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Strategic Entry Decisions Shaped by Managerial Intelligences and Entrepreneurial Capacities

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ABSTRACT



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Purpose: Specifically, this research seeks to investigate the mediating effect of Work Meaningfulness in the relationship between SHRP and Adaptive Service Performance (ASP in the following for brevity): Digital HR Development, Inclusive Talent Management, Employee Empowerment Culture, and Ethical HR Leadership.

Method: A quantitative cross-sectional design was used to collect survey data from 285 service professionals based on in Indonesia. The SEM and PROCESS Macro were applied for hypotheses testing.

Findings: All types of strategic HR practices exerted positive significant effects on Adaptive Service Performance. Work Meaningfulness was a strong mediator in the relationships for all of the relationships, with Ethical HR Leadership explaining the most indirect variance. The findings are consistent with Resource-Based View (RBV) and Self-Determination Theory (SDT), and suggest that meaningful work acts as a psychological resource for promoting service agility.

Novelty: Contributions This paper contributes to the literature on HRM by combining digital, inclusive, empowering and ethical HR strategies into an integrated model which can serve as a means to improve service responsiveness by programming psychological processes. It presents Work Meaningfulness, not only as the outcome, but as a critical enabler for performance, which is a perspective that has been underexplored in the SHRM-side of the service agility relationship, especially in the context of various emerging digital economies.

Implications: Implications imply professionals and policy makers can design interventions to build technical competencies as well as a sense of purpose, fairness, and empowerment to deliver adaptive service excellence under high-variability conditions.

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1. Introduction

Following an unprecedented pace of digitalization and labor market abuse in the post-pandemic era, companies must reconsider how their HR strategies influence the adaptability of the service offerings. The advent of intelligent HR systems and AI-enhanced management systems has transformed HR decision making especially in service-based organizations (Naeem, Kohtamäki, and Parida 2025; Setthachotsombut, Sommanawat, and Sua-iam 2024). Top performance has increasingly grown in importance as a pillar of agility in the organization, especially in a dynamic environment where customer expectations are continuously changing (Belas, Metzker, and Hotkova 2024; Mandlik, Rautrao, and Nille 2025). Research has revealed that organizations that (vastly) invest in Digital HR Development are strongly and consistently investing more in the adaptation of their HR services to the virtual world than are other organizations (Halid et al. 2024; Paul et al. 2024). Furthermore, human capital models which consist of Inclusive Talent Management and Ethical HR Leadership have been linked with increased agility and with employee resilience (Del Barone, de Gennaro, and Buonocore 2025; Vadithe and Kesari 2024). Despite the increased attention from the international HR community, research on the relationship between HR variables and ASP in high-uncertainty contexts



remains fragmented (Ezerdi et al. 2022). Today HR is more strategic and the values of empowered employees and psychological meaningfulness in work need to be included in the implementation so that the change will be sustainable.

In spite of the optimistic progress made in Digital and Strategic HRM, many organizations are finding it difficult to convert HR practices towards adaptable service performance. One of the “burning platforms” is the gap between technology dominated HR strategies and people-oriented practices that frequently results in the underexploitation of the potential of human capital (Lang et al. 2023; Palalić et al. 2024). While media for instance talent analytics and e-recruitment seem to have been diffused, their influence on inclusive talent development and ethical leadership tends to be surface level (Çelik Ertuğrul and Bitirim 2025; Kwon and Jang 2021). Further, sky-high employee turnover and burnout are exacerbated by post-pandemic organizational upheavals. This underscores the pressing demand for empowering and purposeful workplaces (Budhwar et al. 2023). A new issue arises in this: how organizations can institutionalize work meaningfulness as a central mediating device that connects strategic HR practices and responsive service delivery, and that too in the context of the service intensive industries.

This research is based on two theoretical frameworks, Resource-Based View (RBV) and Self-Determination Theory (SDT). RBV argues that firm-specific resources including competent employees and efficient HRM—tend to give rise to a competitive rent (Gupta et al. 2018). In the RBV, HR practices such as Digital HR Development and Inclusive Talent Management are strategic capabilities. In the meantime, according to SDT, people are motivated when they perceive autonomy, competence, and belongingness which are closely related to ethical leadership and empowerment of employee (Ryan and Deci 2023). This theory also adds support to the psychological mediation role of Work Meaningfulness in terms of both HR initiatives and performance. Therefore, the two theories seem to converge in proposing internal competencies and motivational states as key factors for attaining adaptive organizational effects (Khanagha et al. 2022; Osei and Bjorklund 2024).

There are some limitations in existing examination of the relationship between HR practices and service adaptability. Although Digital HRM research focuses on efficiency and automation (Stefan Strohmeier 2020; S. Strohmeier 2020), it disregards to a great extent the more subtle effect of digital HR systems on employee-based outcomes such as meaningful work. In addition, previous studies on Inclusive Talent Management mainly concentrate on diversity metrification rather than its strategic impact on service responsiveness (Harris and Foster 2010; Katic et al. 2023). Ethical HR Leadership has been widely discussed in normative HR literature, but little empirical research has been done about it in relation to Adaptive Service Performance, especially with psychological mediations constructs (Brown and Treviño 2006). Furthermore, earlier research has frequently separated the variables instead of including them in a complete model that acknowledges Work Meaningfulness as a mediating link (Soane et al. 2013; Woods and Sofat 2013). This gap is attempted to be closed by the present study's model, which is suggested to be an omnibus model in which Digital HR Development, Inclusive Talent Management, Employee Empowerment Culture, and Ethical HR Leadership directly affect Adaptive Service Performance, and it all happens through the core mechanism of Work Meaningfulness. This integration provides a new perspective on how HR strategy nurtures a flexible and adaptive workforce that supports the organization's strategic purpose. This happens through the core mechanism of Work Meaningfulness. This integration provides a new perspective on how HR strategy nurtures a flexible and adaptive workforce that supports the organization's strategic purpose. The unique contribution of this study is the joint analysis of the digital, inclusive, ethical, and empowering HR practices in influencing service agility through the underlying psychological process of meaningful work thus providing both theoretical clarification and practical implications for organizational managers.

The primary goal of this study is to empirically validate the influence of Digital HR Development, Inclusive Talent Management, Employee Empowerment Culture, and Ethical HR Leadership on Adaptive Service Performance, and to test Work Meaningfulness as a mediating factor. Contribution to theory This study theoretically contributes by

extending resource based view and self-determination theory to the context of service agility. Practically, the results can inform HR professionals and policy-makers when developing human-centered strategies to enhance psychological well-being and service flexibility. Societally, this work advocates for inclusive, ethical, and meaningful work environments key factors toward broader aims of employee well being, diversity, and sustainable workforce development in an increasingly digital world.

2. Literature review

2.1 *The effects of strategic human resource practices on adaptive service performance*

Strategic HR practices are critical to affect the ability of an organization to adjust service performance in dynamic environments. A core dimension is the pursuit of digital HR, the automation, real-time analytics, and on-demand employee services that this development makes possible. Research by Bondarouk et al. (2022) in *The International Journal of Human Resource Management* pointed out that digital transformation within HR extends organizational agility and enables faster, more responsive service delivery. Additionally, Kaur & Kaur (2023) also concluded that digital HR tools can help improve workforce planning in service-based firms which in turn leads to transfer of adaptive performance. This is further enhanced through diverse talent management, where diversity and equal opportunity are embedded into workforce planning. Studies by Gallardo Gallardo et al. (2020) found that-service talent strategy enhances psychological safety and employee engagement two critical antecedents of service adaptiveness.

And the empowerment culture of the employees enhances the decentralized decision-making and the proactive behavior required for live service adaptation. According to Appelbaum et al. (2019), the implementation of empowerment practices, such as autonomy and participation in decision-making, directly contributes to the extent to which employees are able to offer personalized and context-sensitive services. Finally, ethical HR leadership, involving fairness, transparency and integrity, builds trust and enhances employees' psychological well-being. Zhu et al. (2021) in *Journal of Business Ethics* underscored that ethical leadership has a substantial effect on OCB and service commitment – both antecedents vital for adaptive service performance. Combining these four HR dimensions shapes a synergistic model of digital tools, inclusiveness and empowerment and ethics that improves resilience and customer orientation of organizations facing uncertain business contexts.

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

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

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

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

H₅: Work Meaningfulness has a positive impact on Adaptive Service Performance

2.2 *First order measurement model development of work meaningfulness (CD) as a mediator.*

The issue of work meaningfulness has emerged as a psychological explanatory mechanism explaining how strategic HR practices affect performance outcomes. Digital HR investment is paying off with a better fit of skills to tasks among employees because of personalized learning, feedback processes, and digital recognition mechanisms. This creates more purpose and worth in their work. A study by Lee et al. (2022) in *Human Resource Management Journal* establishes that digital HR practices can improve employees' sense of meaningful work that drives adaptive behavior and service responsiveness. Likewise, inclusive talent management saluting the manpower's diverse skills and offering equal development chances fosters employees' sense of belonging and worth, two fundamental components of the meaningfulness of work (Van De Voorde & Beijer, 2021). Psychologically enhanced empowerment serves as a mediating link between HR strategy and service performance.

A culture of empowering employees also creates autonomy and voice, with an incentive for people to take ownership of their work. Spreitzer et al. (2019) claim that empowerment promotes intrinsic motivation and role clarity, which makes work seem extra significant. Task engagement is not only boosted by (felt) empowerment, this psychological state is also a mediator in the empowerment improvement of service adaptability. Last but not least, ethical HR leadership which is integrity-based and both empathetic and fair makes employees view their job as morally and socially worthy. Further, Wang & Xu (2021) in *Journal of Business Research* have found that ethical leadership enhances meaningful work, and the latter one works as a mediator between leadership behaviour and service innovation. Taken together, these results highlight that work meaningfulness is not only an outcome, but also a critical mechanism by which strategic HR practices influence adaptive service performance.

H6: Work Meaningfulness plays a mediating role between Digital HR Development and Adaptive Service Performance.

H7: Work Meaningfulness as Intermediate Variable between Inclusive Talent Management and Adaptive Service Performance.

H8: Work Meaningfulness mediates the Relationship between Employee Empowerment Culture and Adaptive Service Performance.

H9: Work Meaningfulness is a mediator between the Ethical HR Leadership and Adaptive Service Performance.

3 Method

Drawing upon social exchange theory, the current study utilizes a quantitative test to empirically investigate how DHRD, ITM, EEC, and E-HRL affect ASP, with work meaningfulness as a mediating role. This model is consistent with the positivist epistemology, and seeks causal explanations and generalizability (Creswell, 2014). The self-administered structured questionnaires are the means for standardized collection of data which can be used in multivariate analysis. Constructs have been measured from the pre-tested items adopted from previous studies and tailored for the Indonesian service-sector context. This approach is widely recommended in HRM research to connect psychological variables to organization performance (Podsakoff et al., 2003; Hair et al., 2019).

3.1 Research design

The study design adopted in the study reported in this paper is a casual explanatory design; we are trying to test hypotheses involving cause-effect issues between HR strategic practices and adaptive service performance. This research relied on cross-sectional survey based structured questionnaires as it is considered suitable to capture perceptions and attitudes across large sample size in a single time frame (Saunders et al., 2019). This design is conducive to hypothesis testing of direct and indirect effects, which is advocated in organizational behavior research (MacKinnon, et al., 2007). The quantitative method was chosen on the grounds that the constructs of interest were objective and the requirement for empirical generalisation in the Indonesian service industry.

3.2 Population and sample

Sampling The respondents are mid - level and frontline managers from different service-sector organisations in Indonesia (banking, insurance, e-commerce, and hospitality). The sampling procedure followed was based on purposive sampling with strategic HR participation. According to Cochran's formula, a sample size of 250 respondents is acceptable; this study received 285 valid questionnaires, with adequate statistical power (Hair et al., 2019). Sample considerations included organization size, industry representation and respondents' familiarity with digital and strategic HR activities.

Table 1. Demographic profile of the respondents



Demographic Variable	Category	Frequency	Percentage
Gender	Male	158	55.4%
	Female	127	44.6%
Age	25-35 years	92	32.3%
	36-45 years	121	42.5%
	> 45 years	72	25.2%
Industry Sector	Banking & Finance	90	31.6%
	E-Commerce	67	23.5%
	Hospitality	59	20.7%
	Insurance	69	24.2%
Years of Experience	< 5 years	77	27.0%
	5-10 years	119	41.8%
	> 10 years	89	31.2%

Source; author 2024

3.3 Data collection

Data were obtained through self-administered structured questionnaires that were sent both online and offline to Indonesian service providers from March to May 2025. To minimize social desirability bias, confidentiality was guaranteed to respondents after receiving informed consent. Each survey included a screening question to confirm that respondents had at least one year of involvement in strategic HR decision making. This approach fits into the scheme proposed by Podsakoff et al. (2003) to minimize common method variance (CMV), and confirmed with Harman's single-factor test in the data analysis.

3.4 Variables and measurement

All measures were assessed using reliable multi-item Likert scales (1 = strongly disagree, 5 = strongly agree). Items were derived from previous international studies and translated into Bahasa Indonesia through back-translation to ensure cultural relevance and reliability (Brislin, 1980). Each of the latent variables contained 4-6 items, which met ratio for structural modeling reliability by psychometric (Hair et al., 2019).

Table 2. Description of variable operationalization source

Variable	Sample Items	Source	Scale Type
Digital HR Development	Use of AI in recruitment; data-based learning systems	Bondarouk & Brewster (2016)	Likert 5pt
Inclusive Management	Talent Fair promotion, diverse opportunities	Vaiman et al. (2022)	Likert 5pt
Employee Empowerment Culture	Employee autonomy; decision-making participation	Appelbaum et al. (2019)	Likert 5pt
Ethical HR Leadership	Transparent decisions; integrity-driven policies	Brown & Treviño (2006); Wang & Xu (2021)	Likert 5pt
Work Meaningfulness	Work aligns with personal values; sense of contribution to greater good	Steger et al. (2012); Rosso et al. (2010)	Likert 5pt



Variable	Sample Items	Source	Scale Type
Adaptive Service Performance	Flexibility to client needs; service innovation	Bitner et al. (2021); Zhu et al. (2021)	Likert 5pt

Source; author 2024

3.5 Data analysis

Preliminary and mediation analyses were performed with SPSS v26 and PROCESS Macro (Model 4). The criteria of normality, reliability (Cronbach’s alpha), multicollinearity (VIF) were initially assessed for the data. CFA was used in the validity testing of measurement models, and AVE > 0.5, CR > 0.7. Mediation analysis was conducted based on Hayes (2018) with 5,000 bootstrap samples to evaluate the significance of indirect effects. Previous studies e.g., Gaskin & Lim (2017), MacKinnon et al. Support for the robustness of process macro estimates in testing complex mediational models (2007)

4 Result

4.1 Measurement model assessment

According to Elsevier journals guidelines for reporting measurement model evaluations, the reliability and validity results in Table 3 indicate that all constructs meet the recommended criteria. The Cronbach’s Alpha values are from 0.85 to 0.91, which are higher than the cut-off value (0.70), indicating adequate internal consistency reliability. The Composite Reliability (CR) values are also over the threshold of 0.70–0.87–0.93, which also shows strong construct reliability. Furthermore, the Average Variance Extracted (AVE) of all constructs is all higher than 0.50, ensuring a good convergent validity. Taken together, the results provide empirical evidence for the reliability of the measurement model and the statistical validity of the constructs used in this study.

Table 3. construct reliability and validity indicators

Construct	Cronbach's Alpha	(CR)	(AVE)
Digital HR Development	0.87	0.89	0.66
Inclusive Talent Management	0.89	0.90	0.68
Employee Empowerment Culture	0.85	0.87	0.62
Ethical HR Leadership	0.88	0.90	0.70
Work Meaningfulness	0.90	0.92	0.73
Adaptive Service Performance	0.91	0.93	0.75

Source; author 2024

4.2 Descriptive Statistics and Correlation

Consistent with the scholarly norms for Elsevier-indexed journals, the descriptive statistics and correlation matrix presented in Table 4 indicate positive and statistically significant interrelations between all constructs. Mean values suggest overall positive responses, with Work Meaningfulness (M = 4.02, SD = 0.60) being the most highly rated variable. The relationship that shows the highest correlation is between Work Meaningfulness and Adaptive Service Performance (r = 0.68), that is, the higher the meaning given to the work the higher the level of adaptive performance shown by the employee. The findings support the hypothesized factors and highlight the strategic importance of developing meaningful work experience to enhance service agility.



Table 4. Means, Standard Deviations, and Correlations

Variable	Mean	SD	1	2	3	4	5	6
DHRD	3.85	0.56	1.00					
ITM	3.78	0.59	0.52	1.00				
EEC	3.91	0.54	0.49	0.58	1.00			
E-HRL	3.95	0.58	0.51	0.56	0.57	1.00		
WM	4.02	0.60	0.53	0.60	0.59	0.64	1.00	
ASP	3.88	0.57	0.55	0.61	0.60	0.65	0.68	1.00

Source; author 2024

4.3 Structural model direct effects

As shown in Table 5, the structural model analysis shows that the coefficients of the direct effects between constructs (H1–H5) are all significantly negative ($p < 0.001$), which provides strong evidence in favor of the relationships proposed. All these HR strategic variables-Digital HR Development ($\beta = 0.28$); Inclusive Talent Management ($\beta = 0.25$); Employee Empowerment Culture ($\beta = 0.27$); Ethical HR Leadership ($\beta = 0.29$) and Work Meaningfulness ($\beta = 0.32$)-impact positively on Adaptive Service Performance. Of these, Work Meaningfulness has the greatest influence, identifying the importance of psychological engagement on promoting service agility. These results provide support for the soundness of the theoretical basis of the resource-based view and self-determination theory with regard to explaining the mechanism through which HR strategies lead to adaptive results.

Table 5. Direct Effects of Strategic HR Practices on Adaptive Service Performance

Path	β	SE	t	p-value
DHRD → ASP	0.28	0.05	5.60	<0.001
ITM → ASP	0.25	0.06	4.17	<0.001
EEC → ASP	0.27	0.05	5.40	<0.001
E-HRL → ASP	0.29	0.06	4.83	<0.001
WM → ASP	0.32	0.05	6.40	<0.001

Source; author 2024

4.4 Mediation analysis work meaningfulness

As can be seen in Table 6, the mediation analysis using bootstrapping (5,000 samples, PROCESS Macro Model 4) reveals that Work Meaningfulness mediates the relationship between all four strategic HR practices and Adaptive Service Performance significantly. The indirect impacts are also all significantly supported, as indicated by the confidence intervals (LLCI–ULCI) not including zero, which exemplify expected effects of H6 to H9. The indirect effect is the strongest for Ethical HR Leadership (0.13), followed by Employee Empowerment Culture (0.12), Digital HR Development (0.11), Inclusive Talent Management (0.10). These findings highlight the importance of experienced work meaning as a psychological mechanism that explains how strategic HR practices contribute to adaptive service performance.

Table 6. Indirect Effects via Work Meaningfulness

Indirect Path	Indirect Effect	Boot SE	LLCI	ULCI	Significance
DHRD → WM → ASP	0.11	0.03	0.06	0.17	Yes



Indirect Path	Indirect Effect	Boot SE	LLCI	ULCI	Significance
ITM → WM → ASP	0.10	0.03	0.05	0.16	Yes
EEC → WM → ASP	0.12	0.03	0.07	0.18	Yes
E-HRL → WM → ASP	0.13	0.04	0.06	0.20	Yes

4.5 Discussion

The study has a meaningful empirical addition to the literature, although moderating impact of SHRPs (i.e., Digital HR Development, Inclusive Talent Management, Employee Empowerment Culture and Ethical HR Leadership) on Adaptive Service Performance through the mediating role of Work Meaningfulness have been substantiated. The results are consistent with Job Demands-Resources (JD-R) theory and the Self-Determination Theory (SDT) and indicate that meaningful work can serve as a psychological resource to improve performance in dynamic service contexts (Bakker & Demerouti, 2017; Ryan & Deci, 2020).

First, the direct positive impact of Digital HR Development (H1) is consistent with previous evidence of the transformational impact of digital technologies on the development of agile service capability (Marler & Parry, 2016; Strohmeier & Parry, 2021). Digital platforms facilitate faster feedback, realtime analytics, and personalised employee development, key to service adaptation (Bondarouk & Brewster, 2016). Additionally, the emergence of AI in HR analytics also improves decisions, leading to more proactive management of the workforce (Meijerink et al., 2021). However, these digital interventions not only increase the efficiency of work processes, they also increase employee engagement by matching personal skills to changing needed services (van Esch et al., 2021).

Hypothesis 2 (H₂), which is Inclusive Talent Management, was also found to have a significant effect on Adaptive Service Performance. This corroborates with the assertions of Mensah (2019) who argued that talent strategies that are inclusive and diversity-based, result in team innovation, adaptability and collaboration. In addition, Al Ariss, Cascio and Paauwe (2014) further suggest that inclusive HR policies ensure psychological safety that promotes the willingness for service employees to proactively take action without the fear of failure—an important factor of service adaptability. Also, Stahl and colleagues (Stahl, Halsey, et al.) (2020) indicates that ED practices have a positive relationship with sustainable performance outcomes: as they focus on investing in human capital on a long-term basis.

The positive relationship between Employee Empowerment Culture and Adaptive Service Performance (H3) was consistent with prior studies showing that empowered employees are more confident in coping with uncertainty and generating tailor-made solutions for customers (Spreitzer, 2008; Zhang & Bartol, 2010). An empowering culture encourages independence and responsibility, two essential factors in fickle service industries. Research from Seibert, Wang, and Courtright (2011), for example demonstrates a strong association between empowerment and discretionary customer service behaviour. In addition, psychological empowerment lowers role conflict and increases role clarity in frontline service, hence, organizational members may respond more rapidly and innovate more readily (Jha et al., 2019).

Ethical HR Leadership (H4) was also found to be a strong predictor of Adaptive Service Performance. This is in line with Brown and Treviño (2006) ethical leadership theory that proposes fairness, transparency and morals guide positively affect employee's trust and engagement. Positive relationships with leaders also create cultures of accountability and common purpose that drive responsiveness in service settings (Kalshoven, Den Hartog, & De Hoogh, 2011). When leader behavior is consistent with ethical standards, it develops a stronger sense of service, especially in highly pressured and uncertain circumstances (Avey et al., 2012).



As to the mediating role of Work Meaningfulness (H5–H8), it is found that it bears partial mediating role between the four SHRPs and Adaptive Service Performance. This finding adds to the growing body of literature that work perceived as meaningful is associated with intrinsic motivation, affective commitment, and perseverance (Rosso, Dekas, & Wrzesniewski, 2010). For instance, employee centric values in the design of digital HR systems, results in highly perceived personalized and autonomous employee roles (Kiron et al., 2017). From an inclusive standpoint, talent initiatives while some includes marginalized groups which will then enhance purpose and belonging (Shuck & Rose, 2013).

Indeed, work meaningfulness was found to be a mediator bridging empowerment and service innovation because people with a sense of meaning are more likely to show extra effort and resilience (Steger et al., 2012). This pathway is further intensified by ethical HR leadership, which stimulates genuine relationships and supports values-based contributions (Rego et al., 2017). As per Kira and Balkin (2014), meaningful work is a psychological contract booster because it encourages to be flexible situations that go beyond formal job titles.

5 Conclusion

The current study provides further insights with regard to the role of strategic human resource (HR) practices for adaptive performance with work meaningfulness as a mediating factor. The results reveal that digital HRD, inclusive talent management, employee enabled culture and ethical HR leadership significantly improve SA in dynamic organizational context. These HR practices promote employee innovation, resistance and responsi-veness and help service units to adequately react on changing customer requests and external challenges. In addition, the mediating effect of work meaningfulness indicated a psychological process underneath these findings: employees who find their work meaningful is more inclined to incorporate organizational goals into themselves and get involved in pro-work action, and provide adaptive service behavior. This finding is consistent with current trends in human capital strategies that focus on employee well-being and intrinsic motivation as the drivers of performance. From a practical perspective, the findings emphasize how organizations should develop HR interventions that do not just cultivate competencies but also enhance employees' feelings of purpose and meaningfulness at work. This research fills a conceptual void between strategic HRM and service innovation and offers a new mechanism by which meaningful work amplifies the effect of HR systems in adaptive service outcomes for scholars and practitioners. Future research could examine this model in other industries or adopt longitudinal designs to explain causality more firmly. At its core, this study confirms that sustainable service excellence is realized only when strategic intent meets meaning in work and principled leadership.

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Appendix A. Cross-cutting Issues

We acknowledge the significance of cross-cutting issues, ethical leadership behaviour, employee well-being and inclusivity, as central features of strategic human resource practices in this study. These aspects not only contribute to improving adaptive service performance, but also support global sustainable development goals (SDGs) including Goal



8 (Decent Work and Economic Growth) and Goal 5 (Gender Equality). Including ethics in the HR leadership helps in promoting responsible business behaviour and long-term organizational sustainability.

Appendix B. Definition of Variables

- ✓ Digital HR transformation: The infusion of digital technology into HR practices to improve HR process efficiency, effectiveness, communication and talent development (Bondarouk & Brewster, 2016).
- ✓ Inclusive Talent Management HR approach based on providing equal access to the opportunities for recruitment, development and promotion, accommodating all types of diversity (Swales et al., 2014).
- ✓ Employee Empowerment Climate: Organizational culture characterized by empowering employees to be autonomous and self-directed with participative decision making and accountability (Seibert et al., 2011).
- ✓ Ethical HR Leadership: HR leadership conducted with integrity, fairness, and transparency, preferentially focusing on ethical treatment of employees (Brown & Treviño, 2006).
- ✓ Meaning of Work: Highest among employees who believe in the value of their job as part of who they are and how they relate and contribute to the world (Rosso et al., 2010).
- ✓ Employee/Team Adaptability to Service Performance- Flexibility and effectiveness of employees or teams in addressing customer needs and in adapting to dynamic service requirements (De Jong et al., 2004).

Appendix C. Supplementary Material

Supplementary data associated with this article including the full questionnaire, operationalization of constructs, descriptive statistics, and detailed model fit indices are available upon request from the corresponding author. These materials provide additional transparency and support the reproducibility of the study's results.

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