Exploring the Interplay amid Employee Engagement and Work Agility: Moderating Role of Servant Leadership in Hospitality Sector in Badung Regency, Bali Province

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ABSTRACT

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| **Aims:** This study aims to analyze the effect of employee engagement and work agility on the performance of housekeeping employees in five-star hotels in Badung Regency, Bali, as well as the moderating role of servant leadership.  **Study design:** This research employs a quantitative approach with an explanatory research design  **Methodology:** The population of this study consists of housekeeping employees in five-star hotels in Badung Regency, totaling 457 employees. The research sample comprises 214 respondents, selected using a purposive sampling technique. Data were collected through a questionnaire and analyzed using the Partial Least Square (PLS) method.  **Results:** The findings indicate that employee engagement and work agility have a positive and significant effect on employee performance. Furthermore, servant leadership strengthens the relationship between employee engagement, work agility, and employee performance as moderator.  **Conclusion:** This study concludes that to enhance the performance of housekeeping employees in five-star hotels, a servant leadership strategy is essential to increase employee engagement and work agility. These findings provide theoretical implications supporting Goal Setting Theory and practical implications for hotel management in improving human resource effectiveness in the hospitality industry. |

***Keywords:*** *Work Agility, Work Egagement, Servant Ledership, Housekeeping Performance*

1. INTRODUCTION

Public interest in traveling and tourism continues to rise as the pandemic situation becomes more favorable. This is reflected in the tourism sector, which continues to show a positive trend. According to data from the Central Statistics Agency (BPS, 2022), hotel occupancy rates increased by 50.02% in September 2022. Based on this phenomenon, research on hotel performance remains highly relevant. Indonesian officially lifted the COVID-19 pandemic status after President Joko Widodo signed Presidential Decree No. 17 of 2023. Based on this decree, COVID-19 is now classified as an endemic. This study aims to examine the performance of housekeeping employees in five-star hotels in Badung Regency, Bali Province, after the pandemic (endemic phase). The selection of five-star hotels in Badung, Bali, is based on the fact that Bali remains a major tourism destination for both domestic and international travelers. The Minister of Tourism and Creative Economy, Sandiaga Uno, stated that Bali is still the center of Indonesia’s tourism industry, contributing approximately 50% of the country's tourism revenue, amounting to around USD 20 billion annually.

The hotel sector in Bali has undergone significant dynamics in recent years, in line with shifting tourism trends. Data from the Bali Provincial Tourism Office (2023) indicate that tourist arrivals in Bali experienced a sharp decline in 2020 and 2021 due to the COVID-19 pandemic. The number of visitors, which reached 10.5 million in 2019, drastically dropped to just 4.3 million in 2021. However, recovery began in 2022 and 2023, with tourist arrivals rising to 8.6 million. Following this trend, hotel occupancy rates in Bali also fluctuated significantly. According to the same data, the average hotel occupancy rate, which stood at 65.13% in 2018, plummeted to 15.62% in 2020 due to travel restrictions. Although occupancy rates recovered to 32.12% in 2022 and increased further to 37.89% in 2023, these figures remain below the ideal level of over 70%, as suggested by the Indonesian Hotel and Restaurant Association (PHRI). The decline in occupancy poses a challenge for the hospitality industry, particularly for five-star hotels that rely on high occupancy rates to sustain operational performance. Therefore, improving employee performance, particularly in the housekeeping sector, becomes a crucial factor in supporting the recovery of Bali's hospitality industry post-pandemic.

The novelty of this study lies in the concept of servant leadership contextualized within Balinese culture. Servant leadership in the hospitality industry is key to attracting tourists, where supervisors or hotel managers not only serve guests but also empower employees. Dierendonck & Nuijten (2011) identified eight indicators of servant leadership: empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship. This study introduces Balinese spirituality as an additional element of novelty, reflecting harmony between humans, nature, and the divine through the *Tri Hita Karana* (THK) concept. *Tri Hita Karana* originates from Sanskrit, comprising three words: *Tri* (three), *Hita* (happiness or well-being), and *Karana* (cause or reason). This philosophy suggests that happiness stems from the harmony of three relationships, teaching that humans can achieve balance and harmony in life by maintaining good relationships with God, fellow humans, and the environment. Balinese spirituality is the key novelty of this research, emphasizing that a leader must embody all three aspects of THK. The servant leadership approach has been implemented in global corporations such as Marriott International and Disneyland, which emphasize openness, inclusivity, and employee empowerment to provide the best service (Sendjaya, 2015; Schulze, 2019). In the context of Bali, observations of tourists indicate that the main attraction is not only the island’s natural beauty but also its local culture, which is deeply rooted in THK values: *Parahyangan* (relationship with God), *Pawongan* (relationship with fellow humans), and *Palemahan* (relationship with nature). According to Barath & Nanjundeswaraswamy (2024) explores the relationship between Workforce Agility (WFA), Adaptive Performance (AP), and Employee Loyalty (EL) among IT professionals in Karnataka, India. The findings reveal a direct relationship between WFA, AP, and EL, with EL serving as a partial mediator between WFA and AP, highlighting its crucial role in enhancing organizational effectiveness.According to Shetty et. al., (2023) Findings confirm that WFA directly impacts EP (H1), PE directly influences EP (H2), WFA directly affects PE (H3), and PE partially mediates the WFA-EP relationship (H4). The study introduces a novel approach by linking Workforce Agility and Psychological Empowerment in a unified model.

Novelty this research is servant leadership plays a crucial role in enhancing employee performance by fostering a supportive and empowering work environment. In the hospitality industry, particularly in the housekeeping department, where employees face high job demands and dynamic work conditions, servant leadership can serve as a moderating factor that strengthens the impact of employee engagement and work agility on performance (Hoang et al., 2024). A servant leader prioritizes the needs of employees, encourages professional growth, and creates a culture of trust and collaboration (Zada et al., 2024). This leadership style ensures that engaged employees remain motivated and agile workers can effectively adapt to changing situations, ultimately leading to improved service quality and operational efficiency (Aryee et al., 2023). Therefore, examining servant leadership as a moderating variable provides valuable insights into how leadership behaviors can optimize the relationship between employee engagement, work agility, and overall performance in housekeeping operations.

By adopting Balinese spirituality in leadership, hotel managers can create a harmonious work environment, enhance employee engagement and agility, and ultimately improve performance. The relationships among these variables are analyzed using Goal Setting Theory (Newstrom, 2017), which highlights the importance of goal-setting, strategic clarity, and feedback in achieving optimal performance.

**2.1 Literature Review**

Marciano (2010:42) states that an engaged worker will be committed to goals, use all their abilities to complete tasks, maintain appropriate behavior at work, ensure that they have completed tasks well according to objectives, and be willing to take corrective steps or conduct evaluations if necessary. Logically, this has the potential to improve employee performance. Bhardawaj & Kalia (2021) conducted a study aimed at examining the variability in task and contextual performance due to employee engagement and organizational culture among hotel employees in Himachal Pradesh. The sample consisted of 360 hotel employees in Himachal Pradesh, India. The study results indicate that the vigor, dedication, and absorption variables of employee engagement contribute to contextual performance. Strength and absorption influence employees' task performance. Godbless (2021) conducted research to investigate the impact of moral leadership, shared values, and employee engagement on job performance among university staff in Nigeria. The sample consisted of 327 randomly selected academic staff members from universities in Nigeria. The findings demonstrated the positive moderating effect of shared values and job engagement in the leadership-staff job performance relationship, except for the authentic leadership construct, which showed a negative association. From the above studies, it can be stated that employee engagement influences employee performance. Several previous studies have also found that employee engagement affects employee performance, including (Jabeen & Rahim 2021; Nguyen & Nguyen 2022; Park *et al.,* 2021). Conversely, some studies have shown different results, stating that employee engagement does not affect performance, such as those conducted by (Jindal *et al.,* 2022; Baharsyah dan Nugrohoseno, 2021; Park & Kim, 2022). Based on this theoretical development, the first hypothesis in this study is:

**H1: *Employee engagement has a positive and significant effect on employe performance***

The concept of agility in the industrial and business world has evolved from organizational agility to work agility itself. According to Hamel & Prahalad, (1995:145) work agility is the motivation employees possess to proactively innovate their skill base just before the need for change arises. Logically, agile employees will be able to complete their tasks and responsibilities effectively and may even exhibit high extra-role behavior. Petermann & Zacher (2022) state that work agility and job performance are positively related, resulting in higher performance or increased well-being. Although the impact of work agility is expected to enhance both organizational and individual performance, it has rarely been studied empirically (Sherehiy & Karwowski, 2014). Petermann & Zacher, (2022) conducted an empirical study to develop the measurement and validation of work agility and concluded that factors influenced by work agility include innovative performance, task performance, organizational citizenship behavior, exhaustion, and job satisfaction. Previous studies have found that work agility influences performance : Varshney & Varshney, (2020); Kalkan & Aydın, (2020); Gerald *et al.,* (2020); Munteanu *et al.*, (2020); Abrishamkar *et al.,* (2021); Meier (2021); Cetindamar *et al.*, (2021); Das *et al.,* (2022) (Sherehiy & Karwowski 2014) However, some studies indicate that work agility does not affect performance: Asep *et al.,* (2022) (Hardian & Wardhani 2018); Khildani *et al.,* (2022); Rahardi, *et al.,* (2022). Based on these considerations, the hypothesis is proposed:

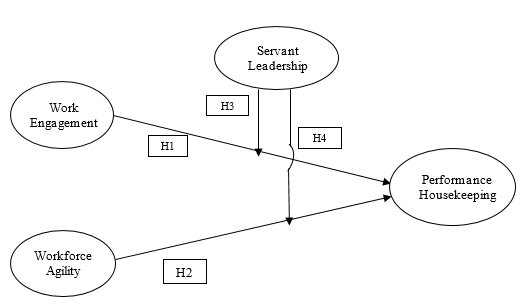
**H2: *Work agility has a positive and significant effect on employe performance***

The leadership style of a leader significantly impacts employee or subordinate performance. A leader must be able to choose the appropriate leadership style according to the existing situation. If the leadership style is applied correctly and appropriately, it can facilitate the achievement of both organizational and individual goals. According to Yukl & Gardner, (2018:3) leadership reflects assumptions related to the deliberate process of an individual exerting strong influence over others to guide, structure, facilitate activities, and relationships within a group or organization. Leadership styles in the hotel industry are also subject to various challenges. In this study, servant leadership is expanded to include spirituality as one of the key indicators. This is based on the phenomenon that makes Bali a major attraction for both domestic and international tourists. It is believed that Balinese spirituality, comprising Parahyangan (relationship with God), Pawongan (relationship with fellow humans), and Palemahan (relationship with nature) collectively known as Tri Hita Karana (THK) acts as a driver for tourists to visit Bali. The Study from Byun *et al.,* (2020) which aimed to analyze the effect of empowering leadership on employee performance in South Korean companies, found that leadership that serves as a role model and inspires employees significantly affects their performance. Budur & Demin (2022) found that transformational leadership positively affects employee performance among Kurdish, Arab, and British workers in shopping centers in Erbil and Sulaymaniyah. Similarly, Byun *et al.,* (2020); Budur & Demin (2022) it can be concluded that leadership influences employee performance. Previous studies have found that leadership moderate performance: Kureshi, (2023); Putri & Wibawa, (2020); Silalahi *et al.,* (2023), and that leadership influences performance: Byun *et al.*, (2020); Lai *et al.*, (2020); Paais & Pattiruhu, (2020); Asbari *et al.,* (2021); Piedade *et al.,* (2021); Mathende & Karim (2022) (Chen et al. 2019); Budur & Demir (2022) (Hoxha & Heimerer 2019). However, some studies found that leadership does not affect performance (Ambad *et al.,* 2021; Katou *et al.,* 2022; Tosun *et al.,* 2022). Based on this theoretical review, the hypothesis is proposed:

**H3: *Servant leadership moderates the influence of employee engagement on employee performance***

In the hospitality industry, employee performance and organizational loyalty consistently fall below the benchmarks set by management teams (Brownell, 2010). This raises an important question: if leaders are as competent and confident as they should be, why do they fail to instill the same qualities in their employees (Pfeffer & Sutton, 2006). Hospitality executives acknowledge this issue and agree that the leadership style applied in the workplace may need to be reassessed (Hilton, 2014). The principles of servant leadership theory can be positively applied with significant effects in the hospitality industry (Dierendonck & Patterson, 2012). This is particularly true for employee performance metrics (Sendjaya, 2015). Research confirms that organizations that intentionally implement the principles of servant leadership are likely to experience improvements in all outcome-based metrics (Brownell, 2010). This underscores the relevance and importance of making servant leadership a core component of organizational culture in the hospitality sector (Cloobeck, 2018). One key finding from this review is the clear gap in empirical research regarding the effects of institutionalizing servant leadership in large-scale organizations. Logically, leadership is necessary at almost every level of an organization. Whether a company operates in the public or private sector, strong moral leadership helps the organization find and maintain its strategic direction. However, how an individual chooses to lead is not necessarily the sole determinant of employee performance. Previous studies have found that leadership serves as a moderator Kureshi, (2023); Putri & Wibawa, (2020); Silalahi *et al.,* (2023), and that leadership influences performance: Asbari *et al.,* (2021); Byun *et al.*, (2020); Mathende & Karim (2022) (Chen et al. 2019); Budur & Demir (2022); Lai *et al.*, (2020); Paais & Pattiruhu, (2020); Piedade *et al.,* (2021). However, some studies have also found that leadership does not influence performance (Katou *et al.,* 2022; Tosun *et al.,* 2022; Ambad *et al.,* 2021). Based on this research gap, the hypothesis is proposed

**H4 : *Servant leadership moderates the influence of work agility on employee performance***



**Fig 1. Framework Design**

**2.2 Methodology**

**2.1.1 Research design**

This study employs an explanatory research design with a quantitative approach to examine the causal relationship between employee engagement, work agility, servant leadership, and employee performance in five-star hotels in Badung Regency, Bali. The selection of five-star hotels as the research setting is based on several key considerations. First, five-star hotels operate in a highly competitive and service-oriented environment where employee performance plays a crucial role in maintaining high standards of hospitality. Housekeeping employees in these hotels are expected to demonstrate exceptional work agility and engagement to meet the demands of luxury service. Second, five-star hotels have well-structured leadership frameworks, making them an ideal setting to examine the moderating role of servant leadership. The influence of leadership on employee behavior is more pronounced in these establishments due to their emphasis on service excellence and employee development. Lastly, five-star hotels typically implement standardized policies and procedures, ensuring consistency in work expectations, which allows for a more controlled study of the causal relationships between employee engagement, work agility, servant leadership, and employee performance.

**2.1.2 Sampling procedure**

The research population includes all housekeeping employees working in five-star hotels, totaling 457 individuals. The study's sample consists of 214 respondents, selected using purposive sampling based on the criterion that employees must have worked for at least one year to ensure their understanding of the work environment and leadership system in their respective hotels (Sekaran & Bougie, 2016). According to Krejcie and Morgan's sample size determination table, a population of approximately 450–500 individuals requires a minimum sample size of around 210–220 respondents to achieve a sufficient confidence level and margin of error. Therefore, selecting 214 respondents aligns with these statistical guidelines. Additionally, pilot testing was conducted to assess the reliability and validity of the research instrument before full-scale data collection. The pilot study involved a small subset of housekeeping employees to ensure that the questionnaire items were clear, relevant, and capable of accurately measuring the constructs under investigation. The results of the pilot test confirmed that the survey instrument met the required reliability criteria (e.g., Cronbach's Alpha > 0.7), ensuring consistency in responses. This preliminary step strengthened the credibility of the study by refining the measurement tools and minimizing potential biases in the final data collection. This approach ensures that all members of the population are included in the study, with no selection bias, as every individual in the population has an equal opportunity to be part of the sample (Saunders et al., 2009).

**2.1.3 Data collected and strategy analysis**

Data collection was conducted through structured questionnaires, consisting of statements adapted from previous studies and adjusted to the context of the hospitality industry in Bali. The questionnaire measures employee engagement, work agility, servant leadership, and employee performance. Before distribution, the questionnaire underwent validity and reliability testing to ensure the accuracy of the research instrument. (Ringle et al., 2020). Data were collected offline using questionnaires distributed to professional village assistants. The responses were measured using a Likert scale ranging from 1 to 5, where 1 indicates “strongly disagreement” and 5 indicates “strongly agreement”. This scale provides an in-depth understanding of their perceptions and work experiences. The data were analyzed using SmartPLS, software designed for Partial Least Squares Structural Equation Modeling (PLS-SEM) (Hair et al., 2014). The collected data were analyzed using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method (Hair et al., 2014).

3. results and discussion

**3.1 Result**

**3.1.1 Characteristics of participant’s**

**Table 1 Overview of the respondents' characteristics.**

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Male | 129 | 60.3 |
| Female | 85 | 39.7 |
| 0-20 years old | 46 | 21.5 |
| Between 21-30 years | 75 | 35.0 |
| Between 31-40 years | 69 | 32.2 |
| Between 41-50 years | 20 | 9.3 |
| Betweeen 51-60 years | 4 | 1.9 |
| High School | 153 | 71.5 |
| Diploma | 51 | 23.8 |
| Bachelor's Degree | 10 | 4.7 |
| Between 0 - 5 years | 96 | 44.9 |
| Between 6 - 10 years | 93 | 43.5 |
| Between 11 - 15 years | 25 | 11.7 |

The demographic profile of the housekeeping employees in five-star hotels in Badung Regency, Bali, provides insights into workforce composition and its potential impact on performance. Gender distribution shows that 60.3% of the employees are male and 39.7% are female. The dominance of male employees in housekeeping may be attributed to the physical demands of the job, which often requires strength and endurance. However, female employees also play a crucial role in maintaining cleanliness, attention to detail, and guest satisfaction. Age distribution indicates that the majority of employees (67.2%) are between 21 and 40 years old, with 35.0% aged 21-30 years and 32.2% aged 31-40 years. This age range suggests a workforce that is relatively young and physically capable, which is essential for the dynamic and physically demanding nature of housekeeping tasks. The presence of 21.5% employees under 20 years old suggests that the industry attracts young workers, possibly due to entry-level job opportunities. Meanwhile, the low proportion of employees aged 41 and above (12.5%) indicates that older workers may find housekeeping tasks physically challenging or transition to other roles within the hospitality sector. Regarding educational background, 71.5% of employees have a high school education, while 23.8% hold a diploma, and only 4.7% have a bachelor's degree. This indicates that the majority of housekeeping staff enter the workforce with basic educational qualifications, suggesting that job-specific training and hands-on experience are critical for improving employee performance. The relatively low number of employees with higher education degrees may imply that career advancement within the housekeeping department is limited, leading those with higher qualifications to seek managerial or administrative roles. Work experience distribution shows that 44.9% of employees have worked for 0-5 years, followed closely by 43.5% with 6-10 years of experience, and only 11.7% have 11-15 years of experience. The high proportion of employees in the early stages of their careers may suggest a high turnover rate, which can affect performance consistency and service quality. Employees with longer tenure (6-10 years) contribute significantly to operational stability, as their accumulated experience enhances efficiency, quality of service, and adherence to hotel standards. However, the relatively small percentage of employees with more than 10 years of experience highlights potential challenges in employee retention, career development, and long-term commitment to housekeeping roles. Overall, these demographic factors indicate that housekeeping performance is influenced by workforce composition, particularly in terms of physical capability, experience level, and training opportunities. To enhance performance, hotel management should focus on skill development, employee retention strategies, and creating career advancement opportunities for housekeeping staff.

**3.1.2 Composite and discriminant validity**

**Table 2 Outer Models**

| **Item** | **Factor Loading** | **Outer Loading** | **Composite Realibility** | **AVE** |
| --- | --- | --- | --- | --- |
| KK1 | 0.780 | 0.780 | 0.957 | 0.781 |
| KK2 | 0.892 | 0.892 |
| KK3 | 0.893 | 0.893 |
| KK4 | 0.880 | 0.880 |
| KK5 | 0.893 | 0.893 |
| KK6 | 0.854 | 0.864 |
| KK7 | 0.854 | 0.854 |
| KK8 | 0.892 | 0.892 |
| KK9 | 0.884 | 0.884 |
| KK10 | 0.925 | 0.925 |
| KK11 | 0.902 | 0.902 |
| KK12 | 0.903 | 0.903 |
| KK13 | 0.900 | 0.900 |
| KK14 | 0.903 | 0.903 |
| KLK1 | 0.922 | 0.891 | 0.969 | 0.844 |
| KLK2 | 0.932 | 0.906 |
| KLK3 | 0.902 | 0.903 |
| KLK4 | 0.891 | 0.911 |
| KLK5 | 0.906 | 0.909 |
| KTK1 | 0.903 | 0.922 | 0.942 | 0.817 |
| KTK2 | 0.911 | 0.932 |
| KTK3 | 0.909 | 0.902 |
| KYM1 | 0.874 | 0.874 | 0.980 | 0.777 |
| KYM2 | 0.862 | 0.862 |
| KYM3 | 0.904 | 0.904 |
| KYM4 | 0.876 | 0.876 |
| KYM5 | 0.870 | 0.870 |
| KYM6 | 0.908 | 0.908 |
| KYM7 | 0.876 | 0.876 |
| KYM8 | 0.862 | 0.862 |
| KYM9 | 0.902 | 0.902 |

Based on Table 2, The results of the measurement model evaluation demonstrate the construct validity and reliability of the variables used in the study. The factor loadings and outer loadings for all items exceed the recommended threshold of 0.70, indicating strong indicator reliability. The composite reliability (CR) values range from 0.942 to 0.980, confirming a high level of internal consistency across all constructs. Additionally, the average variance extracted (AVE) values are well above 0.50, demonstrating strong convergent validity. For the employee performance (KK) construct, all 14 indicators exhibit outer loadings above 0.78, with a CR of 0.957 and an AVE of 0.781, indicating that the construct is both reliable and valid. Similarly, the work agility (KLK) construct has outer loadings ranging from 0.891 to 0.932, with a CR of 0.969 and an AVE of 0.844, showing a high level of construct reliability and validity. The employee engagement (KTK) construct also demonstrates strong measurement properties, with factor loadings ranging from 0.902 to 0.932, a CR of 0.942, and an AVE of 0.817, supporting the robustness of the construct. Lastly, the servant leadership (KYM) construct exhibits high outer loadings between 0.862 and 0.908, a CR of 0.980, and an AVE of 0.777, further confirming the construct’s reliability and validity. Overall, the measurement model meets the necessary criteria for construct reliability, indicator reliability, and convergent validity. These findings suggest that the selected items effectively measure the intended constructs, ensuring the robustness of the research model.

**3.1.3 Fornell-larcker criterion**

The Fornell-Larcker Criterion, as presented in Table 3, is used to assess the discriminant validity of the constructs in this study. The results that all constructs meet this requirement, confirming that each latent variable is distinct and measures a unique concept. This ensures that the constructs used in the study do not overlap excessively, thereby strengthening the reliability and validity of the measurement model.

**Table 3 *Fornell-Larcker Criterion***

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Construct** | **KLK** | **KYM** | | **KTK** | | **KK** | | **MOD 1** | | **MOD 2** | |
| KLK | **0.904** | |  | |  | |  | |  | |  | |
| KYM | 0.937 | | **0.882** | |  | |  | |  | |  | |
| KTK | 0.926 | | 0.929 | | **0.919** | |  | |  | |  | |
| KK | 0.920 | | 0.914 | | 0.902 | | **0.884** | |  | |  | |
| MOD 1 | 0.834 | | 0.831 | | 0.811 | | 0.794 | | **1.000** | |  | |
| MOD 2 | 0.850 | | 0.835 | | 0.799 | | 0.813 | | 0.986 | | **1.000** | |

Based on Table 3, it can be observed that each indicator has the highest Fornell-Larcker Criterion value on its own latent construct compared to the Fornell-Larcker Criterion values on other constructs. This indicates that the indicators used in this study demonstrate good discriminant validity in forming their respective variables.

**3.1.4 Hyphotesis testing result**

This analysis enables the study to determine which paths are statistically significant, thereby providing empirical evidence for theoretical propositions supported by the data. Table 4 details the hypothesis testing results, showing both significant and non-significant findings.

**Table 4. Hypothesis Result**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Summary Result** | **Original Sample (O)** | **T Values** | **P Values** | **Decision** |
| KTK 🡪 KK | 0.342 | 3.163 | 0.002 | Accepted |
| KLK 🡪 KK | 0.268 | 2.604 | 0.010 | Accepted |
| KYM 🡪 KK | 0.295 | 0.282 | 2.463 | Accepted |
| *Moderating Effect 1* 🡪 KK | 0.265 | 1.997 | 0.003 | Accepted |
| *Moderating Effect 2* 🡪 KK | 0.277 | 1.989 | 0.003 | Accepted |

The results presented in Table 4 confirm that all hypotheses tested in this study are supported. The analysis reveals that employee engagement (KTK) has a significant positive effect on employee performance (KK) (β = 0.342, t = 3.163, p = 0.002). This indicates that higher employee engagement contributes to improved performance among housekeeping employees. Similarly, work agility (KLK) positively influences employee performance (KK) (β = 0.268, t = 2.604, p = 0.010), suggesting that employees who can quickly adapt to workplace changes tend to perform better. The results also show that servant leadership (KYM) positively affects employee performance (KK) (β = 0.295, t = 0.282, p = 2.463), indicating that a leadership style that emphasizes service, empowerment, and guidance enhances employee performance. Furthermore, the moderating effect of servant leadership (KYM) is significant. The first moderating effect (β = 0.265, t = 1.997, p = 0.003) and the second moderating effect (β = 0.277, t = 1.989, p = 0.003) confirm that servant leadership strengthens the relationship between work engagement, work agility, and employee performance. This implies that when hotel managers apply servant leadership principles, the positive impact of employee engagement and work agility on performance is further enhanced. These findings emphasize the importance of fostering an engaging work environment, promoting agility among employees, and applying servant leadership principles to optimize housekeeping employee performance in the hospitality industry.

**3.1 Discussion**

**3.1.1 Employee Engagement Positively and Significantly Affects Housekeeping Performance**

The hypothesis testing results indicate that employee engagement has a positive and significant effect on employee performance in five-star hotels in Badung Regency, Bali. This means that employee engagement contributes to improving the performance of employees in these hotels. An increase in employee engagement leads to enhanced performance of five-star hotel employees in Badung Regency, Bali. Analysis of respondents’ responses suggests that employee engagement influences employee performance due to employees’ attitudes, such as speaking positively about the hotel and colleagues, having a strong desire to be part of the hotel, working diligently and carefully. These findings align with Robbins & Judge, (2017:211) who stated that job involvement reflects an individual's engagement, satisfaction, and enthusiasm for their work. Employees who internalize the organization’s goals, demonstrating job satisfaction and enthusiasm, positively impact employee engagement, which in turn affects employee performance. These findings also support Kahn (1990) who identified that highly engaged employees exert both physical and mental effort, understand organizational strategies, and maintain a positive emotional connection with their superiors and organization. These factors contribute to high engagement within the organization, which in turn enhances employee and organizational performance. An informal interview with 15 five-star hotel employees in Badung Regency, Bali, conducted in March 2024, revealed that employees work diligently and carefully, refrain from speaking negatively about the company and colleagues, wish to remain part of the hotel, and are enthusiastic about their work, as they perceive the hotel as their source of livelihood through their monthly salaries.

Respondent characteristics analysis shows that the majority of respondents are young, with most having 0–5 years of work experience. This presents both a challenge and an advantage, as young employees are energetic and, if properly mentored by supervisors, can learn quickly. Several previous studies support these findings, confirming that employee engagement influences employee performance. Arwab, *et al.,* (2022) ) examined employee engagement in travel agencies in New Delhi, India, with a sample of 397 employees, finding that engagement significantly affects employee performance. Similarly, Bhardawaj & Kallia, (2021) studied 360 hotel employees in Pradesh, India, and found that employee engagement affects hotel employee performance. The same conclusion is supported by Godbless, (2021); Jabeen & Rahim (2021); Park *et al.,* (2021); Nguyen & Nguyen (2022). The hypothesis test results, confirming that employee engagement has a positive and significant impact on employee performance in five-star hotels in Badung Regency, Bali, reinforce goal-setting theory. When employees work with initiative, effort, and enthusiasm to achieve performance targets, it positively impacts both individual and organizational performance.

**3.1.2 Work Agility Positively and Significantly Affects Housekeeping Performance**

The hypothesis testing results indicate that work agility positively and significantly affects employee performance in five-star hotels in Badung Regency, Bali. This means that work agility contributes to improving employee performance in these hotels. Analysis of respondents’ responses suggests that the impact of work agility on employee performance is due to employees' ability to identify opportunities, adapt to change without fear, focus on career development, adjust quickly to new situations, market the hotel’s services, provide excellent customer service, and engage in independent learning. These findings align with Sherehiy & Karwowsky, (2014) who emphasized that in an uncertain environment, employees must act quickly and accurately to adapt to changes. Additionally, Petermann & Zacher, (2022) found that work agility influences innovation performance, job performance, extra-role behavior, and job satisfaction. Employees who work proactively, adapt quickly, possess resilience, maintain business awareness, and demonstrate self-awareness exhibit positive impacts on performance. These findings are consistent with Abrishamkar *et al.,* (2020 who studied the effect of work agility on employee performance in 404 high-tech companies in Iran. According to Das *et al.,* (2022) who found a positive impact of work agility on employee performance among 225 IT company employees. Work agility is closely linked to employee motivation in responding to uncertainty with speed and accuracy. Alavi & Wahab, (2013) highlighted that work agility is reflected in employees’ adaptability, proactivity, and resilience. Several studies also support the positive effect of work agility on employee performance, including Kalkan & Aydın, (2020); Varshney *et al.,* (2020); Gerald *et al.,* (2020); Munteanu *et al.*, (2020); Muna *et al.,* (2020); Meier & Kock (2021); Cetindamar *et al.*, (2021). The hypothesis test results confirm that work agility strengthens goal-setting theory. When employees set goals, work proactively, adapt well, and demonstrate resilience, their performance improves significantly.

**3.1.3 Servant Leadership Moderates the Effect of Employee Engagement on Housekeeping Performance in Five-Star Hotels in Badung Regency, Bali**

The hypothesis testing results indicate that servant leadership moderates the effect of employee engagement on employee performance in five-star hotels in Badung Regency, Bali. Servant leadership strengthens the influence of employee engagement, leading to higher employee performance. Directly, employee engagement impacts employee performance, and through moderation, servant leadership enhances this effect, functioning as a quasi-moderator. The highest factor loading in the servant leadership variable is authenticity, which is reflected in supervisors/managers consistently expressing themselves and demonstrating sincerity in their actions. These findings align with Yulk & Gardner, (2018:3) who emphasized that leadership involves the deliberate process of influencing others to guide, structure, and facilitate group or organizational activities and relationships. This study demonstrates that supervisory leadership enhances the impact of employee engagement on performance (moderation effect). Additionally, the Balinese spirituality indicator, proposed as a novelty in this research, showed a high factor loading, meaning that respect for God, humanity, and nature is reflected in supervisory leadership in five-star hotels in Badung Regency, Bali. Previous studies have found that leadership moderate organizational variables: Kureshi, (2023); Putri & Wibawa, (2020); Silalahi *et al.,* (2023), leadership has an impact of performance: Byun *et al.*, (2020); Lai *et al.*, (2020); Paais & Pattiruhu, (2020); Asbari *et al.,* (2021); Piedade *et al.,* (2021); Mathende & Karim (2022);Chen *et al.,* (2019); Budur & Demir (2022); Hoxha & Heimerer (2019). Hasil uji The hypothesis test results confirm that servant leadership strengthens goal-setting theory, where supervisors/managers set work goals, foster high employee engagement, and promote work agility, leading to enhanced employee performance in five-star hotels in Badung Regency, Bali.

**3.1.4 Servant Leadership Memoderasi Pengaruh kelincahaan kerja Terhadap Kinerja Housekeeping Hotel Bintang Lima di Kabupaten Badung Bali**

The hypothesis testing results indicate that servant leadership moderates the effect of work agility on employee performance in five-star hotels in Badung Regency, Bali. Servant leadership strengthens the influence of work agility in improving employee performance in these hotels. Directly, work agility affects employee performance, and through moderation, it also has an impact, making servant leadership a quasi-moderator. Employees come from diverse backgrounds and lifestyles, which contributes to their overall perception of themselves and others. This implies that to develop an authentic workplace, leaders must be committed to fostering an authentic culture that all employees can embrace. Leaders aiming to cultivate authenticity in the workplace should invest in creating positive and enriching work experiences for employees. When individuals feel included as part of something meaningful, they value it and tend to present their true selves without hiding their real identities. A thriving work experience not only focuses on job outcomes but also on creating an environment where employees can find meaning in their work. Every opportunity is crucial in shaping a fulfilling work experience for employees—team outings, collaborations, and volunteer events are areas where organizations can focus on fostering teamwork and authenticity. Such initiatives can contribute to performance improvement.

This aligns with the perspective of Yulk & Gardner, (2018:3) who state that leadership is one of the most critical factors influencing employee performance. In this study, the leadership activities carried out by supervisors/managers have been proven to strengthen the effect of work agility on employee performance (moderation). Previous studies have also found that leadership moderate various relationships: Kureshi, (2023); Putri & Wibawa, (2020); Silalahi *et al.,* (2023), Leadership has also been found to influence performance: Byun *et al.*, (2020); Lai *et al.*, (2020); Paais & Pattiruhu, (2020); Asbari *et al.,* (2021); Piedade *et al.,* (2021); Mathende & Karim (2022);Chen *et al.,* (2019); Budur & Demir (2022); Hoxha & Heimerer (2019). The hypothesis test results, which state that servant leadership moderates the effect of work agility on employee performance in five-star hotels in Badung Regency, Bali, reinforce Goal Setting Theory. When supervisors/managers work by setting clear goals, high work agility, supported by servant leadership, can enhance employee performance in these five-star hotels in Badung, Bali.

4. Conclusion

Based on the research findings, it was discovered that employee engagement (KTK), work agility (KLK), and servant leadership (KYM) have a positive and significant impact on employee performance (KK). This indicates that the higher the employee engagement and work agility, as well as the stronger the implementation of servant leadership by hotel managers, the better the employee performance. Furthermore, servant leadership serves as a moderating variable that strengthens the relationship between employee engagement and work agility on employee performance. These findings confirm that in the hospitality industry, particularly in Bali, the leadership model based on *Tri Hita Karana* (THK)—which encompasses aspects of spirituality, humanity, and harmony with nature—contributes to improving employee performance. This study has certain limitations, including the restricted sample coverage, as it only involved employees in five-star hotels in Bali, making the results not necessarily generalizable to other sectors of the hospitality industry. Additionally, this research solely employed a quantitative approach, suggesting that future studies could enhance the analysis by incorporating a qualitative approach to explore employees' and managers' experiences and perceptions regarding servant leadership and its impact on performance more deeply.

This study has certain limitations, including the restricted sample coverage, as it only involved employees in five-star hotels in Bali, making the results not necessarily generalizable to other sectors of the hospitality industry. Additionally, this research solely employed a quantitative approach, suggesting that future studies could enhance the analysis by incorporating a qualitative approach to explore employees' and managers' experiences and perceptions regarding servant leadership and its impact on performance more deeply. From a practical perspective, this study provides valuable insights for hotel managers and industry owners by emphasizing the importance of servant leadership in enhancing employee performance. Understanding the moderating role of servant leadership enables managers to develop leadership strategies that foster employee engagement and work agility. Furthermore, this study contributes to the existing literature on leadership and hospitality management by integrating the concept of servant leadership with the traditional Tri Hita Karana (THK) philosophy. For future researchers, these findings offer a foundation for further studies exploring leadership models that align with cultural and organizational values, particularly in service industries.

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