

# Enhancing Adaptive Performance through Structural Empowerment and Employee Motivation: The Case of the Turkish Services Sector

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## ABSTRACT

Due to the global pandemic, corporate organisations have recently had to deal with altered work conditions, changing how employees interact with their firms. Employees must adjust well to the changes as the demand for adaptable employees has increased. The current study examines the impact of employee motivation (EM) and structural empowerment (SE) on employee adaptive performance (AP) in this dynamic and quickly changing work environment. This study aims to examine the mediating effect of knowledge hoarding (KH) within the context of empowered and motivated employees in the emerging Turkish services sector. The SPSS 23 and ADANCO 2.2.1 software were used for SEM, regression, and correlation analysis. The findings of this study demonstrate how employee motivation and structural empowerment influence and enhance adaptive performance. However, employee motivation and structural empowerment tend to reduce knowledge hoarding. In contrast, knowledge hoarding mediates the association between the two exogenous variables of the study. The findings provide important insights and implications that indicate a workable framework to improve employees' performance in the Turkish services sector.

## KEYWORDS

Adaptive performance; Structural empowerment; Employee motivation; Knowledge hoarding; Services sector; Turkey

## 1. Introduction

Workers' capacity to manage emergencies and challenges, adjust or absorb rapidly, and overcome new complications has become essential skills and abilities as the working environment or setting becomes more tumultuous (Curcuruto *et al.*, 2019). Prior research on employee performance has not considered the wide range of human behaviours influencing job success in an uncertain and independent environment (Charbonnier-Voirin & Roussel, 2012; Luo *et al.*, 2021; Zamri *et al.*, 2021). Hence, as posited by Park and Park (2019), adaptive performance can be comprehensively understood as the ability of workers to adjust to varying work environments swiftly. Researchers in the relevant field have focused more on adaptive performance in recent years to better understand the vigorous performance required in the modern, continuously changing work situation (Shoss *et al.*, 2012; Hurst *et al.*, 2018). Adaptive performance is required to openly disclose an employee's ability to adjust to changes in the organisational environment. At the individual level, implementing adaptive performance can speed up favourable outcomes, including enhanced performance potential and career achievements (Curcuruto *et al.*, 2019). Adaptive performance on the part of the employee, which includes learning, managing change, and adjusting to shifting customer expectations, can also result in good outcomes at the organisational level (Luo *et al.*, 2021). Even though there has been a rise in the number of research

studies on adaptation coming from various fields, it has been found that it is necessary to investigate adaptability from various perspectives (Hurst *et al.*, 2018). Different terminology used to describe an employee's adaptive performance, such as flexibility, adaptive behaviour, agility, and adaptability, lead to academic misunderstandings (Zamri *et al.*, 2021). Additionally, no integrated research addressed how contextual and individual factors insightfully affected employees' adaptive performance (Dorsey *et al.*, 2010; Curcuruto *et al.*, 2019).

After recognising the significant effect of employees' adaptive performance on organisational effectiveness and efficiency, many research investigations were initiated to classify the distinct predictors of adaptive performance within the organisational context (Luo *et al.*, 2021). Sonnentag *et al.* (2008) highlighted the importance of adaptive performance and the need to examine further its relationship with other performance constructs, including contextual and task performance. They observed that limited attention has been given to assessing employees' adaptive performance. Transformational leadership, cultural intelligence, experience, general cognitive capacity, personality qualities, and leader-member exchange are a few of the less-studied aspects of adaptive performance today (Curcuruto *et al.*, 2019). Nevertheless, Hein *et al.* (2021) assert that numerous unidentified predictors remain, specifically about the particular job attitudes that may be employed to predict an employee's adaptive performance.

The current study aims to fill this theoretical gap, and it is necessary to use the research's findings to help companies build or improve their employees' adaptive performance because adaptability is a crucial skill in unstable commercial and global environments (Dorsey *et al.*, 2010). Employees' adaptive performance should be a prominent topic in human resource development since employees' adaptive performance has become extremely important (Luo *et al.*, 2021).

In addition to helping employees improve their routine performance, companies are responsible for assisting employees in improving their adaptive performance (Curcuruto *et al.*, 2019). Researchers and intellectuals must also view adaptive performance as a comprehensive idea of typical behaviour that considers the modern workplace or corporate setting (Hurst *et al.*, 2018). Adaptive performance pertains to an individual's ability to modify their actions to align with the requirements of a novel and dynamic setting. This concept is relevant to organisations that operate in complex, unforeseen, and atypical business circumstances (Zamri *et al.*, 2021). This study aims to understand the origins of adaptive performance. Consequently, this intervention contributes to the enhancement of employee performance within the service sector of Turkey. The primary objective of this study is to enhance the current understanding of employees' adaptive performance by examining the potential impact of structural empowerment, including factors such as access to resources and job autonomy, as well as employee motivation in forecasting adaptive performance.

## 2. Literature review

Contextual and task performance were the initial two components of the concept of employee performance. Over time, sudden changes in the working environment force employees to perform adaptably (Hein *et al.*, 2021). Due to these modifications in organisational work processes, the hypothetical employee performance model has been expanded to include an additional dimension (adaptive performance) (Shoss *et al.*, 2012). According to Hein *et al.* (2021), the acknowledgement by scholars of adaptable behaviour as a crucial performance attribute necessitates that workforces adapt to the evolving needs and opportunities of firms.

Hurst *et al.* (2018) define adaptive performance within the organisational context as the ability of an employee to effectively adapt to diversified changes in their role or work environment to fulfil the organisation's requirements, respond to novel situations and address unforeseen events that may arise in their workplace. The factors that affect adaptive performance have been examined in numerous studies. However, the influence of structural empowerment and job attitude as predictors or dimensions to support employee adaptive performance was minimal (Li *et al.*, 2019). This study on potential

empowerment role structures in motivating employee AP through job attitude became necessary. Employees must have sufficient opportunity, autonomy, job resources, and power to support their efforts to attain remarkable flexibility to successfully cope with shifting workplace demands from their organisation (Hein *et al.*, 2021). Researchers looked into how much more empowered workers perform better at work and exhibit high levels of adaptability. They noticed a workplace environment supporting change-oriented methods (Battistelli *et al.*, 2013). According to the literature (Sonntag *et al.*, 2008), jobs with low levels of empowerment tend to reduce workers' ability to adapt and be creative. Ouyang *et al.* (2019) assert that greater work empowerment improves adaptive performance. Similarly, Li *et al.* (2019) argued that employees can react to unexpected events when they control their working environment (support, power, resources, autonomy, and opportunity).

### **2.1 The relationship between employee motivation and adaptive performance**

Work requiring passion, self-investment, dedication, and energy is associated with employee motivation and improving job performance in both in-role and extra-role activities, according to Roy (2019). The professional viewpoint includes employee motivation (Nwachukwu *et al.*, 2021). Hein *et al.* (2021) said it is related to intensity and persistence to lead and improve employee performance. Highly motivated employees are committed to their specific tasks. As a result, it is anticipated that employee motivation and adaptive performance will have a favourable and significant relationship (Roy, 2019). The study by Fidyah and Setiawati (2020) found that employees' motivation has a considerable, advantageous impact on their adaptive performance. Thus, this study focused on the said relationship.

Additionally, it is asserted that employee motivation shares several characteristics and similarities while evaluating employee performance (Roy, 2019). In contrast, this trait has received widespread support from earlier investigations. According to Dahani (2015), employee motivation and performance have a considerable relationship. Similar findings were made by Bakti and Soedarsono (2016), who found a link between employee motivation and adaptive performance. They used a cross-sectional study to investigate different factors that affect adaptive performance. Employee motivation is the critical mechanism associated with performance and resources (Van Wingerden *et al.*, 2018).

Hameduddin and Fernandez (2019) also discussed how organisational performance is improved by implementing worldwide administrative advancements. However, the capacity to adapt swiftly in unexpected and difficult circumstances demonstrates employees' commitment to improving performance (Haynie *et al.*, 2020). According to Chávez *et al.* (2021), employee motivation is also a sign of a propensity to act adaptably in the company's interests. As a result, previous studies have shown that behaviour and motivation are favourably and significantly related (Lavrijsen *et al.*, 2021). Wan *et al.* (2021) assert that the primary issues relating to behaviour and motivation are still not adequately addressed. Jundt *et al.* (2015) assert that previous scholarly investigations have established a significant correlation between employee motivation and performance. However, limited attention has been given to how employees adapt to sudden work circumstances and the motivational mechanisms that can enhance their performance. Employees must, therefore, exhibit adaptable or flexible behaviours in the present business environment to deal with uncertain scenarios (Al-Dalalmeh *et al.*, 2018; Balay-Odao *et al.*, 2022).

Despite the widely recognised efficacy of employee motivation theories in yielding highly favourable performance outcomes, Saks (2019) contends that a dearth of empirical research is dedicated to exploring this subject matter. According to Wan *et al.* (2021), only a few qualitative and quantitative studies have examined the relationship between adaptive performance and EM. It is crucial to undertake a pragmatic study to examine the association in various workplaces, including the quickly expanding services sector (Kim *et al.*, 2013). Hence, by examining the correlation between AP and EM within the services sector encompassing communications, education, banking, and health, this study aims to contribute to the existing body of literature and enhance the current state-of-the-art knowledge.

## 2.2 The relationship between structural empowerment and adaptive performance

The organisational landscape changed at the beginning of the twenty-first century's first decade (Kurdi *et al.*, 2020). Employee empowerment has been crucial to this shift (Youxuan & Topimin, 2020). Several researchers created and improved the idea of structural empowerment (Gaucher & Chebat, 2019; Khalil & Yozgat, 2021; Khan *et al.*, 2021). Most prior research validated that structural empowerment is crucial to organisational effectiveness (Cziraki *et al.*, 2020). Researchers and practitioners agreed it was a topic that called for more investigation (Gaston *et al.*, 2020; Khalil & Yozgat, 2021; Balay-Odao *et al.*, 2022). According to Laschinger *et al.* (2009) and Gaston *et al.* (2020), the theory of structural empowerment proposes that structural factors within the work organisation greatly impact employee work attitudes and behaviours. However, employees in organisations with structural empowerment have more power and responsibility than those in more conventional work environments (Khan *et al.*, 2021). According to Youxuan and Topimin (2010) and Khalil and Yozgat (2021), empowerment is thought to increase employee engagement, reveal their potential, make them more adaptable to their work environment, and reduce organisational barriers that show responsiveness. According to Yang *et al.* (2017), employees who feel empowered can adapt quickly to changing work environments, have a voice, are highly motivated, and are more dedicated to the organisation's and their workplace's objectives.

According to Khan *et al.* (2021), opportunities for progress, senior leadership support, and autonomy have positively influenced adaptive performance. It was stated that empowered employees can effectively adapt, overcome fatigue, and manage stress in difficult circumstances. On the other hand, the empowerment dimensions all support and enhance adaptive performance (Amor *et al.*, 2021). Mansoori and Ghafurnia (2020) claimed that the advantages of structural empowerment are not always acknowledged. The dissuading elements are more associated with implementation failures (Huntsman *et al.*, 2021). One of the most important employee qualities may be adaptability. Song (2021) asserts that empowered workers are more adaptable and more eager to change their organisational techniques to suit their environment than non-empowered workers. According to Gaucher and Chebat (2019), the relationship between structural empowerment and adaptation had modest empirical evidence regarding decision-making and autonomy and strong empirical support regarding empowerment (Lee *et al.*, 2018; Song, 2021). Similarly, Rousseau and Aubé (2020) stated that empowerment frameworks give access to particular skill sets and knowledge to help individuals make wise improvisational decisions in tumultuous circumstances.

According to earlier research, empowerment frameworks help individuals and organisations achieve their goals (Huntsman *et al.*, 2021). For instance, enhanced employee dedication, performance, adaptability, and greater job satisfaction and employee morale are all examples of good individual empowerment outcomes (Saifullah *et al.*, 2015). However, better organisational performance, adaptability, and resilience are considered beneficial organisational outcomes, according to Harcourt and Ateke (2018). However, there is very little study on structural empowering practices that enhance adaptive performance in response to any challenging circumstance that business organisations encounter because of the pandemic's rising duties and some complicated dangers (Huntsman *et al.*, 2021). Hence, the primary objective of this research is to examine the influence of structural empowerment and employee motivation on adaptive performance, with knowledge hoarding as a mediating factor. According to an earlier study, high degrees of flexibility are linked to better adaptive performance and satisfaction (Gaucher & Chebat, 2019; Kurdi *et al.*, 2020; Amenuvor *et al.*, 2021).

## 2.3 The relationship between knowledge hoarding and adaptive performance

Holten *et al.* (2016) define knowledge hoarding as the recognition by an individual within a workforce that their knowledge transitions into personal intellectual property. As a result, they do not want to distribute it to other employees or keep it to themselves. Jabeen *et al.* (2020) believe that KH,

as a concept, possesses unique characteristics that differentiate it from other conceptions, such as knowledge concealing and unproductive workplace behaviour. Webster *et al.* (2008) said that the emphasis of knowledge hoarding is the knowledge that has been amassed but is not needed by other people. Knowledge hoarding is an unfavourable element of knowledge management (Holten *et al.*, 2016). Knowledge management is no longer a hidden practice; it encourages employee creativity and productivity. However, the mediating role of KH in various circumstances or interactions is still largely unknown (Jabeen *et al.*, 2020). Hence, the main aim of this research is to determine the role of KH in mediating the impact of employee empowerment and motivation on adaptive performance. According to Almahamid *et al.* (2010), knowledge hoarding has been found to have a statistically significant and adverse impact on situational or flexible performance.

Al-Abbadi *et al.* (2020) discovered a statistically significant link between employees' flexibility and knowledge sharing. Additionally, they emphasized how essential it is for workers to be adaptable to successfully navigate dramatic, unanticipated, and unplanned shifts in their environment. Today's corporate climate is changing quickly. Instead of seeing this chaotic and tumultuous environment as a danger, workplaces can see it as an opportunity to thrive in uncertain conditions (Jabeen *et al.*, 2020). Workplaces must swiftly adapt to new, unforeseen circumstances.

In contrast to knowledge sharing, knowledge hoarding is a significant factor that negatively impacts how well employees and organisations can adapt to the rapidly changing business environment (Jabeen *et al.*, 2020). It also negatively impacts creativity, innovation, and improvisation (Al-Abbadi *et al.*, 2020). Knowledge hoarding is thought to negatively affect employees' adaptive behaviour in the current study (Holten *et al.*, 2016). To the researcher's knowledge, no empirical study has linked knowledge-hoarding behaviours to employees' flexibility as a mediator (Jabeen *et al.*, 2020). The following hypotheses are drawn based on this discussion:

**Hypothesis 1:** Employee motivation has a significant negative relationship with knowledge hoarding.

**Hypothesis 2:** Employee motivation will significantly and positively affect employees' adaptive performance.

**Hypothesis 3:** Structural empowerment will significantly and negatively affect knowledge hoarding.

**Hypothesis 4:** Structural empowerment will significantly and positively affect employees' adaptive performance.

**Hypothesis 5:** Knowledge hoarding and adaptive performance are negatively associated.

**Hypothesis 6:** The relationship between adaptive performance and employee motivation is mediated by knowledge hoarding.

**Hypothesis 7:** The relationship between structural empowerment and adaptive performance is mediated by knowledge hoarding.

## 2.4 Conceptual framework

Laschinger *et al.* (2009) and Gaston *et al.* (2020) assert that structural empowerment posits that work organisations' structural elements significantly influence employee work behaviours and attitudes. On the other hand, workers in organisations with empowerment frameworks confer more responsibility and authority on their employees than in the standard work setting (Holten *et al.*, 2016).

This study aims to enhance the current body of research on employee adaptability by examining the influence of structural empowerment, including factors like access to job resources, job autonomy, and employee motivation, on predicting adaptive performance. As a result, this research extends the scope of the existing body of research on the adaptability of employees. The research model depicted in Figure 1 illustrates the hypothesised links of the research, which aims to study the connection between adaptive performance, structural empowerment, knowledge hoarding, and employee motivation.

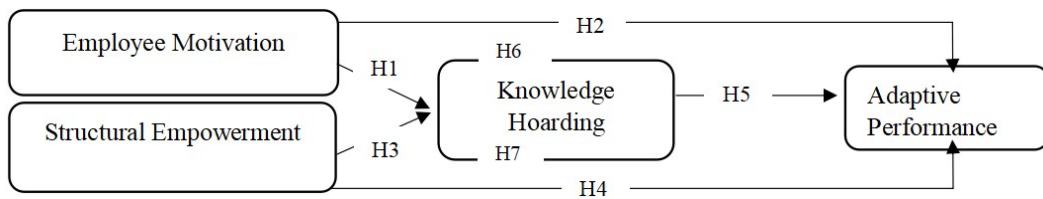


Figure 1 Conceptual framework

### 3. Research methodology

A positivistic research approach is used to fulfil the study's goals and analyse the data using a large sample size (Bougie & Sekaran, 2019). For this quantitative research design, the positivist paradigm was used because, according to this research paradigm, the researcher's responsibility is limited to gathering and interpreting data impartially or objectively.

#### 3.1 Sample and population

The services sector in Turkey was divided into four sub-sectors for this study. The area included the telecommunications industry (Turk Telekom, Vodafone, and Turkcell). The banking sector consisted of several banks (DenizBank, Garanti BBVA Bank, Ak Bank, and Halkbank); the educational sector consisted of universities (public, semi-governmental, and private); and the health industry, which consisted of both private and public hospitals. The core respondents of the study were employees of service-related businesses working in several cities across Turkey, and data were collected from these individuals. For this research, 600 questionnaires were distributed to respondents. This study uses a technique called probability sampling, which involves taking samples at random.

#### 3.2 Data collection

A well-structured online questionnaire was used as the primary instrument for collecting data. Sending online questionnaires to the people who participated in the study allowed for the collection of data to be carried out. The total number of questionnaires sent out was 600, and 475 responses were considered valid for the study, resulting in an overall response rate of 79.17%. To test hypotheses, cross-sectional data analysis was utilised, which is widely regarded as the most reliable method.

#### 3.3 Measures

In the ongoing research, five components comprise the measurements used to estimate constructs. Following the demographics section came the first portion of the instrument, which comprised EM that was assessed using the scale Carmona-Halty *et al.* (2019) provided. The second study component comprises the structural empowerment scale developed by Laschinger *et al.* (2009). In this study, the knowledge hoarding measuring scale developed by Bilginolu (2019) is utilised and included in the questionnaire's third section. The final component of the questionnaire used the adaptive performance measure, as derived from the study conducted by Koopmans *et al.* (2013).

#### 3.4 Data analysis

With the help of CFA, the hypothesised measurement model, which included employee motivation, structural empowerment, knowledge hoarding, and adaptive performance, was authenticated or validated. Subsequently, the researcher employed the structural equation modelling (SEM) technique to examine and evaluate the proposed hypotheses. Covariance-based SEM is preferred because the existing theories are tested in this study, whereas variance-based SEM is used in the case of exploratory studies. Besides, this study aims to have the goodness of fit. Therefore, covariance-based SEM is preferred (Bougie & Sekaran, 2019).

Tools of SPSS 23 and ADANCO 2.2.1 were utilised in the process of data analysis. ADANCO is preferred over AMOS because it is a user-friendly software for confirmatory composite and composite-based SEM analysis. It implements various estimators like PLS-SEM, ordinary least squares

regression, and PLS modelling. It has features such as goodness of fit, easy graphical user interface, ease of application, and advanced bootstraps (Bougie & Sekaran, 2019).

## 4. Results

### 4.1 Demographics

Using SPSS, it was feasible to compute the demographics of the current study, which used a sample size of 475 responses overall. Male respondents comprise 66.95% (318), while female respondents comprise 33.05% (157). 40-49 respondents make up 5.26% (25), 30-39 respondents make up 21.26% (101), and 20-29 respondents make up 73.48% (349), respectively. According to job status, 332 respondents hold non-managerial roles, making up 68.89%, while the remaining 143 respondents, or 30.11%, hold managerial positions. Regarding work experience, 123 respondents—or 25.89% of the total—have less than two years' worth of experience, while 164 respondents—or 34.53%—have between two and five years' worth of experience. The response rate for respondents with 5 to 10 years of experience is 37.26% (177), while the response rate for respondents with more than 10 years of experience is 2.32% (11). According to the sector, 148 from the private sector (31.16%) responded, and 327 respondents from the public sector (68.84%) responded to the survey questionnaire. According to the respondents' sectors, the financial services sector has 42 (8.84%), the health care sector has 39 (8.21%), the education sector has a high response rate of 38.74% (184), the telecommunications sector has 51 (10.74%), the hospitality sector has 119 (25.05%), and the others sector has 40 (8.42%) respondents.

### 4.2 Data normality analysis

Table 1 Correlation and descriptive analysis

Variables	Mean	SD	Skewness	Kurtosis	SE	EM	KH	AP
SE	3.48	0.49	-0.57	0.21	1.00			
EM	3.58	0.51	-0.59	0.29	.356**	1.00		
KH	3.82	0.48	-0.65	0.47	-.563**	-.478**	1.00	
AP	3.66	0.43	-0.78	1.10	.544**	.534**	-.595**	1.00

Notes: \*\*2-tailed correlation shows the significance level at the 0.01 (1%).

Based on the observed values of Skewness and Kurtosis falling below the established thresholds of +1 and -1, as well as +3 and -3, respectively, it is evident, as indicated in Table 1, that the dataset exhibits a normal distribution. Consequently, the data can be investigated further (Bougie & Sekaran, 2019). However, correlation analysis demonstrates the relationship between the constructs. Table 1 displays Pearson's SE and EM, demonstrating a favourable and significant association ( $r = 0.356$ ). The SE and KH have a strong negative correlation ( $r = -0.563$ ) and are associated negatively. SE and AP have a significant and positive relationship ( $r = 0.544$ ). At a significance level of 0.01, the variable EM has a statistically significant negative connection with the variable KH ( $r = -0.478$ ). EM and AP have a strong and favourable relationship ( $r = 0.534$ ). KH and AP have a substantial negative relationship ( $r = -0.595$ ) at the 0.01 level.

### 4.3 Convergent validity and overall reliability of the constructs

Table 2 Convergent validity and overall reliability of the constructs

Constructs	$R^2$	Jöreskog's rho	( $\alpha$ )	AVE
Employee Motivation		0.9349	0.8991	0.8156
Knowledge Hoarding		0.8896	0.8456	0.7267
Adaptive Performance		0.9076	0.8591	0.7782
Structural Empowerment	0.442	0.9256	0.8671	0.7612

Cronbach's Alpha values were calculated to determine the overall model reliability, and a reliability of 0.7 or higher is regarded as satisfactory (Bougie & Sekaran, 2019). By achieving the Cronbach alpha threshold requirements, Table 2 demonstrates the consistency of all the constructs (SE, EM, KH, and AP). The questionnaire's overall reliability was 0.918, which is favourable and indicates the items' excellent internal consistency. According to Bougie and Sekaran (2019), Jöreskog's rho value ( $\rho_c$ ), often considered 0.7 or higher, was used to assess the consistency and uniformity of the model. Table 2 displays all the values within the acceptable range, indicating that the model is deemed acceptable. The calculation of convergence validity involves the utilisation of average variance extracted (AVE) values. The lowest AVE value for the current study is 0.7267, which is over the model's validity acceptance threshold of 0.5. The loadings of the related construct are shown in Table 3 below:

Table 3 Loadings

Indicators		SE	EM		KH	AP
SE	Q1	0.8563		KH	Q7	0.7998
	Q2	0.9156			Q8	0.9420
	Q3	0.8984			Q9	0.8185
EM	Q4		0.9188	AP	Q10	0.8945
	Q5		0.9523		Q11	0.8642
	Q6		0.8851		Q12	0.8971

### 4.4 Discriminant validity

Table 4 Discriminant validity

Constructs	KH	AP	EM	SE
KH	0.7236			
AP	0.3642	0.7290		
EM	0.1936	0.2185	0.8042	
SE	0.4644	0.3194	0.1783	0.7758

Table 4 displays the study variables' discriminant validity according to Fornell-Larcker's criteria. It empirically assesses the distinctions between the constructs and the extent to which one differs (Bougie & Sekaran, 2019). The diagonal values of each construct in Table 4 provide evidence for the discriminant validity when acceptance conditions are met.

### 4.5 Multicollinearity test

The results of the multicollinearity (MC) test are presented in Table 5. The presence of MC poses a significant challenge to the statistical significance of predictor variables, highlighting its crucial nature. The relative importance of the predictor factors is also hampered by explaining the variation. If the value of VIF is less than 5, we cannot identify MC; nevertheless, if VIF is between 5 and 10, there is a moderate MC problem (Bougie & Sekaran, 2019). However, when the VIF number is below 10, there is a major MC issue. The current study underwent a multicollinearity test, and the results indicate that there is no MC problem because all VIF values were less than 5.00.



Table 5 Collinearity statistics

Study Variables	Tolerance Value	VIF
SE	0.741	1.321
EM	0.735	1.412
KH	0.636	1.512

#### 4.6 Problem of endogeneity

The fundamental problem while performing research is endogeneity. Endogeneity issues manifest when the independent variables in a regression model are correlated with the residual term, resulting in parameter estimates that are inconsistent and inaccurate (Bougie & Sekaran, 2019). Nevertheless, statisticians and researchers consistently endeavour to mitigate the issue of endogeneity by employing a robust methodology or proactively avoiding this obstacle. The endogeneity problem can be reduced by employing several methods or solutions. To mitigate the simultaneity problem, a major source of endogeneity in the present study, the researcher implemented a lagged independent variable (EM, SE) as a remedial measure. Another solution to the endogeneity issue is to use control variables. One potential approach for mitigating the endogeneity concern is to minimise the influence of a third variable that concurrently influences both the predictor and criterion variables. This can be achieved by modifying the signs of the variables under investigation (Antonakis *et al.*, 2014). In essence, the endogeneity problem can be solved by applying several solutions.

##### 4.6.1 Goodness of model fit

The analysis findings indicate that the model's overall fitness is satisfactory. This is supported by three statistical values:  $d_{ULS} = 0.5351$ , SRMR ( $0.0623 < 0.08$ ), and  $d_G = 0.3450 < 95\%$  of its bootstrap quartile (Bougie & Sekaran, 2019). Table 6 indicates the model fitness values of the measurement and structural models. All the values show the goodness of fit because they are within the standard thresholds given by Hu and Bentler (1999).

Table 6 Goodness of model fit

Model Fit Indices	Measurement Model	Structural Model	Thresholds
CMIN/D.F	2.345	2.160	$\leq 5$
CFI	0.91	0.92	$\geq 0.90$
GFI	0.90	0.91	$\geq 0.90$
AGFI	0.87	0.88	$\geq 0.80$
RMSEA	0.068	0.053	$\leq 0.08$

#### 4.7 Hypothesis testing

The structural model depicted in Figure 2 was constructed utilising the ADANCO 2.2.1 software to investigate the association between the variables after evaluating the adequacy of the model's fit. The results of the hypothesis testing are shown in Table 7, along with the direct and indirect impacts. According to Table 7, seven hypotheses were established and accepted since they strongly relate to one another.

H1 indicates the effect of employee motivation on knowledge hoarding in Table 7. The study's findings revealed a substantial negative association between employee motivation and knowledge hoarding. The regression analysis yielded a beta value of -0.1937, indicating the strength and direction of the relationship. Additionally, the p-value of 0.0000 suggests a high level of statistical significance, further supporting the robustness of the observed correlation. H1 is, therefore, approved. The effect of employee motivation on AP was confirmed by H2 ( $\beta = 0.2181$  and  $p = 0.0000$ ).

Given that the p-value is less than 0.01 and the results are significant and positive. As a result, hypothesis H2 is confirmed. H3 looked into the impact of knowledge hoarding on structural empowerment. The obtained beta coefficient of -0.6359 and the p-value of 0.0000, less than the predetermined significance level of 0.01, support the finding of a significant negative relationship

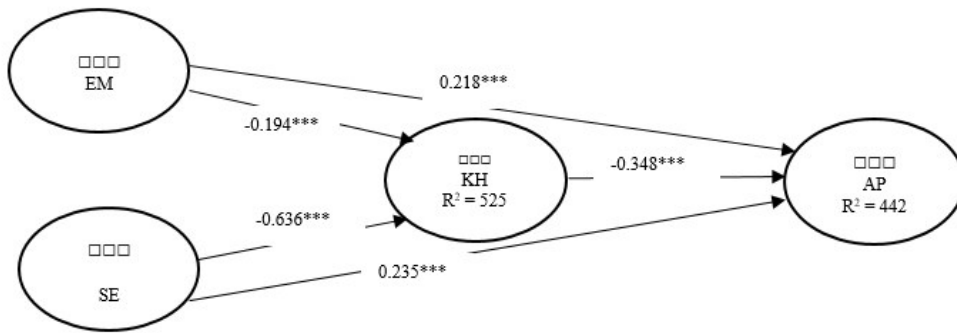


Figure 2 Structural model

Notes: \*\*\*:  $p < .001$ , \*\*:  $p < .01$ .

Table 7 Hypothesis testing outcomes

Hypothesis	Direct Effect	Standard Bootstrap result						
		Original Coefficient	Mean	Standard Error	t-value	2-sided p-value	1-sided p-value	Accepted
H1	EM→KH	-0.1937	-0.1969	0.0280	-5.9451	0.0000	0.0000	Yes
H2	EM→AP	0.2181	0.2154	0.0387	4.4156	0.0000	0.0000	Yes
H3	SE→KH	-0.6359	-0.6563	0.0326	-17.3486	0.0000	0.0000	Yes
H4	SE→AP	0.2352	0.2452	0.0493	5.1460	0.0000	0.0000	Yes
H5	KH→AP	-0.3480	-0.3567	0.0429	-8.0598	0.0000	0.0000	Yes
	Indirect Effect		Original coefficient		t-value	p-value	Sig.	Type
H6	EM→KH→AP		0.0654		3.8542	< 0.05 (0.001)	Sig	Partial Mediation
H7	SE→KH→AP		0.2278		6.8596	< 0.05 (0.000)	Sig	Partial Mediation

Source: Author's calculations

between SE and KH. This finding aligns with the hypothesis H3. H4 highlights the impact of SE on AP. The observed impact demonstrates a positive and statistically significant relationship, as evidenced by a  $\beta$ -value of 0.2352 and a p-value of 0.0000 at the 1% significance level. These findings provide support for hypothesis H4. The study conducted in H5 examines the impact of KH on AP. The observed impact is statistically significant at a significance level of 0.1% ( $\beta = -0.3480$ ,  $p$ -value = 0.0001). As a result, H5 is supported by the evidence. The negative  $\beta$ -value, in this case, confirms that KH hinders employee creativity or adaptation, such as adaptive performance. According to H6, KH mediates the connection between EM and AP. The specific and indirect effects are used to examine the mediation effect, and the findings indicated a favourable and substantial effect ( $\beta = 0.0654$ ,  $p < 0.05$ ). H6 is, therefore, approved. Like H6, H7 demonstrates that KH mediates the relationship between AP and SE. The impact is statistically significant and favourable, with a p-value of 0.05 or below, indicating that H7 is accepted.

All these results are consistent with previous findings of researchers such as Amor *et al.* (2021); Fidyah and Setiawati (2020); Almahamid *et al.* (2010); Al-Abbadi *et al.* (2020). Service sector employees work in a competitive and turbulent environment; thus, it is important to examine the antecedents of adaptive performance so that they can perform much better to achieve their organisational goals. The results indicate that their adaptive performance will be enhanced when service sector employees are motivated and structurally empowered.

## 5. Implications, recommendations, and conclusion

### 5.1 Implications of the study

#### 5.1.1 Theoretical implications

This study makes a theoretical contribution to the existing literature on adaptive performance by proposing that business organisations can enhance their workforce's ability to adapt to uncertain and turbulent work environments by implementing and managing structural empowerment. This approach is suggested as an alternative to employing withdrawal behaviour to sustain organisational success and gain a competitive advantage. This study confirms the theory of structural empowerment that structural factors within the work organisation greatly impact employee work attitudes and behaviours (Gaston *et al.*, 2020).

#### 5.1.2 Practical implications for the Turkish service sector

This study posits that the examined antecedents have practical implications for business organisations, policymakers, and practitioners in the Turkish service sector. It provides insights into the factors contributing to good decision-making in turbulent and uncertain settings. This study guides Turkish service sector workers on adopting flexible or adaptable attitudes to deal with unexpected situations in the workplace. Additionally, it helps management achieve a willing frame of mind that maximises sustainability and performance, fostering sustainability-based competitiveness (Fidyah & Setiawati, 2020). Emphasising adaptability might also help change personnel management by enhancing talent retention and improving the Turkish service sector's efficiency (Luo *et al.*, 2021). As a result, a businessperson may adopt an adaptable approach rather than withdraw from the market. Business organisations in the Turkish service sector should be aware of the crucial importance of organisational interventions that foster empowerment and motivation at work and result in greater performance in addition to a practical perspective (Balay-Odao *et al.*, 2022). This study also holds significance for human resource development, highlighting the necessity of incorporating AP into performance evaluations as a component of established criteria. This is particularly relevant given the recent expansion of the concept of adaptive performance to encompass diverse business settings and situations. Consequently, it emphasises the importance of employees' capacity to perceive fluctuations and respond appropriately (Zamri *et al.*, 2021). Performance reviews in the Turkish service sector must also consider swift and timely decisions.

### 5.2 Overall contribution

This study makes a valuable contribution by highlighting hitherto unexamined aspects of adaptive performance, namely those related to certain job attitudes. These job attitudes can predict employees' adaptive performance by utilising the concept of structural empowerment (Zamri *et al.*, 2021). Since adaptability is an imperative necessity in the current chaotic business climate, the current study fills this gap by applying the study's findings to the services sector to improve the adaptive performance of the employees. Additionally, to survive in this cutthroat and unstable corporate climate, service sector companies must help individuals improve their adaptive and routine performance (Hurst *et al.*, 2018).

### 5.3 Future recommendations

Future studies may consider additional factors such as a clear vision, a learning organisation, organisational support, and an environment that fosters innovation and emotional stress. Advanced studies may, however, consider mediating elements like service climate and psychological empowerment. Future research can also consider the results of empowerment and motivation (Curcuruto *et al.*, 2019). In addition, future research should include more nations or industries (large-scale study), as this will help to ensure that the conclusions are highly generalisable (Bougie & Sekaran, 2019).

## 5.4 Discussion and conclusion

The effects of structural empowerment and employee motivation on the adaptive performance of workers in the service sector were tested using an empirical inquiry that was prepared and carried out. On the response variable (AP), the predictor variables (SE and EM) are now being studied for their direct and indirect effects. In the current study, KH serves as a mediator for indirect effects. These indirect and direct effects were investigated using seven hypotheses, and the findings backed them up. In conclusion, this study has shown a strong and statistically significant correlation between structural empowerment, employee motivation, and adaptive performance (H2, H4). These findings suggest that when individuals are dedicated and motivated in their roles and have access to job-specific resources such as information, support, and opportunities, their ability to adapt is enhanced (Li *et al.*, 2019). It will assist in achieving the performance objectives, enhance adaptive performance, or do both. While low employee motivation and structural empowerment tend to favour the knowledge-hoarding perspectives, as demonstrated by the current study's finding that KH and SE have an inverse association, EM appears to have the opposite relationship by supporting the hypotheses H1 and H3, as indicated by the study's finding that negative beta values. Findings confirm KH's negative effect on the AP by demonstrating that H5 is accepted. The earlier researchers back up all of the findings. According to the theory of structural empowerment, employees with strong structural empowerment contribute to higher adaptive performance, according to Ouyang *et al.* (2019); Amor *et al.* (2021). Almahamid *et al.* (2010) argued that knowledge hoarding negatively affects adaptive performance. Al-Dalahmeh *et al.* (2018) and Fidyah and Setiawati (2020) explained that employee motivation results in higher adaptive performance.

The mediator's (KH) indirect effects support partial mediation (H6, H7). Hence, the association between the dependent variable AP and the independent variables SE and EM is influenced by the mediating variable KH. This study explores the significance of dedication, empowerment culture, and a dynamic work environment in fostering adaptability and creativity within an uncertain business environment. It posits that employees who possess flexibility are crucial for the success and stability of business organisations, as they are widely regarded as the foundation of thriving enterprises (Balay-Odao *et al.*, 2022). According to Jabeen *et al.* (2020), knowledge hoarding played a mediating role. Because they, too, discovered a negative and significant influence on knowledge hoarding, the findings of this study are congruent with their findings.

In summary, this study explores adaptive performance from various angles in light of its importance in recent years. It reveals several as-yet-unidentified job-related determinants of adaptive performance. The services sector must improve its adaptive performance to thrive in the modern workplace (Hurst *et al.*, 2018). Consequently, the adaptive performance of employees plays a crucial role in attaining desired organisational goals, including effectively managing change, fostering organisational learning, and successfully addressing evolving environmental demands (Hein *et al.*, 2021; Balay-Odao *et al.*, 2022).

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### Declaration of conflicting interests

The author declares that there is no conflict of interest.

### Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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