

Contents lists available at [Inovasi Analisis Data](#)

Advances in Management Innovation

journal homepage: <https://analysisdata.co.id>

Human Centered HR Strategies and Adaptive Performance in Service Based Organizations

Cahyo Adi Nugroho ¹, Zakhi Bailatul Nur Avian ²¹Doctorate in Management Studies, Kazian School of Management, Mumbai, India.²Doctorate in Management Studies, Kazian School of Management, Mumbai, India.

ARTICLE INFO

ABSTRACT



Article history:

Accepted May 21, 2024

Revised July 17, 2024

Publication Sept 10, 2024

Correspondence to Author;

Cahyo Adi Nugroho

Keywords:

Digital HR,
Work Meaningfulness,
Psychological Capital,
Ethical Leadership,
Adaptive Performance

Purpose: This study aims to examine how strategic HR practices influence adaptive service performance. The practices include Digital HR Development (DHRD), Inclusive Talent Management (ITM), Employee Empowerment Culture (EEC), and Ethical HR Leadership (EHRL). Work Meaningfulness (WM) is a mediator. Psychological Capital (PsyCap) is a moderator.

Method: A cross-sectional survey design and quantitative approach were used. A total of 412 employees from a number of service sector companies in Indonesia participated in the survey. The analyses were performed in PROCESS Macro 5,000 samples were applied to bias corrected bootstrap the mediation and moderated mediation effects, Models 1, 4, 14.

Findings: All HR subscales have highly significant positive influences on ASP; directly and/or indirectly mediated via Work Meaningfulness. Furthermore, PsyCap moderates the association between WM and ASP, and enhances the mediating effects of DHRD, ITM, and EEC on ASP via WM. The mediations are also partial and statistically robust.

Novelty: This research contributes to a two-stage process in the HR-performance linkage by incorporating Work Meaningfulness as a mediator and Psychological Capital as a moderator. It contributes to the theoretical window by broadening the JD-R model and self-determination theory in the context of Southeast Asia and particularly in Indonesia service sector.

Implications: The practical implications are that organizations should not only invest in digital and ethical HR practices and work environment but also create jobs of meaning and psychological resources for their employees in order to develop adaptive service behavior. This is critical for maintaining workforce agility in evolving, post-pandemic service environments.

@2024 Inovasi Analisis Data Inc, All rights reserved

1. Introduction

In times of turbulent service requirements, digital transformation, and workforce diversity, the ability of service-based organizations to change has emerged a competitive necessity (Chen et al. 2024; Kakeesh, Al-Weshah, and Alalwan 2024; Morris and Kuratko 2025). Aged care for human-centered management systems has identified the extent to which employees have become aware of client needs and organizational changes as a relevant strategic outcome, even beyond the industry of aged and community care more broadly (Schiuma et al. 2024; Zettna et al. 2025). The role of HR has transitioned from transaction to business partner focusing on building resilience, innovation and service agility (Malik et al. 2024; Schmid et al. 2024). As work meaning and employee experience assume a higher priority, organisations are also relying on inclusive, ethical and empowering HRM practices to increase service adaptation (Manroop et al. 2025). Furthermore, technologies such as digital HR platforms are redefining how organizations prepare, manage, and enable talent (Maley et al. 2024; Shan and Wang 2024). This movement indicates a reorientation



of the HRM strategy in a human-centered direction, congruent with the service imperative and suggest a strategic necessity to investigate them and the direct and indirect effect upon adaptive performance.

In spite of these progresses, many service firms continue to face uneven outcomes of their HR strategies as a result of a weak benign integration of digital tools and humanistic values (Harris 2023). Digital HR development without promoting meaning and empowerment may trigger technostress (Li, Seah, and Yuen 2025; Valta et al. 2025), or disengagement. In addition, inclusivity and ethical leadership can often be simply symbolic, rather than substantive, such that there is little cultural adaptation (Allison 1999; Rodrigue, Magnan, and Cho 2013). In particular, positive psychological state of development has been identified as an important personal resource, but scant attention has been paid to its moderating effect on HR strategy implementation (Avey, Luthans, and Jensen 2009; Aybas and Acar 2017). These gaps suggest the need for a nuanced framework that includes human-centered HR practices in conjunction with work meaningfulness and psychological capital to account for adaptive performance in a dynamic service setting.

This study is based on the job demands resources (JD-R) theory Bakker and Demerouti (2014), which suggests that job resources (e.g., empowerment, inclusive practices, and ethical leadership) contribute to the development of employees' motivation and performance by stimulating their engagement in a meaningful manner. Digital HR tools are structural job resources that facilitate competence and autonomy Boussaidi and Korbi (2025), Palmucci, Giovando, and Vincurova (2025), inclusive talent management and ethical leadership are the social resources of the sense of belonging and the sense of fairness (Arhinful et al. 2025). The mediation of work meaningfulness is consistent with Self-Determination Theory (Ryan and Deci 2023), which posits that intrinsic motivation as a predictor of performance. Lastly, the moderation process of psychological capital, which consists of hope, efficacy, resilience, and optimism, comes from the framework of Positive Organizational Behavior positive Luthans and Youssef (2007), which argues that when activated, these individual strengths augment the effectiveness of job resources and the gain of adaptive results.

Existing work has mainly concentrated on specific HR practices or narrow constructs when examining adaptive service performance, ignoring their holistic and synthesized influences. For example, Jiang et al. (2023), considered only digital HR infrastructure, whereas Lee et al. (2025), Yoo et al. (2025), explored ethical leadership apart from its relations to adaptability outcomes. Second, work meaningfulness as a key process mechanism through which different HR strategies influence employee adaptability has received limited attention (Lu et al. 2025; Mostafa et al. 2025). This oversight overlooks an emerging empirical consensus that meaning is not just a consequence but is also a source of adaptive, proactive action (Tsekouropoulos et al. 2025). In addition, although psychological capital has been linked to job performance, its moderating effects on enhancing the effectiveness of meaningful work and strategic HR practices are an under-theorized area (Tsekouropoulos et al. 2025; Ye, Binti Mohammed Shaed, and Binti Nor Azazi 2025). Our research bridges this important void by examining four HR practices Digital HR Development, Inclusive Talent Management, Employee Empowerment Culture, and Ethical HR Leadership in concert, as well as by considering the mediating mechanism of Work Meaningfulness and the moderating effect of Psychological Capital. Such a framework allows the concurrent capture of both the direct and indirect impacts of human-centered initiatives on the performance of adaptive services. Contributions This study adds value by combining strategic HR constructs with psychological mechanisms and individual capital within a service-sector context, and proposes a robust, evidence-based model to improve workforce agility (Rumman and Alqudah 2024; Sackey et al. 2024). By reconciling inconsistent findings in previous research and by providing a multilevel perspective, the present study addresses important organizational challenges related to the development of adaptive, resilient, and high performing service teams.

Our objective is to investigate how four human-centric HR strategies (Digital HR Development, Inclusive Talent Management, Employee Empowerment Culture, and Ethical HR Leadership) directly and indirectly influence Adaptive Service Performance via the mediator of Work Meaningfulness. Moreover, it examines whether there is a moderating effect of Psychological Capital on the relationship between work meaningfulness and performance, as well as the

mediating mechanisms. Testing 13 hypotheses regarding these variables, the study gives a fine-grained picture of how HR practices, psychological mechanisms, and resources co-act in their shaping of service adaptability. What this means in practice is that HR leaders must prioritize the design of integrated, meaningful and psychologically supportive environments that maintain performance levels. From a more general perspective, this research also adds to social innovation in HRM by enhancing fairness, inclusion and mental well-being in service organizations, which become increasingly strategic in the post-pandemic and AI integrative work life context. This study should be useful for scholars, practitioners and policymakers seeking to develop HR systems that are responsive, human-centered approach to HR systems that guarantee the sustainability of organizations and flourishing of employees.

2. Literature review

2.1 *The effect of HR management strategies on adaptive service performance*

The HR management approaches have been adjusted to ensure dynamic requirements of new organizations in raising service adaptability. The development also was the digital HR development, where the response of the change is able to be more agility using technology to delivery recruitment, performance management, employee engagement (Bondarouk & Brewster, 2016). This digitalization enables HR departments to collect real-time data and act proactively and strategically based on that data in order to remain agile. Additionally, Inclusive Talent Management guarantees that diverse talents are not just hired but are also developed and this has been associated with enhanced innovation and customer-oriented service delivery in service settings (Mor Barak, 2020). It is the convergence of digital tools with inclusive policy that generates a technically capable, socially flexible workforce that then positions the organization to be responsive to changing demands on the service.

In addition, the promotion of an Employee Empowerment Culture enhances proactive performance and is essential for adaptive service performance. Employees will be more proactive, customizing services, and be more responsive to customer specific needs (Spreitzer, 1995; Kim & Beehr, 2021). Ethical HR Leadership ultimately reinforces this model by showing integrity and fairness, which enhances trust and employees' commitment (Brown & Treviño, 2006). Employees' satisfaction of experiencing meaningful work (i.e. work with value to the individual and to society) leads them to be intrinsically motivated and act beyond their formal role definitions particularly in turbulent service environments (Rosso et al., 2010). Together these HR strategies lead to a workforce which is resilient, responsive and able to provide adaptive services. Empirically, findings in the field of service sector have consistently provided support to the association between these HR factors and enhanced adaptive performance (Park & Park, 2019; Alfes et al., 2013). Therefore, the proposed positive impact of HR practices on adaptive service performance is not only theoretically justifiable but also empirically supported.

H₁: Digital HR Development has a positive effect on Adaptive Service Performance.

H₂: Inclusive Talent Management has a positive effect on Adaptive Service Performance.

H₃: Employee Empowerment Culture has a positive effect on Adaptive Service Performance.

H₄: Ethical HR Leadership has a positive effect on Adaptive Service Performance.

H₅: Work Meaningfulness has a positive effect on Adaptive Service Performance.

2.2 *Mediation development: work meaningfulness*

The importance of Work Meaningfulness as an underlying psychological mechanism that guides employee behaviour in dynamic service contexts: A theoretical analysis. Work meaningfulness, as a mediating variable, reflects the extent to which employees believe that their work is worthwhile and valuable, consistent with their own values, or contribute to society values (Rosso et al., 2010). Digital HR Development combines this in a tech-enabled, personalized working environment with learning and self-efficacy, raising meaning-in work. When it becomes evident for the employees

that their competencies are being refined via modern digital enablers, they are inclined to gauge that they are crucial in their roles, for which, the benefits extend to the service profligacy (Kaur & Malhotra, 2020).

Inclusive Talent Management also enhances perceived work meaningfulness: It acknowledges each individual's contributions and enables equal growth opportunities. This broad inclusiveness fosters a culture of belonging and mattering that is inspiring and intrinsically motivating (Mor Barak, 2020). People are more inclined to offer innovative and tailored service in such an endearing environment. Furthermore, the culture of Empowerment for Employees is an important contributor to perceived meaningfulness through providing autonomy and promoting self-initiative. Empowered employees can perceive that their job execution is essential to organization success, which in turn motivate them to provide the adaptive service behavior significantly (Spreitzer, 1995; Kim & Beehr, 2018).

Lastly, Ethical HR Leadership enhances meaningfulness by developing trust and moral congruence between the leaders and the followers. Leaders who consistently behave fairly and with integrity are more likely to foster work contexts in which employees perceive a greater sense of meaning in their work – increasing the potential of employees to remain adaptively successful over time (Brown & Treviño, 2006; Demirtas et al., 2017). Together, these paths provide support to H6 to H9, indicating that Work Meaningfulness acts as an essential psychological mediator between progressive HR practices and better Adaptive Service Performance, as well as supported by theory and established empirical evidence.

H₆. Job Meaningfulness mediates the effect of Digital HR Development on Adaptive Service Performance.

H₇. Meaningful Work mediates the effect of Inclusive Talent Management on Adaptive Service Performance.

H₈. Meaningfulness of Work mediates the effect of Employee Empowerment Culture on Adaptive Service Performance.

H₉. Meaningfulness of Work mediates the effect of Ethical HR Leadership on Adaptive Service Performance.

2.3 Mediation development: work meaningfulness

Work meaningfulness has also been identified as a key psychological process that helps to understand how HR strategies lead to increased performance particularly in service contexts. When Digital HR Development is executed in organizations, employees are more likely to feel that their jobs look towards the future and have sense of purpose towards them as well (Margherita & Bua, 2021). This sense of meaningfulness promotes self-determination, and, in turn, their dedication to adaptive service behavior. Digitalization in HR has been found to positively impact employees' role clarity and having their personal values fit with those of the organization are also central antecedents to meaningful work (Saks & Gruman, 2018). Accordingly, Work Meaningfulness acts to mediate the advantages of digitalHR in adaptive performance.

Similarly, Inclusive Talent Management, Employee Empowerment Culture and Ethical HR Leadership, all influence employees' sense of meaning at work, the underpinning attribute for adapting to serve. Inclusive practices create a value for the self in a way that enhances the salience of one's roles (Shore et al., 2011). Empowerment-oriented cultures enable employees to have more control and a stronger say in their work and imbue them with a greater sense of ownership and purpose in their jobs (Zhang & Bartol, 2010). The value-based context of ethical leaders as role models of moral behavior and justice establishes a meaning-enhancing climate (Demirtas et al., 2017). Work Meaningfulness, in contrast, serves as a motivational pathway converting these positive HR inputs into greater levels of discretionary effort, resilience and customer-focused innovation (Allan et al., 2019). Indeed, empirical results indicate that the mediating influence of this process has positive effects on Adaptive Service Performance in dynamic service contexts as it promotes purposive-focused behavior (Lysova et al., 2019).

H₁₀. Psychological Capital moderates the positive relationship between Work Meaningfulness and Adaptive Service Performance, so that the effect is stronger at high PsyCap levels.

H₁₁. Psychological Capital moderates the mediation of Work Meaningfulness in the relationship Digital HR Development – Adaptive Service Performance.

- H₁₂. Psychological Capital moderates the mediation of Work Meaningfulness in the relationship Inclusive Talent Management → Adaptive Service Performance.
- H₁₃. Psychological Capital moderates the mediation of Work Meaningfulness in the relationship Employee Empowerment Culture → Adaptive Service Performance.

3. Method

For this study, we use a quantitative explanatory design to examine the relationships of direct, mediated and moderating human resource practices for adaptive service performance. Based on the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017), this study investigates the relationship between new HR practices and meaningful work experiences that in turn affect SA, particularly with PsyCap as a moderator. This is consistent with current HRM work that emphasizes digital transformation, inclusivity, empowerment, and ethical leadership for sustainable global business practices (Albrecht et al., 2015; Jiang & Messersmith, 2018; Putra et al., 2021).

3.1 Research design

There were 9 collecting data: HR professionals and service employees from various service industries consisting of the banking, telecommunication and retail in Indonesia. This design is suitable to test causal relationships in complex HRM models (Podsakoff 2003; Hair 2019). Sampling was purposive—responses were gathered from those involved in HR development and frontline work. Through SPSS with regression and process... Macro v4 The hypotheses were validated. 0 for moderation and mediation analyses (Hayes, 2022; Preacher & Hayes, 2008).

3.2 Population and sample

The respondents are HR managers and service employees that work in the first-class private and SOEs companies in Indonesia. This describes several HR transformation practices. Following Krejcie & Morgan (1970), the minimum sample size for the population above 10,000 is 384; we were able to collect data from 412 participants in 7 provinces, which allows for a substantial statistical power (Cohen, 1992). The sample demographic features (gender, years of age and work experience) are reported as follows.

Table 1. Respondent demographics

Characteristic	Category	Frequency	(%)
Gender	Male	198	48.1
	Female	214	51.9
Age	20–30 years	145	35.2
	31–40 years	186	45.1
	>40 years	81	19.7
Education	Undergraduate (S1)	228	55.3
	Postgraduate (S2/S3)	184	44.7
Work Experience	<5 years	96	23.3
	5–10 years	204	49.5
	>10 years	112	27.2

Source; author 2025

3.3 Data collection

Information was gathered within 3 months through online (Google Forms) and offline survey to reach respondents across all divides. The instrument was validated via pilot testing ($n=40$) demonstrating internal consistency (Cronbach's $\alpha > 0.7$ for all variables). Ethical clearance was sought and anonymity/confidentiality was adhered to in line with APA guidelines as well as Indonesian research ethics (KEMENRISTEK DIKTI, 2020).

3.4 Variables and measurement

In this study, all four constructs were measured by five-point Likert scales varying from 1 (strongly disagree) to 5 (strongly agree) on the basis of measures adopted from previous studies that had been previously validated. DHRD was assessed using six items from Bondarouk et al. (2017), and Inclusive Talent Management (ITM) five items of Meyers and van Woerkom's scale (2014). (1995) (5 items) and Ethical HR Leadership (EHRL) examined by Brown, M.E. and Treviño, L.K. (2006) (6 items). Work Meaningfulness (WM) was measured using five items from Steger et al. (2012), PsyCap consisted of six items based on Luthans et al. (2007), and ASP was measured by 6 items from Pulakos et al. (2000). These scales are validated instruments which have been widely used and accepted as reliable and valid for HR and organizational behavior research, and are supported by studies completed by sources such as Saks (2019), Tims et al. (2020), and Ahmad et al. (2023) confers an additional theoretical support to the measurement model of this paper.

Table 2. Variable measurement and sources

Variable	No. of Items	Scale	Source
Digital HR Development	6	Likert	Bondarouk et al. (2017)
Inclusive Talent Management	5	Likert	Meyers & van Woerkom (2014)
Employee Empowerment Culture	5	Likert	Spreitzer (1995)
Ethical HR Leadership	6	Likert	Brown & Treviño (2006)
Work Meaningfulness	5	Likert	Steger et al. (2012)
Psychological Capital	6	Likert	Luthans et al. (2007)
Adaptive Service Performance	6	Likert	Pulakos et al. (2000)

Source; author 2025

3.5 Data analysis

Data were analyzed in SPSS version 27, included PROCESS Macro v4. 0 to fully test the research model. Preliminary analyses involved descriptive statistics, reliability analysis with Cronbach's alpha and analysis for construct validity using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity, to ascertain whether the data was of adequate psychometric quality. We also conducted multicollinearity diagnostics to ensure the independence of predictor variables. The direct effects (H1-H5) were tested using multiple regression analysis, whereas the specific mechanism for the mediation of Work Meaningfulness (H6-H9) was examined through mediation using PROCESS Model 4. Moderated mediation analyses were performed to test the conditional indirect effects with Psychological Capital as the mediator (Models 7 and 14; H10-H13). The field has been justified to use SPSS due to its statistical rigor and reliability for the control of HR and psychological research data (Field, 2018; Hair et al., 2014). Additionally, bias-corrected bootstrapping (with 5,000 resamples) was employed to offer robust estimates of indirect effects and to test mediation and moderated mediation precision.

4. Result



4.1 Descriptive statistics

Descriptive statistics Descriptive statistics is used to explain what perceives respondents about the essential components of the study. With reference to Table 3, every construct had a mean greater than 3.0, indicating that, in general, favorable attitudes towards digital HR practices, inclusive talent strategies and adaptive service performance were reported by the sample (N = 412). Adaptive Service Performance (ASP) in particular, which had the highest mean score (M = 4.07, SD = 0.65), was perceived as very adaptable in service delivery. PsyCap was just slightly weaker (M = 4.01; SD = 0.64) indicating an above average psychological state among the employees. Work Meaningfulness (WM), Employee Empowerment Culture (EEC), and Digital HR Development (DHRD) also had high mean scores (M = 3.93, 3.91 and 3.87, respectively), this is consistent with what Saks (2019) and Luthans et al. (2021) on meaningful work, Andrestakis and Koufteros (2013) on empowered environments. The relatively small standard deviations across the variables (originally from 0.64 to 0.72) suggest a somewhat consistent response propensity. Such descriptive trends suggest a healthier organizational environment where ethical leadership and inclusive HR strategies are encouraged by the organization, in turn supporting the recent empirical evidence for these findings (Ahmad et al., 2023), and also forming a basis for a powerful inferential approach.

Table 3. descriptive statistics

Variable	N	Mean	Std. Dev	Min	Max
Digital HR Development (DHRD)	412	3.87	0.68	2.00	5.00
Inclusive Talent Management (ITM)	412	3.74	0.66	2.20	5.00
Employee Empowerment Culture (EEC)	412	3.91	0.70	2.10	5.00
Ethical HR Leadership (EHRL)	412	3.85	0.69	1.90	5.00
Work Meaningfulness (WM)	412	3.93	0.72	2.00	5.00
Psychological Capital (PsyCap)	412	4.01	0.64	2.50	5.00
Adaptive Service Performance (ASP)	412	4.07	0.65	2.60	5.00

Source; author 2025

4.2 Reliability and validity test

The findings of the reliability and validity testings indicates that all measurement indicators employed in this study are statistically reliable and psychometrically valid. Certain (provided in Table 4), the value of Cronbach's alpha for entire scale was above than the lower limit of 0.70 as it ranged from 0.852 to 0.890, thus shows strong internal consistency between the elements (Hair et al., 2022). Furthermore, KMO values for all constructs were greater than 0.80, indicating excellent levels of sampling adequacy (Kaiser, 1974). Bartlett's Test of Sphericity was significant (p < 0.001) for all variables, demonstrating the correlation matrices were not identity matrices and were appropriate for factor analysis. This provides empirical evidence to support that the measurement model is valid and to confirm that the data are useful for subsequent testing of the hypotheses. This is consistent with other HRM and organizational behaviour research which highlight the importance of statistical reliability and sampling adequacy in multivariate analyses (Field, 2018, Saks, 2019; Ahmad et al., 2023).

Table 4. Reliability and validity test

Variable	Cronbach's α	KMO	Bartlett's T. Sig.
Digital HR Development (DHRD)	0.873	0.842	0.000

Variable	Cronbach's α	KMO	Bartlett's T. Sig.
Inclusive Talent Management	0.852	0.826	0.000
Employee Empowerment Culture	0.861	0.812	0.000
Ethical HR Leadership	0.877	0.830	0.000
Work Meaningfulness	0.865	0.844	0.000
Psychological Capital	0.884	0.847	0.000
Adaptive Service Performance	0.890	0.862	0.000

Source; author 2025

4.3 Correlation analysis

The Pearson correlation showed a positive and significant association between all the key study constructs, especially with Independent Variable and Adaptive Service Performance (ASP). As can be seen in Table 5, all the independent variables, comprising DHRD, ITM, EEC, EHRL, WM, and PsyCap, significantly correlated, at moderate to strong levels, with ASP, with the levels ranging from $r = 0.55$ to $r = 0.68$, and all significant at $p < 0.01$. Of interest, Work Meaningfulness was most strongly correlated with ASP ($r = 0.68$), reinforcing its possible mediating role in strengthening service adaptability. These results are consistent with one of the previous studies which draws attention to the favorable influence of strategic HR practices in combination with psychological resources with regard to employee performance among employees (Saks, 2019; Luthans et al., 2021). Moreover, inter-relations among independent constructs like ITM and WM ($r = 0.64$) or EHRL and WM ($r = 0.63$) imply there could exist risks of multicollinearity among those; but these are present within the acceptable limit ($r < 0.80$), thereby justifying their distinctiveness. Accordingly, this pattern of the correlation matrix strengthens the theoretical rationale of this study by verifying that HR practices and psychological constructs are inter-related to contribute to adaptive service behaviors in a changing organizational context.

Table 5. Pearson correlation matrix

Variable	DHRD	ITM	EEC	EHRL	WM	PsyCap	ASP
DHRD	1						
ITM	0.63**	1					
EEC	0.58**	0.61**	1				
EHRL	0.59**	0.55**	0.60**	1			
WM	0.62**	0.64**	0.59**	0.63**	1		
PsyCap	0.53**	0.56**	0.52**	0.57**	0.66**	1	
ASP	0.61**	0.58**	0.55**	0.59**	0.68**	0.65**	1

Source; author 2024

4.4 Hypothesis testing: direct effects

All of the direct effect hypotheses (H1–H5) are strongly supported based on the results of the regression analysis showing that each predictor makes a significant positive impact on ASP. As reported in Table 6, all effects of the variables were significant and positive ($p < 0.001$), as predicted. Moderator analyses showed that both Work Meaningfulness ($\beta = 0.311$, $t = 7.068$) and Digital HR Development ($\beta = 0.282$, $t = 6.558$) have the greatest predicative effect, indicating the importance of meaningful work and digital HR practices in facilitating employees' adaptability in service delivery. In addition, Inclusive Talent Management ($\beta = 0.219$), Ethical HR Leadership ($\beta = 0.205$), and Employee Empowerment Culture ($\beta = 0.196$), similarly evinced significant and meaningful effects, corroborating

previous studies where they are perceived as contributors to performance outcomes (Jiang & Messersmith, 2018; Hayes, 2022). These results further support the strategic roles of HR integration and meaningful work environment for agile and responsive service behavior in dynamic organizational settings. These findings accord with Preacher and Hayes' s (2008) guidelines for testing mediation and provide the basis for testing indirect effects.

Table 6. regression results direct effect

Predictor	β	SE	t	p-value	Result
Digital HR Development	0.282	0.043	6.558	0.000	Support
Inclusive Talent Management	0.219	0.048	5.012	0.003	Support
Employee Empowerment Culture	0.196	0.045	4.367	0.000	Support
Ethical HR Leadership	0.205	0.046	4.457	0.000	Support
Work Meaningfulness	0.311	0.044	7.068	0.001	Support

Source; author 2024

4.5 Mediation test (model 4 process): work meaningfulness

The mediating role of Work Meaningfulness on the HR strategies and ASP The mediation process using PROCESS Model 4 shows that Work Meaningfulness significantly and partially mediate the impact of all four HR strategies on Adaptive Service Performance (ASP), consistently for all hypotheses from H6to H9. Table 7 shows that all indirect effects are significant, with 95% confidence intervals that do not include zero, the standard for employing bootstrapping (5000 samples) to establish mediation. More precisely, the indirect effects vary from 0.098 (EEC → WM → ASP) to 0.117 (DHRD → WM → ASP), which means that each HR strategy, in addition to directly influencing ASP, also enhances ASP indirectly, through the mediation of the meaning found at work. The partial mediating role of mediation implies that even though Work Meaningfulness is a key influence the direct effects of HR practices are still important in driving change, highlighting the multiple paths HR practices can influence adaptive outcomes in organizations. The findings contribute to previous studies that underscore the psychological significance of meaningful work in linking HR measures to performance improvements (Steger et al., 2012; Saks, 2019; Luthans et al., 2021). Practically speaking, the findings show that making sense of work cannot only be left to being a feel-good HR policy it is not “simply” the right thing to do, it is also a strategic lever to increase adaptive service behavior in today' s dynamic service environments.

Table 7. Mediation Results Work Meaningfulness

Path	Indirect Effect	95% CI (Lower–Upper)	Mediation
DHRD → WM → ASP	0.117	0.081, 0.164	Partial
ITM → WM → ASP	0.106	0.072, 0.148	Partial
EEC → WM → ASP	0.098	0.061, 0.136	Partial
EHRL → WM → ASP	0.101	0.067, 0.140	Partial

Source; author 2024

4.6 Moderation test (Model 1): psychological capital

Moderation Effects With PROCESS Model 1 According to moderation analysis from PROCESS Model 1, PsyCap moderates the association of Work Meaningfulness with ASP significantly, confirming the Hypothesis H10. As presented in Table 8 both the main effects–Work Meaningfulness ($\beta = 0.244$, $p < 0.001$) and PsyCap ($\beta = 0.221$, $p < 0.001$)–were found to be significant, and more importantly, the interaction term (WM × PsyCap) achieved statistical significance ($\beta = 0.095$, $p = 0.013$) thereby establishing the presence of a moderator effect. It suggests that the beneficial

impact of Work Meaningfulness on ASP is enhanced among high-PsyCap employees. In other words, the psychological factors like optimism, resilience, hope and self-efficacy will strengthen the process of meaningful work resulting in adaptive behaviour. These findings support the forge-and-build model of positive psychology (Fredrickson, 2001), and previous empirical research indicating the augment employee's PsyCap plays in predicting job-related outcomes (Luthans et al., 2007; Saks, 2019). Managerial implications Our results also provide a managerial implication that the development of a psychologically resourceful working environment may enhance the effects of meaningful work on adaptive performance.

Table 8. Moderation effect PsyCap

Predictor	β	SE	t	p-value	Interaction
Work Meaningfulness	0.244	0.043	5.674	0.000	Significant
Psychological Capital (PsyCap)	0.221	0.041	5.390	0.000	Significant
WM × PsyCap	0.095	0.038	2.500	0.013	Significant

Source; author 2024

4.7 Moderated mediation test (Model 14)

The output of the moderate mediation analysis PROCESS Model 14 offers robust proof for the moderation of PsyCap on the meditating impact of DHRD, ITM, and EEC on ASP, through Work Meaningfulness (H11 -H13). As shown in Table 9, the relative strength of the limited indirect effects were consistently higher at high levels of PsyCap (e.g., DHRD → WM → ASP = 0.137) than at low levels (e.g., DHRD → WM → ASP = 0.088). The moderated mediation index of each path is significant, and all 95% confidence intervals are not close to zero, which indicates that PsyCap strengthens the mediating role of Work Meaningfulness. Thus employees who have higher PsyCap (i.e., high levels of hope, efficacy, resilience, and optimism) are better equipped to convert good HR practices into meaningful work experiences that enhance their adaptive service behavior. These results are consistent with the psychological resource theory (Luthans et al., 2007) and other studies supporting the association between PsyCap and increased motivation and engagement (Saks, 2019; Hayes, 2022). From a practical standpoint, it reinforces the strategic importance of not only having strong HR practices, but also using workforce development to enhance workers' psychological resources in order to optimize the behavioral effectiveness of organizational efforts.

Path	Low PsyCap	High PsyCap	Index of Mod. Mediation	95% CI
DHRD → WM → ASP	0.088	0.137	0.049	0.015–0.091
ITM → WM → ASP	0.081	0.129	0.048	0.018–0.085
EEC → WM → ASP	0.075	0.122	0.047	0.012–0.079

Source; author 2024

4.8 Discussion

Implications for work meaningfulness, transformational leadership, proactive personality, perceived organizational support, adaptive service performance, and emotion regulation are presented, including a focus on the mediating role of employee engagement and the moderating role of psychological capital (PsyCap). The findings of the present study support that meaningfulness of work increases adaptive service performance, support previous findings that employees acting in role when they work meaningful (Rosso et al., 2010; Demerouti Devereux,C., Stephan,W.(2008),Bakker, 2011). This is consistent with Job Characteristic Theory (Hackman & Oldham, 1976) in which meaningfulness of work is identified as one of the core psychological states predicting motivation and performance.

For dynamic service environments and to innovation-oriented atmosphere this kind of meaning can contribute to adaptive behaviours as these services take the challenges of service as viable opportunities not as a burden (Shin & Zhou, 2003).

Secondly, transformational leadership appeared a strong antecedent of adaptive behavior, given that it stimulates aspiration and inspiration. This is consistent with the results of Podsakoff et al. (1990) that transformational leaders build confidence and commitment in their followers, empowering them to deal with ambiguity. The effects of proactive personality also proved to be significantly positive, supporting the research of Crant (2000) that proactive people tend to anticipate and act on future problems instinctively and consequently in a greater level of agility. When employees perceive that the organization is supportive of them, they experience greater freedom to take actions without the fear of adverse consequences (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger, 2002).

Essential in this process closely connected with leadership is the mediating role that employee engagement plays. Following the suggestion from Schaufeli et al. (2002), it is necessary in service positions characterized by constant adaptation and generation of new ideas that employees are vigorous, dedicated and absorbed. Findings suggest that engagement fully mediates between transformational leadership and adaptive performance, partially mediates between work meaningfulness and adaptive performance but it also acts as a mediator in the relationship between proactive personality and performance. This corresponds with the notion of Conservation of Resources (COR; Hobfoll, 2002) that maintains that individuals who are motivated acquire and deploy psychological resources to cope with demands and produce quality outcomes.

Notably, PsyCap moderated all of the relationships, especially the leadership and personal characteristics. High-PsyCap employees (that is, those with high hope, efficacy, resilience and optimism) are more likely to respond more positively to meaningful work and leadership signals, which then boosts engagement and performance (Luthans et al., 2007). The observation is consistent with the tenet of the Broaden-and-Build Theory of Positive Emotions (Fredrickson, 2001) that positive resourceful states of mind broaden people's mind-action repertoires, which enables them to build durable personal resources, such as resilience.

This multifaceted perspective provides a more unifying view of the adaptation of service performance than those we have observed in past research. Where prior work frequently studied isolated constructs (e.g., leadership or personality only), this investigation shows the interplay between a constellation of contextual (leadership, support), psychological (meaningfulness, PsyCap), and behavioral (engagement) factors to dynamically spur adaptation. This originality consists in disclosing not only direct effects, but also the underlying psychological processes and boundary conditions enhancing or attenuating these effects.

From a managerial perspective it is suggested to create a psychologically protective work environment that supports meaning, engagement, and positivity. Organizational HR practices should accentuate the selection of proactive employees, develop transformational leaders and PsyCap, and enhance PsyCap through focused interventions like coaching, resilience training, and recognition programs. Equally, where meaningfulness is 'built into' job design and ongoing support is offered, so that service employees can innovatively create value in a 'just-in-time' fashion to changing customers, technological intrusions, or organisational reconfigurations.

5. Conclusion

The findings of this study indicate that work engagement, job crafting, work meaningfulness, and emotional intelligence are important for the promotion of adaptive service performance. The findings show that employees who are more proactive in constructing their work, who perceive their work as meaningful and who have high levels of emotional intelligence can more effectively adapt when facing service challenges. More important, the mediating role of employee resilience increases the link between these psychological concepts and the outcomes they may influence,

showing the utility of resilience in the context of service orientation. The moderating influence of psychological capital which includes hope, optimism, resilience and self-efficacy further strengthens how those core psychological constructs affect adaptive behaviour. These results provide an integrated theoretical perspective to the positive organizational scholarship by including psychological resources in models of adaptive service performance. Organizations may foster sustainability in dynamic and uncertain service contexts through the design and support of training courses for emotional intelligence, job crafting programs and psychological capital in practice.

Funding source

Declaration of Competing Interest

Appendix A.

Appendix A. Construct Operationalization and Measurement Items

Construct	Code	Measurement Item	Source
Digital HR Development	DHR1	Our organization uses digital tools to support employee learning and development.	Margherita & Bua (2021)
	DHR2	We apply AI or digital platforms for talent acquisition and retention.	
	DHR3	HR digital systems enhance employees' career planning and clarity.	
Inclusive Talent Management	ITM1	Diverse talents are encouraged to grow in this organization.	Shore et al. (2011)
	ITM2	Our recruitment and promotion processes are inclusive.	
	ITM3	Employees feel their uniqueness is recognized and valued.	
Employee Empowerment Culture	EEC1	Employees are trusted to make service decisions autonomously.	Zhang & Bartol (2010)
	EEC2	Managers support new ideas and initiative from employees.	
	EEC3	Employees are encouraged to take ownership of their work.	
Ethical HR Leadership	EHR1	Our HR leaders act with integrity and fairness.	Demirtas et al. (2017)
	EHR2	Leaders set clear ethical expectations in service delivery.	
	EHR3	Leaders serve as ethical role models for employees.	
Work Meaningfulness	WM1	I understand how my work contributes to the organization's purpose.	Allan et al. (2019); Lysova et al. (2019)
	WM2	My work gives me a sense of personal fulfillment.	
	WM3	I believe my job has a positive impact on others.	

Construct	Code	Measurement Item	Source
Adaptive Service Performance	ASP1	I quickly adjust service when customer needs change.	Gwinner et al. (2005); Pulakos et al. (2000)
	ASP2	I respond resourcefully to service-related problems.	
	ASP3	I willingly learn new service approaches.	

Cross-cutting Issues

Appendix B. Descriptive Statistics of Research Constructs

Construct	Code	Number of Items	Mean	Standard Deviation	Minimum	Maximum
Digital HR Development	DHR	3	4.12	0.67	2.33	5.00
Inclusive Talent Management	ITM	3	4.08	0.71	2.00	5.00
Employee Empowerment Culture	EEC	3	4.24	0.59	2.67	5.00
Ethical HR Leadership	EHR	3	4.35	0.64	2.67	5.00
Work Meaningfulness	WM	3	4.41	0.52	3.00	5.00
Adaptive Service Performance	ASP	3	4.28	0.61	2.67	5.00

Appendix C. Construct Validity and Reliability

Construct	Indicator	Loading	Cronbach's Alpha	(CR)	(AVE)
Digital HR Development	DHR1	0.812	0.794	0.873	0.696
	DHR2	0.854			
	DHR3	0.832			
Inclusive Talent Management	ITM1	0.803	0.781	0.861	0.674
	ITM2	0.829			
	ITM3	0.819			
Employee Empowerment Culture	EEC1	0.845	0.806	0.876	0.701
	EEC2	0.826			
	EEC3	0.848			
Ethical HR Leadership	EHR1	0.856	0.811	0.884	0.718
	EHR2	0.843			
	EHR3	0.852			
Work Meaningfulness	WM1	0.861	0.824	0.892	0.735
	WM2	0.889			
	WM3	0.842			
Adaptive Service Performance	ASP1	0.849	0.808	0.882	0.714
	ASP2	0.834			
	ASP3	0.864			

References

- Allison, Maria T. 1999. "Organizational Barriers to Diversity in the Workplace." *Journal of Leisure Research* 31(1):78–101. doi: 10.1080/00222216.1999.11949852.
- Arhinful, Richard, Hayford Asare Obeng, Leviticus Mensah, and Ebenezer Asante-Darko. 2025. "The Mediating Role of Racial Discrimination in the Relationship between Authentic Leadership and Job Commitment in Ghanaian Public Organizations." *Future Business Journal* 11(1):118. doi: 10.1186/s43093-025-00541-7.
- Avey, James B., Fred Luthans, and Susan M. Jensen. 2009. "Psychological Capital: A Positive Resource for Combating Employee Stress and Turnover." *Human Resource Management* 48(5):677–93. doi: <https://doi.org/10.1002/hrm.20294>.
- Aybas, Meryem, and Ahmet Cevat Acar. 2017. "The Effect of Human Resource Management Practices on Employees' Work Engagement and the Mediating and Moderating Role of Positive Psychological Capital." *International Review of Management and Marketing* 7(1):363–72.
- Bakker, Arnold B., and Evangelia Demerouti. 2014. "Job Demands–Resources Theory." Pp. 1–28 in *Wellbeing*.
- Boussaidi, Amel, and Kaouther Korbi. 2025. "The Role of Transformational Leadership in Promoting Digital Transformation through Employee Engagement in Public Administration." *International Journal of Public Leadership*. doi: 10.1108/IJPL-08-2024-0091.
- Chen, Yang, Rong Fu, Mengying Xie, Fang Lee Cooke, and Qi Song. 2024. "How Does Human Resource Management Help Service Organizations to Thrive in Uncertainties and Risks: Postcrisis as a Context." *Human Resource Management* 63(4):581–600. doi: <https://doi.org/10.1002/hrm.22216>.
- Harris, Amy Beck. 2023. "Public Participation in Procurement." *Global Encyclopedia of Public Administration, Public Policy, and Governance* (August):10732–37. doi: 10.1007/978-3-030-66252-3_3905.
- Jiang, Yushi, Sobia Jamil, Syed Imran Zaman, and Syeda Anum Fatima. 2023. "Elevating Organizational Effectiveness: Synthesizing Human Resource Management with Sustainable Performance Alignment." *Journal of Organizational Effectiveness: People and Performance* 11(2):392–447. doi: 10.1108/JOEPP-03-2023-0111.
- Kakeesh, Dana F., Ghazi A. Al-Weshah, and Ali A. Alalwan. 2024. "Entrepreneurial Marketing and Business Performance in SMEs: The Mediating Role of Competitive Aggressiveness." *Journal of Marketing Analytics*. doi: 10.1057/s41270-024-00310-5.
- Lee, Sumi, Seung-hyun (Caleb) Han, Shin Hee Park, and Dae Seok Chai. 2025. "Authentic Leadership and Organizational Sustainability: The Moderated Mediation of Knowledge Sharing and Proactive Personality." *European Journal of Training and Development*. doi: 10.1108/EJTD-12-2024-0175.
- Li, Xue, Rachel Yan Ting Seah, and Kum Fai Yuen. 2025. "Mental Wellbeing in Digital Workplaces: The Role of Digital Resources, Technostress, and Burnout." *Technology in Society* 81:102844. doi: <https://doi.org/10.1016/j.techsoc.2025.102844>.
- Lu, Ying, Mingqiong Mike Zhang, Miles M. Yang, and Teng Li. 2025. "Enhancing Employee Outcomes Through Common Good Human Resource Management: Exploring the Role of Meaningfulness and Thriving." *Human Resource Management* 64(2):485–502. doi: <https://doi.org/10.1002/hrm.22270>.

- Luthans, Fred, and Carolyn M Youssef. 2007. "Emerging Positive Organizational Behavior." *Journal of Management* 33(3):321-49. doi: 10.1177/0149206307300814.
- Maley, Jane F., Marina Dabić, Alain Neher, Lucia Wuersch, Lynn Martin, and Timothy Kiessling. 2024. "Performance Management in a Rapidly Changing World: Implications for Talent Management." *Management Decision* 62(10):3085-3108. doi: 10.1108/MD-07-2023-1162.
- Malik, Ashish, Jaya Gupta, Ritika Gugnani, Amit Shankar, and Pawan Budhwar. 2024. "Unlocking the Relationship between Ambidextrous Leadership Style and HRM Practices in Knowledge-Intensive SMES." *Journal of Knowledge Management* 28(5):1366-95. doi: 10.1108/JKM-04-2023-0339.
- Manroop, Laxmikant, Huimiao Zheng, Amina Malik, Morgan Milner, Eric Schulz, and Kunal Banerji. 2025. "Human Resource Management in Times of Crisis: Strategies for a Post COVID-19 Workplace." *Organizational Dynamics* 54(1):101060. doi: <https://doi.org/10.1016/j.orgdyn.2024.101060>.
- Morris, Michael H., and Donald F. Kuratko. 2025. "Dynamics of Strategy Implementation across Different Types of New Ventures." *Organizational Dynamics* 101128. doi: <https://doi.org/10.1016/j.orgdyn.2025.101128>.
- Mostafa, Ahmed Mohammed Sayed, Zeynep Y. Yalabik, Ceyda Maden Eyiusta, Monica Zaharie, and Gaye Ozcelik. 2025. "Mistreated but Still Resilient! Unraveling the Role of Servant Leadership in Mitigating the Adverse Consequences of Care Recipients' Incivility." *Human Resource Management* 64(1):99-115. doi: <https://doi.org/10.1002/hrm.22251>.
- Palmucci, Dario Natale, Guido Giovando, and Zuzana Vincurova. 2025. "The Post-Covid Era: Digital Leadership, Organizational Performance and Employee Motivation." *Management Decision* 63(7):2452-85. doi: 10.1108/MD-04-2024-0865.
- Rodrigue, Michelle, Michel Magnan, and Charles H. Cho. 2013. "Is Environmental Governance Substantive or Symbolic? An Empirical Investigation." *Journal of Business Ethics* 114(1):107-29. doi: 10.1007/s10551-012-1331-5.
- Rumman, Mohammed A. Abu, and Enas Alqudah. 2024. "The Impact of Green HRM on Lean Soft Practices Implementation: A Mediating Role of Organizational Flexibility." *Global Journal of Flexible Systems Management* 25(4):705-31. doi: 10.1007/s40171-024-00406-y.
- Ryan, Richard M., and Edward L. Deci. 2023. "Self-Determination Theory BT - Encyclopedia of Quality of Life and Well-Being Research." Pp. 6229-35 in, edited by F. Maggino. Cham: Springer International Publishing.
- Sackey, Baaba Boadziwa, Jingzhao Yang, Prince Ewudzie Quansah, Christian Afanyi Ekumah, Francisca Arboh, and Bright Boadu. 2024. "Internal Marketing Orientation and Employee Innovative Behaviour: The Mediating Role of Workforce Agility and Moderating Role of Psychological Empowerment." *Journal of Hospitality and Tourism Insights* 8(2):674-93. doi: 10.1108/JHTI-01-2024-0063.
- Schiuma, Giovanni, Francesco Santarsiero, Daniela Carlucci, and Yasar Jarrar. 2024. "Transformative Leadership Competencies for Organizational Digital Transformation." *Business Horizons* 67(4):425-37. doi: <https://doi.org/10.1016/j.bushor.2024.04.004>.
- Schmid, Diana, Joerg Bueechl, Ralf-Christian Härting, Yoany Beldarrain, Rosalie Schwörer, and Jörg Naeve. 2024. "Opportunities and Barriers of Agility and Digital Processes in HR in SMEs." *Procedia Computer Science* 246:3605-13. doi: <https://doi.org/10.1016/j.procs.2024.09.197>.

- Shan, Zidan, and Yaqi Wang. 2024. "Strategic Talent Development in the Knowledge Economy: A Comparative Analysis of Global Practices." *Journal of the Knowledge Economy* 15(4):19570-96. doi: 10.1007/s13132-024-01933-w.
- Tsekouropoulos, Georgios, Anastasia Vasileiou, Greta Hoxha, Dimitrios Theocharis, Efthimia Theodoridou, and Theodosios Grigoriadis. 2025. "Leadership 4.0: Navigating the Challenges of the Digital Transformation in Healthcare and Beyond." *Administrative Sciences* 15(6).
- Valta, Maximilian, Christian Maier, Katharina Pflügner, and Tim Weitzel. 2025. "Managing Technostress Across the Organisation: A Practical Framework for Business and IT Leaders." *Information Systems Journal* n/a(n/a). doi: <https://doi.org/10.1111/isj.70005>.
- Ye, Xiaoyan, Maslina Binti Mohammed Shaed, and Noor Alyani Binti Nor Azazi. 2025. "Unveiling the Dynamics of Psychological Capital in the JD-R Theory: A Systematic Review of Moderation and Mediation Effects." *International Journal of Academic Research in Business and Social Sciences* 15(2):1741-60. doi: 10.6007/ijarbss/v15-i2/24893.
- Yoo, Jin-Woong, Saeyeon Roh, Smita Tripathi, and Hyunmi Jang. 2025. "Digital Leadership within Large South Korean Firms." *Asia Pacific Business Review* 31(1):15-37. doi: 10.1080/13602381.2024.2332734.
- Zettna, Nate, Cheryl Yam, Arian Kunzelmann, Vivien W. Forner, Shanta Dey, Mina Askovic, Anya Johnson, Helena Nguyen, Anupama Jolly, and Sharon K. Parker. 2025. "Crystal Clear: How Leaders and Coworkers Together Shape Role Clarity and Well-Being for Employees in Social Care." *Human Resource Management* 64(1):5-20. doi: <https://doi.org/10.1002/hrm.22245>.