasing supervision action to maintain employee employ-ability. Although job stress also needs attention, its effect on employability is not as great as job insecurity in this model. The results of this study can serve as a reference for hospitality companies looking to improve their employees' employability, although it may be influenced by contextual factors unique to Bali. Further research is needed to explore the dynamics of the relationship between these variables in different contexts.

Keywords: Employability, Hospitality Industry, Job Insecurity, Job Stress, Supervision Action

1 Introduction

The COVID-19 pandemic has had a significant impact on the tourism industry, including the hospitality sector (Jafari et al., 2021). Bali, as one of Indonesia's top tourist destinations, has seen a decline in guest numbers and revenue, forcing some hotels to temporarily close or reduce staff numbers. As a result, many tourism workers in Bali have lost their jobs or experienced reduced salaries, creating a difficult situation for those affected by the pandemic. Nonetheless, with vaccination efforts and the easing of restrictions, the hospitality sector in Bali is gradually recovering. The hosting of the G20 Summit in Bali also provided significant benefits to the hospitality

industry, attracting many tourists to the host city and increasing demand for hotel rooms and related travel services. However, despite the surge in tourist arrivals, some hotels are still struggling to sell rooms at maximum rates compared to pre-pandemic rates in 2019. The inability to sell rooms at peak prices has led to a 15-20% decrease in average room rates from 2019 levels, which does not proportionally translate into an increase in hotel revenue (BPS, 2023). As a result, suboptimal hotel revenue has necessitated cost-cutting measures, including salary reductions that do not fully meet 2019 standards and workforce downsizing.

Effective human resource management is critical to the sustainability of hotel operations. The current reliance on day laborers in the hotel is believed to be impacting the work skills of the employees (Khaironi et al., 2017). Job insecurity is also an issue faced by hospitality industry employees, which can lead to work anxiety and stress. Previous research has indicated high levels of job insecurity in the post-pandemic hospitality sector, which increases workload and reduces the tasks of existing employees (Misra & Khurana, 2017). The purpose of this study is to explore the relationship between job insecurity, job stress, and supervisory actions about employee employability in Bali's hospitality industry. This research will investigate how these factors interact with each other and impact on employee skills and performance. The results of the study are expected to serve as a reference for hospitality companies who want to improve their employees' employability and create a healthier and more productive work environment.

1.1   Job Insecurity

Job insecurity is an employee's perception of the potential for involuntary job loss in the future (Shoss, 2017). In the hospitality industry, job insecurity is a serious concern due to the often seasonal, contractual, and part-time nature of employment (Mooney, 2018). Some of the factors that contribute to job insecurity in the hospitality sector i.e. Fluctuations in demand: The hospitality industry is heavily influenced by economic changes, travel trends, and unexpected events such as the COVID-19 pandemic (Baum et al., 2020); Automation: The implementation of technologies such as self-check-in kiosks and chatbots can reduce labor requirements (Ivanov & Webster, 2017). Outsourcing; Hospitality companies often outsource certain functions, such as cleaning and security, which can lead to job losses (Espino-Rodríguez & Ramírez-Fierro, 2018); Flexible employment contracts: Many hospitality workers are employed on temporary or zero-hour contracts, which provide little job security (Kotera et al., 2018).

The impact of job insecurity on hospitality employees can include stress, anxiety, decreased job satisfaction, and reduced organizational commitment (Jiang & Lavaysse, 2018). This can ultimately affect employee performance and the quality of service provided to guests (Tian et al., 2014).

1.2   Job Stress

Job stress is a harmful physical and emotional response that occurs when job demands do not match the worker's abilities, resources, or needs (NIOSH, 1999). In the hospitality industry, job stress is a significant problem due to the demanding nature of

the work and the dynamic environment (Chiang et al., 2010). Some of the factors that contribute to job stress in the hospitality sector i.e. High workload: Hospitality employees often face great time pressure, physical demands, and responsibilities. Long and irregular working hours; Long shifts, night work, and irregular schedules can lead to burnout and stress (Jamal, 2004); Interaction with guests: Handling guest complaints, dealing with rude behavior, and maintaining constant hospitality can be a source of emotional stress; Role conflict and ambiguity: Unclear or conflicting role expectations from superiors, coworkers, and guests can be stressful; Lack of work-life balance: Long and irregular working hours can affect employees' personal and family lives.

The impact of job stress on hospitality employees can include burnout, decreased mental and physical health, increased absenteeism and turnover, and decreased work performance (Karatepe & Uludag, 2008). This can negatively impact service quality and guest satisfaction (Rehman & Pal, 2020).

1.3   Supervision Action

Supervisory actions play an important role in addressing work stress and job insecurity in the hospitality industry. Supervisors or managers need to take proactive measures such as providing emotional and social support to employees, ensuring a balanced workload and flexibility in work schedule arrangements, and maintaining clear and transparent communication. Supervisors should also be open to receiving feedback and involving employees in relevant decision-making processes (Kelly et al., 2014).

In addition, supervisors should identify employees' training needs and provide relevant development programs to improve their competencies, confidence, and career opportunities. Supervisors also need to encourage and facilitate continuous learning and knowledge sharing among employees. By taking these actions, supervisors can create a supportive work environment, increase employee resilience and adaptability, and reduce job stress and job insecurity in the hospitality industry (Quagraine, 2010).

2   Methodology

Respondents who became subjects in this study were all employees working in 4 and 5-star hotels in Bali, totaling 924 based on the formula designed by Krejcie and Morgan (1970). The sample selection was conducted using a purposive sampling technique (Tongco, 2007). Combined with a random sampling approach. The purposive sampling technique allows the researcher to intentionally select 4 and 5-star hotels that are considered representative and relevant to the research objectives, while random sampling within the selected hotels will ensure that each employee has an equal chance of being selected as a respondent, thus increasing the generalizability of the research results (Sekaran & Bougie, 2016). This approach will result in a representative and diverse sample, covering various departments, positions, and levels within the hotel's organizational structure, thus enabling a comprehensive analysis of the influence of job insecurity, job stress, and supervisory actions on employee employability in the context of Bali's hospitality industry.
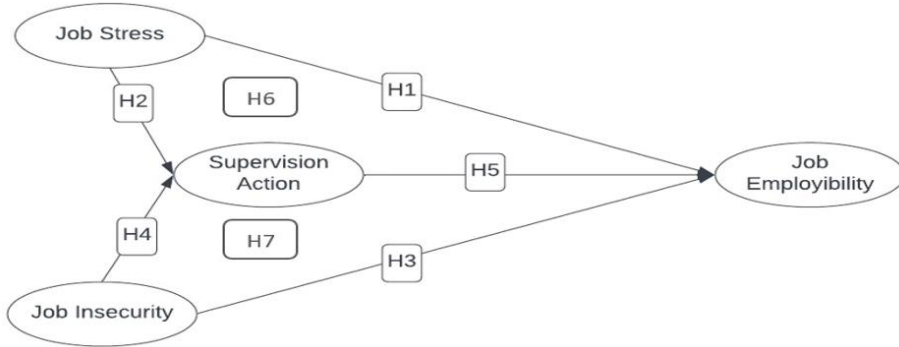
Figure 1. Formulation of conceptual framework
Source: Research data, 2024

3　　Result and Discussion

3.1　Result

The results of this study were processed using SEM data analysis techniques with the Smart PLS program application. Two model evaluations were obtained, namely the outer model and the inner model. The outer model in SEM analysis with SmartPLS evaluates the relationship between latent variables and their indicators, including an assessment of the reliability and validity of the measurement model. When the outer loading results for each indicator are above 0.5, then all indicators are considered valid in measuring the latent variable. Meanwhile, the inner model examines the structural relationship between latent variables based on substantive theory, including evaluating the significance of the path coefficient, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) to assess the strength of the model in predicting endogenous constructs. Based on the results of data processing, the following results were obtained:

Outer Model Measurement. Convergent Validity, can be seen from the outer loadings, where in this study the outer loadings are in the minimum value range of 0.587 and a maximum of 0.948. The convergence value in the range of 0.5-0.6 is considered sufficient in the early stages of developing a measurement scale. So it is concluded that all indicators are valid in representing related variables. The Heterotrait-Monotrait The ratio value for all variables is not more than 0.90. This indicates that discriminant validity is met. In addition to using HTMT, discriminant validity can also be evaluated using the Cross-loadings value. Discriminant validity is met if the loading value for each indicator is higher than the cross-loading of each with other variables. Composite Reliability values are all > 0.7, the composite reliability assumption is met.

Inner Model Measurement. R² Analysis, R² values of 0.42 for employability and 0.33 for supervision action indicate the strength of the moderate relationship between endogenous and exogenous variables. 42% of the variance in employability and 33% of the variance in supervision action can be explained by the exogenous variables in the model. Q2 Predictive Relevance Model, the Q2 value is 0.6114 or 61.14%, indicating the model has a relevant predictive value. The model can explain 61.14% of the information in the research data. Goodness of Fit (GoF), the GoF value is 0.2808, included in the moderate GoF category, the research model is quite suitable as a predictive model.

Hypothesis Testing. After analyzing the outer and inner models, hypothesis testing is then carried out. The basis for decision-making at the hypothesis testing stage is to pay attention to the calculated t-value, if t-count > t- table (1.96), then the hypothesis is rejected and the variable effect is significant. The results of hypothesis testing can be seen in Table 1.

Table 1. Path coefficient

Construct	Path coefficient	t statistics	p values	Description
Job insecurity → Employability	0.159	3.794	0.000	Significant
Job insecurity → Supervision action	-0.521	12.199	0.000	Significant
Job stress → Employability	-0.018	0.451	0.652	Not significant
Job stress → Supervision action	-0.068	1.738	0.082	Not significant
Supervision action → Employability	0.719	22.563	0.000	Significant

Based on Table 1 above, we can conclude the following hypothesis:
1. Hypothesis 1 (Job insecurity → Employability) is accepted with a t-statistic value of 3.794> 1.96 and a p-value of 0.000 < 0.05.
2. Hypothesis 2 (Job insecurity → Supervision action) is accepted with a t-statistic value of 12.199 > 1.96 and a p-value of 0.000 < 0.05.
3. Hypothesis 3 (Job stress → Employability) is rejected with a t-statistic value of 0.451 < 1.96 and a p-value of 0.652 > 0.05.
4. Hypothesis 4 (Job stress → Supervision action) is rejected with a t-statistic value of 1.738 < 1.96 and a p-value of 0.082 > 0.05.
5. Hypothesis 5 (Supervision action → Employability) is accepted with a t-statistic value of 22.563 > 1.96 and a p-value of 0.000 < 0.05.

Analysis Variance Accounted For (VAF). In this study, Variance Accounted For (VAF) analysis is used to determine the mediating effect of supervision action variables on the relationship between job insecurity and employability, and the relationship between job stress and employability. VAF is a measure of how much the mediator variable can absorb the direct influence of the independent variable on the dependent variable.

Table 2. Testing the mediating effect

Link	Mediator	Independent variable mediator	Mediator dependent variable	Direct	Indirect	Total	VAF (%)	Decision
Job insecurity - Employability	Supervision action	-0.521	0.719	0.159	-0.375	-0.216	174	Suppressor effect
Job stress - Employability	Supervision action	-0.068	0.719	-0.018	-0.049	-0.067	73	Partial mediation

Based on the analysis results in Table 2, it is found that the supervision action variable has a different mediating role in the two relationships tested. In the relationship between job insecurity and employability, supervision action acts as a full mediator, with a VAF value of 174%. This shows that the effect of job insecurity on employability is fully mediated by supervision action. In other words, job insecurity affects employability through the role of supervision.

Meanwhile, in the relationship between job stress and employability, supervision action acts as a partial mediator with a VAF value of 73%. This shows that the effect of job stress on employability is partially mediated by supervision action, but there is also a significant direct effect of job stress on employability.

Furthermore, in the output analysis presented in Figure 2, several important points can be analyzed regarding the relationship between the variables of Job Insecurity, Job Stress, Supervision Action, and Employability:

The effect of Job Insecurity on Supervision Action. There is a significant negative effect of Job Insecurity on Supervision Action with a path coefficient of -0.521. This means that the higher the level of Job Insecurity, the lower the level of Supervision Action.

The effect of Job Insecurity on Employability. Job Insecurity has a positive direct effect on Employability with a path coefficient of 0.159. However, Job Insecurity also has an indirect effect on Employability through Supervision Action as a mediator. This indirect effect has a negative value (-0.521 x 0.719 = -0.375). The total effect of Job Insecurity on Employability is -0.216, where the indirect effect is greater than the direct effect, indicating a suppressor effect.

The Effect of Job Stress on Supervision Action. The effect of Job Stress on Supervision Action is not significant with a path coefficient of -0.068.

The Effect of Job Stress on Employability. Job Stress has a negative but insignificant direct effect on Employability with a path coefficient of -0.018. The Indirect Effect of Job Stress on Employability through Supervision. Action is also small (-0.068 x 0.719 = -0.049). The total effect of Job Stress on Employability is -0.067, indicating partial mediation by Supervision Action.

The effect of Supervision Action on Employability. There is a strong positive influence of Supervision Action on Employability with a path coefficient of 0.719.
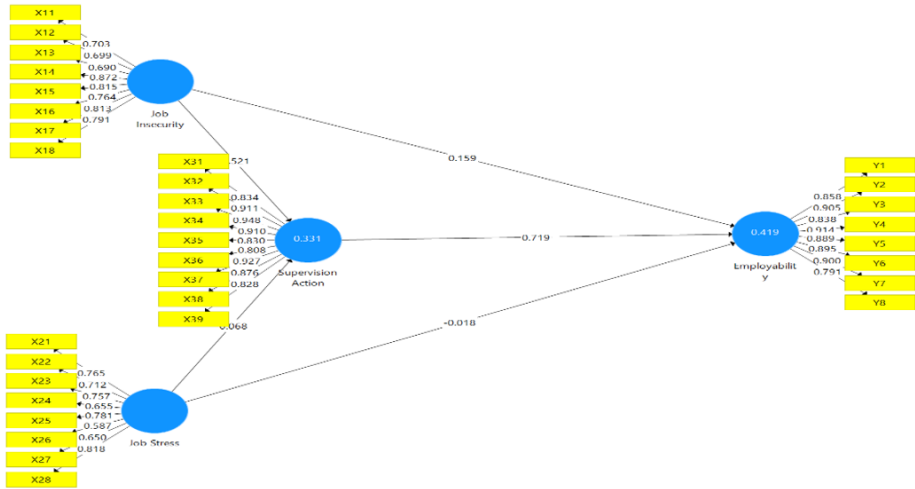

Figure 2. Output analysis

3.2   Discussion

The analysis shows that job stress has no significant effect on employability and supervision action in the hotel industry in Bali. This is indicated by the t-statistic value which is smaller than 1.96 (0.451 for the relationship between job stress → employability and 1.738 for the relationship between job stress → supervision action) and the p-value which is greater than 0.05 (0.652 for the relationship between job stress → employability and 0.082 for the relationship job stress → supervision action.

    This finding may be influenced by several factors that occur in the hospitality industry in Bali, among others:

Supportive Organizational Culture. The hospitality industry in Bali largely has an organizational culture that supports employees in managing work stress. Social support from coworkers and superiors can help employees deal with work stress and maintain their employability level.

Stress Management Program. Hotels in Bali have implemented effective stress management programs, such as stress management training, recreational activities, or employee counseling. These programs can help employees cope with work stress and maintain their performance.

Employee Resilience. Employees in Bali's hospitality industry have a high level of resilience in the face of work stress. Resilience can help employees adapt to work demands and maintain their employability.

Balinese Cultural Factors. The distinctive Balinese culture, such as the values of togetherness, harmony, and spirituality may influence the way employees perceive and manage work stress. These values can provide emotional support and help employees deal with job stress.

Employee Hospitality Training Programs. In Bali are also able to improve employee knowledge and skills and gain a correct understanding of a job to be more effective and efficient.

Some previous studies have also found similar results. For example, research by Azizah et al. (2021) found that social support from coworkers and superiors can moderate the relationship between job stress and employability in hotel employees. In addition, a study by Teja & Oktavio (2020) showed that training and career development have a positive and significant influence on employee performance. However, it is important to note that these findings may be specific to the context of the hospitality industry in Bali and may be influenced by unique cultural and organizational factors. Further research is needed to explore the dynamics of the relationship between job stress, employability, and supervision action in different contexts.

4   Conclusion

This study explores the relationship between job insecurity, job stress, and supervision action on employee employability in Bali's hospitality industry. The analysis shows that job insecurity has a significant influence on employability, with supervision acting as a mediator that has a suppressor effect. Meanwhile, job stress has a relatively small and insignificant influence on employability. These findings highlight the importance of managing job insecurity and increasing supervision action to maintain employees' employability levels. Although the results of this study may be influenced by contextual factors unique to Bali, the findings can serve as a reference for hospitality companies looking to improve their employees' employability. However, further research is needed to explore the dynamics of the relationship between these variables in different contexts.

Acknowledgment

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