

EMPOWERING HOTEL EMPLOYEES FOR ADAPTIVE PERFORMANCE: DO TASK CRAFTING AND RESILIENT WORK BEHAVIOR MATTER?

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Abstract: Drawing on the Job Demands–Resources (JD–R) theory, this study examines how psychological empowerment enhances adaptive performance among hotel employees, focusing on the mediating roles of task crafting and resilient work behavior. Data were collected from full-time employees working in five-star hotels in Egypt. A total of 402 valid responses were obtained and analyzed using partial least squares structural equation modeling (PLS–SEM) with WarpPLS 8.0 to assess the measurement and structural models. Mediation effects were tested using a bootstrapping procedure with confidence intervals. The results indicate that psychological empowerment significantly promotes resilient work behavior and encourages employees to engage in task crafting. Task crafting positively influences resilient work behavior and mediates the relationship between psychological empowerment and resilience. Furthermore, psychological empowerment directly enhances employees' adaptive performance, while resilient work behavior partially mediates this relationship. These findings highlight the importance of empowering hotel employees to proactively reshape their job tasks and develop resilience, thereby enhancing their ability to adapt to dynamic work environments. The study contributes to the JD–R literature by integrating task crafting and resilient work behavior as dual mediating mechanisms explaining how psychological empowerment translates into employees' adaptive performance in hospitality settings. In addition, the study offers practical insights for hotel managers seeking to cultivate an empowered and resilient workforce capable of responding effectively to evolving operational demands.

Keywords: psychological empowerment, task crafting, resilient work behavior, adaptive performance, hotel enterprises

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INTRODUCTION

The global hospitality industry, particularly the luxury hotels, operates within an increasingly volatile and competitive environment characterized by heightened service expectations, rapid technological change, and frequent external disruptions (Dutta, 2024; Khairy & Badwy, 2026). Accelerated digital transformation, intensifying competition, and evolving customer preferences have highlighted the necessity for hotel employees who can move beyond efficient routine performance to demonstrate adaptability, proactivity, and the capacity to recover from setbacks (Ye & Chen, 2024; Ng, & Liu, 2025; Teng et al., 2025, Khairy & Salama, 2026). Within this dynamic context, employee behaviors that reflect self-initiative, flexibility, and resilience have become essential organizational capabilities for sustaining service excellence and competitive advantage (Tang et al., 2024; Khairy et al., 2026a,b). Psychological empowerment represents a foundational construct in organizational behavior, capturing an employee's intrinsic motivational state reflected in perceived meaning, competence, self-determination, and impact at work (Spreitzer, 1995; Joo & Jo, 2017). Rather than viewing employees as passive role occupants, psychological empowerment emphasizes individuals' subjective interpretations of their work roles and their sense of agency within organizational systems (Xu et al., 2024). Empowered employees are more likely to take initiative, exercise discretion, and engage actively with their tasks. Empirical evidence increasingly supports the role of psychological empowerment in promoting proactive behaviors and positive performance outcomes in service organizations, including hotels (Jameel, 2025). Nevertheless, much of the existing research emphasizes the direct effects of empowerment on isolated outcomes—such as creativity or organizational commitment (i.e. Ibrahim, 2020; Safari et al., 2020; Alshiha et al., 2025)—while paying comparatively limited attention to the behavioral processes through which empowerment fosters more complex outcomes such as adaptive performance. In particular, the roles of task crafting and resilience as intervening

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mechanisms remain insufficiently examined. Task crafting, a prominent form of proactive work behavior (Shin et al., 2025), refers to employees' self-initiated efforts to modify task boundaries, work relationships, or cognitive perceptions of their jobs to better align work demands with personal strengths, values, and goals (Slemp & Vella-Brodrick, 2013). Unlike traditional, manager-driven job design, task crafting underscores employees' active involvement in shaping their work experiences. This behavior is especially valuable in service environments marked by fluid roles and continuously changing customer expectations. Hospitality research suggests that job crafting contributes positively to employee well-being and engagement (Kristiana et al., 2025); however, empirical investigations into task crafting as a pathway linking psychological empowerment to adaptive outcomes remain limited, particularly within luxury hotel settings (Guo et al., 2024; Khairy et al., 2025a).

Another behavior closely associated with adaptability is resilient work behavior, defined as an individual's ability to withstand adversity, recover from disruptions, and maintain or restore effective functioning under pressure (Näswall et al., 2019). Resilience enables employees to regulate emotional and cognitive responses, cope with stress, and adjust constructively to uncertainty and change (Alnasser et al., 2025; Hasanein et al., 2026). While organizational psychology research consistently demonstrates that resilience supports employee health and performance under demanding conditions (Khairy & Badwy, 2026), its function as a mediating mechanism between psychological resources—such as empowerment—and adaptive performance has received limited attention in hospitality research. This gap is particularly salient in five-star hotels, where service intensity and customer expectations place sustained demands on employees.

Adaptive performance reflects an employee's capacity to modify behavior, acquire new skills, respond creatively, and function effectively in unpredictable or changing work situations (Hartline & Ferrell, 1996). It encompasses both anticipatory behaviors aimed at preparing for change and reactive adjustments made in response to novel challenges (Katsaros, 2025). Given the pace and complexity of change in contemporary hospitality operations, adaptive performance has emerged as a critical determinant of both individual effectiveness and organizational success.

Despite growing interest in psychological empowerment, job crafting, resilience, and adaptive performance, several important gaps persist in the hospitality literature, particularly within luxury hotel contexts and emerging economies such as Egypt. First, although psychological empowerment has been widely linked to positive work outcomes across industries (i.e. Gu et al., 2022; Chompukum & Vanichbuncha, 2025; Huang et al., 2025), limited hospitality research has explicitly examined how empowerment translates into adaptive performance through proactive and resilience-oriented behaviors. Much of the existing work remains focused on discrete outcomes rather than integrative behavioral pathways that connect empowerment to adaptability. For instance, while empowerment has been theoretically associated with increased job complexity and job crafting, empirical evidence tracing these pathways to adaptive performance in hotel settings remains scarce (Tian et al., 2022; Alshiha et al., 2025).

Second, job crafting and resilience are often examined separately, resulting in a fragmented understanding of their individual and combined roles in shaping adaptive performance. Hospitality studies have linked job crafting to outcomes such as engagement and person–job fit—but have rarely extended these analyses to adaptive performance or considered resilience as a complementary mediating mechanism alongside task crafting (Abbas et al., 2023; Coelho et al., 2025).

Third, the majority of empirical evidence concerning psychological resources, job crafting, resilience, and adaptive performance is derived from Western or East Asian contexts or from non-hospitality industries. Research focusing specifically on Middle Eastern or Egyptian luxury hotel environments remains limited, despite the distinct cultural, economic, and organizational characteristics of these settings. Reviews of resilience research in tourism and hospitality acknowledge growing scholarly interest but also point out that much of the literature adopts a sector-wide perspective (e.g., tourism SMEs) rather than focusing on employee-level adaptive and resilient behaviors within luxury hotels (O'Connor et al., 2025).

Finally, although adaptive performance is increasingly recognized as a critical competency in dynamic work environments (Alshehri et al., 2024; Tang et al., 2024; Salama et al., 2025), hospitality research has rarely employed models that integrate multiple mediating behavioral mechanisms linking psychological empowerment to adaptive performance. Studies conducted outside the hospitality domain demonstrate the value of theoretically grounded models that connect empowerment-related resources with proactive and resilient behaviors—such as voice behavior—as antecedents of adaptability (Katsaros, 2025). However, such integrative approaches remain underdeveloped in hospitality research. Drawing on Job Demands–Resources (JD–R) Theory (Bakker & Demerouti, 2007), the present study proposes an integrative framework in which psychological empowerment functions as a key personal resource that stimulates task crafting and resilient work behavior, thereby enhancing employees' adaptive performance. JD–R Theory suggests that personal and job resources foster motivation and enable employees to cope with and respond effectively to changing job demands through positive behavioral strategies. Despite the relevance of this framework, empirical support for such an integrative model within five-star hotel contexts remains limited, providing a strong rationale for the current investigation. Accordingly, this study seeks to advance understanding of how psychological empowerment translates into adaptive performance among employees working in five-star hotels in Egypt. Specifically, grounded in JD–R Theory, the study aims to: (1) examine the direct effects of psychological empowerment on task crafting and resilient work behavior; (2) investigate the influence of task crafting on resilient work behavior; (3) assess the direct impacts of psychological empowerment and resilient work behavior on adaptive performance; (4) test whether task crafting serves as a mediator in the relationship between psychological empowerment and employees' resilient work behavior; and (5) assess whether resilient work behavior functions as a mediator linking psychological empowerment to employees' adaptive performance. By empirically modeling these interconnected behavioral pathways within a luxury hospitality context, this research seeks to refine the resource-based logic of JD–R Theory and provide actionable insights for hotel managers striving to enhance employee adaptability, resilience, and performance in dynamic service environments.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Underpinning Theory

The current study is grounded in the Job Demands–Resources (JD–R) Theory (Bakker & Demerouti, 2007), which provides a comprehensive framework for understanding how employees’ personal and job resources influence work-related outcomes in dynamic environments. JD–R Theory posits that job demands—such as workload, emotional labor, and role complexity—can lead to strain and performance decrements, whereas job and personal resources—including autonomy, self-efficacy, and empowerment—can foster motivation, engagement, and positive behavioral outcomes (Bakker & Demerouti, 2017). Importantly, the theory emphasizes that resources not only buffer the negative effects of job demands but also enable employees to proactively shape their work and develop capabilities that enhance performance (Bakker et al., 2023). In this study, psychological empowerment is conceptualized as a key personal resource that motivates employees to take initiative and exercise discretion in their roles. Psychological empowerment, comprising dimensions of meaning, competence, self-determination, and impact, has been shown to enhance employees’ intrinsic motivation and willingness to engage in proactive behaviors, particularly in service-oriented settings such as luxury hotels (Spreitzer, 1995; Jameel et al., 2025).

From a JD–R perspective, empowerment functions as a resource that equips employees with the psychological capacity to craft their tasks and adapt to changing work demands, thereby bridging the gap between motivation and performance outcomes. Task crafting represents one such proactive behavior, wherein employees actively modify their tasks, relationships, or cognitive perceptions of work to better fit their strengths and interests. Within the JD–R framework, task crafting is viewed as a resource-generating behavior: employees leverage personal resources, such as empowerment, to shape their work in ways that enhance engagement, reduce strain, and ultimately improve performance outcomes (Tims & Bakker, 2010). By incorporating task crafting as a mediator, the model addresses the motivational pathway through which empowerment translates into resilient work behavior, highlighting the active role employees play in constructing their work experiences.

Similarly, resilient work behavior can be understood as a personal resource that enables employees to cope with stressors, recover from setbacks, and maintain functional performance under challenging conditions. JD–R Theory suggests that the availability of resources—like empowerment and task crafting—enhances employees’ resilience by strengthening their psychological capacity to respond adaptively to demands (Xanthopoulou et al., 2007). Resilient behaviors not only buffer against the strain associated with high job demands but also promote adaptive performance, defined as the ability to modify behavior, learn new skills, and respond effectively to unpredictable work situations. By integrating these constructs within the JD–R framework, the study proposes that psychological empowerment acts as an antecedent resource that motivates task crafting and resilience, which in turn drive adaptive performance in dynamic hotel environments. This resource-based logic aligns with the JD–R model’s dual pathways: (1) the motivational process, whereby personal resources foster proactive behaviors and engagement, and (2) the capability-building process, whereby resources enable employees to develop skills and behavioral adaptability in response to changing demands. Modeling task crafting and resilient work behavior as mediators provides a mechanism for understanding how empowerment is translated into tangible performance outcomes, offering both theoretical and practical insights for luxury hotel management in emerging markets like Egypt.

Psychological Empowerment and Resilient Work Behavior

Psychological empowerment—comprising meaning, competence, self-determination, and impact—represents a personal resource that enhances employees’ intrinsic motivation and proactive engagement in their roles (Spreitzer, 1995). Within the framework of Job Demands–Resources (JD–R) Theory, empowered employees are better equipped to manage high job demands because they possess the cognitive and motivational resources necessary to navigate challenges effectively. Resilient work behavior, defined as the ability to recover from stress, maintain functionality under pressure, and adapt to changing conditions, is particularly crucial in service-intensive environments such as five-star hotels, where employees face unpredictable customer demands and operational stressors (Xanthopoulou et al., 2007).

Empirical evidence suggests that psychological empowerment fosters resilience by increasing employees’ perceived control and self-efficacy, thereby enabling them to recover from setbacks more effectively (Tang et al., 2024). In the context of five-star hotels, empowered employees exhibit higher levels of innovative and proactive behavior, reflecting how autonomy, competence, meaning, and impact enhance adaptive engagement (Dawood et al., 2025). Theoretical perspectives, including self-determination and social exchange theories, further posit that empowerment strengthens employees’ sense of agency and efficacy—key drivers of resilience and effective coping (Hasanein & Elrayah, 2025). Supporting this, hospitality research indicates that resilient employees are more likely to deliver favorable service outcomes and adapt successfully during crises, reinforcing the connection between psychological empowerment and resilient workplace behavior (Xie et al., 2023). Based on this evidence, the study proposes the following hypothesis:

H1: Psychological empowerment positively influences resilient work behavior.

Psychological Empowerment and Task Crafting

Task crafting is a proactive behavior in which employees voluntarily modify the boundaries, relationships, or cognitive perceptions of their work to align with personal strengths and goals (Tims & Bakker, 2010). Employees with high psychological empowerment are more likely to engage in task crafting, as empowerment provides the autonomy, competence, and sense of impact necessary to initiate changes in their roles. Within the Job Demands–Resources (JD–R) framework, such behaviors are conceptualized as resource-generating, whereby employees leverage personal resources to optimize job characteristics and enhance both performance and well-being. Task crafting represents a core dimension of the broader job crafting construct, referring specifically to employees’ proactive efforts to modify the scope, number, or nature of

their job tasks to better align with their skills, preferences, and work demands (Hu et al., 2020). While job crafting encompasses task, relational, and cognitive crafting, the present study focuses specifically on task crafting because it directly reflects employees' proactive adjustments to task structures in response to changing job demands within hospitality work environments. Empirical evidence indicates that psychological empowerment positively predicts proactive job redesign behaviors across industries, including hospitality, where employees frequently encounter dynamic and unpredictable work demands (Tian et al., 2022). Hospitality research further emphasizes the link between empowerment and proactive behaviors: job crafting in these settings is facilitated by supportive work environments and autonomy, and it yields outcomes such as proactive behavior and enhanced performance, all conceptually tied to empowerment (Coelho et al., 2025; Pinheiro et al., 2025). Additionally, a recent service industry study, including hospitality contexts, found that psychological empowerment significantly predicts job crafting, which in turn contributes to improved job performance (Abukhalifa & Kamil, 2025). Based on this evidence, the study proposes the following hypothesis:

H2: Psychological empowerment positively influences employees' task crafting.

Task Crafting and Resilient Work Behavior

Task crafting enables employees to redesign their work to better align with their strengths, interests, and work conditions, which in turn strengthens their capacity to cope with stress and adapt to challenges (Letona-Ibañez et al., 2019). By proactively modifying tasks, employees can reduce role conflict, enhance control over their workload, and develop skills that improve resilience (Katsaros, 2025). This is particularly relevant in luxury hotel settings, where frontline staff face constant variability in customer needs; task crafting provides both psychological and functional buffers that enhance resilient work behavior. Evidence from hospitality and organizational behavior research underscores the role of job crafting in promoting resilience and innovation among hotel employees. Notably, a 2024 study found that collaborative job crafting positively impacts both resilience and innovative behaviors, whereas individual job crafting may yield more variable outcomes (Soliman et al., 2024). Grounded in established job crafting theory, proactively altering one's tasks enhances adaptability and meaningful engagement—core components of resilient work behavior. Based on this evidence, the study proposes the following hypothesis:

H3: Employees' task crafting positively influences resilient work behavior.

Mediating Role of Task Crafting

While psychological empowerment can directly enhance resilient work behavior, its effect may also operate indirectly through task crafting. Empowered employees are more likely to modify their tasks to align with personal strengths, thereby improving their capacity to adapt and recover under pressure (Huntsman et al., 2021). In this way, task crafting serves as a mechanistic pathway, translating the motivational benefits of empowerment into resilience-enhancing behaviors. Prior research emphasizes that proactive job crafting mediates the relationship between personal resources and adaptive outcomes in service-oriented industries (Tian et al., 2022). Evidence from hospitality and broader service contexts further demonstrates that job crafting mediates the effect of empowerment on performance outcomes (Abukhalifa & Kamil, 2025). Consistent with the broader job crafting literature, task crafting is identified as a key mechanism through which psychological resources, such as empowerment, are converted into adaptive and innovative behavioral outcomes. Based on this evidence, the study proposes the following hypothesis:

H4: Task crafting positively mediates the relationship between psychological empowerment and resilient work behavior.

Psychological Empowerment and Adaptive Performance

Adaptive performance refers to employees' ability to modify their behavior, acquire new skills, and respond effectively to unexpected challenges in the workplace (Katsaros, 2025). Within the framework of Job Demands–Resources (JD–R) Theory, psychological empowerment functions as a key personal resource that equips employees with the motivation and capability to meet changing demands. Empowered employees perceive greater control over their work environment, are more confident in decision-making, and are better able to adjust to novel circumstances, making them more likely to demonstrate adaptive performance (Llorente-Alonso et al., 2024). Empirical evidence from hospitality contexts supports this link: empowered employees exhibit enhanced learning, flexibility, and responsiveness to service challenges, highlighting the practical relevance of empowerment for adaptive performance (Peng et al., 2022; Hoang & Le, 2025). Although the direct relationship between empowerment and adaptive performance in hospitality has received limited attention, related constructs provide supporting evidence. Psychological capital—which shares core elements with empowerment, such as hope, confidence, resilience, and optimism—significantly predicts adaptive performance among hotel employees, underscoring the importance of empowerment's underlying psychological resources (Luo et al., 2022). Further, research in Greek hotels indicates that adaptive performance increases when employees are encouraged to exercise voice and are supported by empowering leadership behaviors (Katsaros, 2025). Based on this evidence, the study proposes the following hypothesis:

H5: Psychological empowerment positively influences employees' adaptive performance.

Resilient Work Behavior and Adaptive Performance

Resilient work behavior equips employees with the capacity to maintain performance under pressure and recover from setbacks, directly contributing to adaptive performance. Employees who demonstrate resilience are better able to adjust their skills and strategies to meet evolving work demands, including unexpected customer needs or operational disruptions in luxury hotels (Tang et al., 2024). Within the framework of Job Demands–Resources (JD–R) Theory, personal resources such as resilience enable employees to cope effectively with high job demands while sustaining

performance. Empirical evidence supports this link: resilience is a significant predictor of positive behavioral outcomes in hotel settings, including service quality, employee engagement, and task performance, particularly under stressful or crisis conditions (Xie et al., 2023). Complementing this, theory emphasizes that resilient employees are better equipped to navigate change, uncertainty, and evolving guest service demands—core elements of adaptive performance (Hasanein & Elrayah, 2025). Based on this evidence, the study proposes the following hypothesis:

H6: Resilient work behavior positively influences employees' adaptive performance.

Mediating Role of Resilient Work Behavior

Resilient work behavior may serve as a mediator between psychological empowerment and adaptive performance, providing a behavioral pathway through which empowerment translates into employees' flexibility, learning, and responsiveness. While psychological empowerment supplies motivation, confidence, and a sense of control, resilience determines whether employees can convert these resources into actionable adaptive behaviors in response to dynamic workplace challenges (Kuntz et al., 2017). Evidence from organizational and hospitality research supports this mediating role, highlighting resilience as a key mechanism bridging psychological resources and adaptive outcomes (Xie et al., 2023). Although empirical studies directly testing this mediation in hospitality remain limited, prior research provides support for each segment of the proposed mechanism. Psychological empowerment fosters personal resources and proactive work orientations (Hasanein & Elrayah, 2025), while resilience has been linked to adaptive performance in hotel contexts (Xie et al., 2023). The broader organizational behavior literature similarly identifies resilience as a critical mediator through which psychological resources are translated into adaptive work outcomes. Accordingly, the study proposes the following hypothesis:

H7: Resilient work behavior positively mediates the relationship between psychological empowerment and employees' adaptive performance.

The theoretical framework of the study is illustrated below in Figure 1.

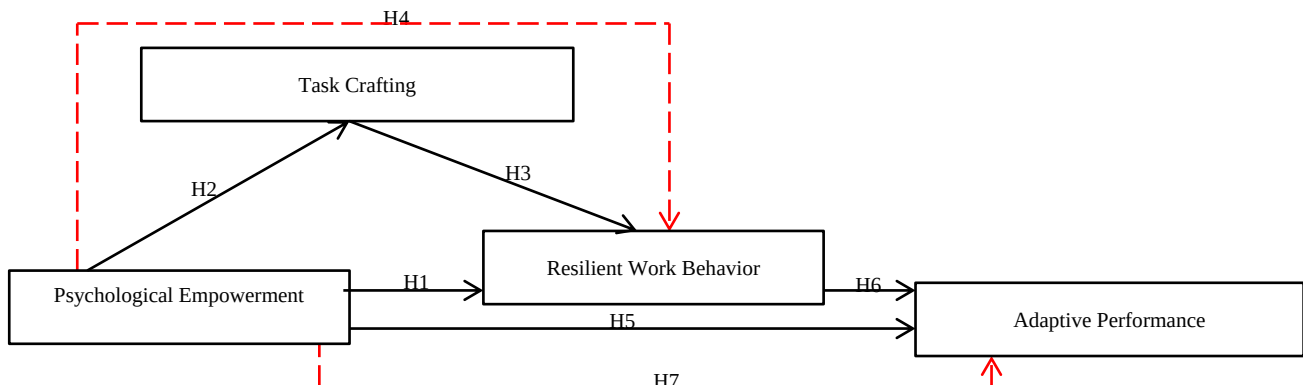


Figure 1. The theoretical framework of the study (Source: authors own work)

METHODOLOGY

Research Instrument

Data were collected using a structured questionnaire consisting of two main parts. The first part assessed the study's latent variables through 36 measurement items (see Appendix A), while the second part gathered respondents' demographic characteristics, including gender, age, and level of education. All variables were measured using well-established and previously validated scales drawn from the literature. Psychological empowerment was operationalized using a 12-item scale developed by Spreitzer (1995). Adaptive performance was measured with ten items adapted from Hartline & Ferrell (1996). Task crafting was assessed using a five-item scale proposed by Slemp & Vella-Brodrick (2013), whereas resilient work behavior was evaluated through nine items adapted from Näswall et al. (2019). To ensure linguistic equivalence and conceptual consistency, the questionnaire was translated from English into Arabic following Brislin's (1980) back-translation procedure. Two bilingual specialists conducted the forward translation, after which an independent group translated the instrument back into English to verify accuracy. The questionnaire was subsequently reviewed by three academic scholars and six hotel industry professionals, who confirmed its clarity and content validity. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Study Context and Sampling

The target population comprised full-time employees working in five-star hotels located in the Greater Cairo region of Egypt. This setting provides a suitable context for examining empowerment and adaptive performance, given the highly competitive, dynamic, and service-oriented nature of the hospitality industry (Khairy et al., 2025b). Employees in this sector routinely encounter varied guest expectations, operational pressures, and rapidly evolving market conditions, which necessitate adaptability, initiative, and resilience (Alshiha et al., 2025).

Due to practical constraints and the geographical dispersion of hotels, convenience sampling was adopted. Data were collected between September and October 2025 after obtaining verbal consent from hotel management and human resources departments. Questionnaires were administered on-site, and respondents were informed that participation was voluntary, responses would remain confidential, and findings would be reported only in aggregate form.

According to the Egyptian Ministry of Tourism and Antiquities (2022), the Greater Cairo region includes 30 five-star hotels. A total of 550 questionnaires were distributed across 22 hotels, resulting in 402 usable responses and a response rate of 73.1%. Based on the guideline proposed by Hair et al. (2010), which recommends a minimum sample size of 360 for a model containing 36 indicators, the final sample size was deemed adequate for subsequent analysis. All participants had at least one year of professional experience, ensuring adequate exposure to and understanding of their organizational environment, consistent with Morrison's (1993) observation that workers typically adapt to organizational culture within six months.

Data Analysis and Statistical Procedures

Data analysis was conducted using WarpPLS version 8.0. Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to evaluate both the measurement and structural models. This approach is particularly appropriate for testing complex theoretical models, accommodating non-normal data distributions, and producing robust estimates with small to medium sample sizes (Hair et al., 2017). To examine the potential presence of common method variance (CMV), several diagnostic tests were performed. Harman's single-factor test revealed that no single factor explained more than 50% of the total variance. In addition, variance inflation factor (VIF) values for all constructs were below the threshold of 3.3, indicating that multicollinearity and CMV were unlikely to bias the study's results.

RESULTS

Participants' profile

Table 1 and Figure 2 present the demographic profile of the 402 hotel employees who participated in the study. Male respondents constituted a larger proportion of the sample (58.71%) compared to female respondents (41.29%).

Table 1. Demographic Characteristics of the Respondents (N = 402)

Demographic Variable	Category	Frequency	Percent (%)
Gender	Male	236	58.71
	Female	166	41.29
Age	Under 30 years	89	22.14
	30-44 years	198	49.25
	45-60 years	115	28.61
Education	High school or below	58	14.43
	Undergraduate degree	274	68.16
	Postgraduate degree or above	70	17.41

With respect to age distribution, the largest group of employees fell within the 30–45 age range (49.25%), followed by those aged between 45 and 60 years (28.61%), whereas participants younger than 30 years represented 22.14% of the sample. In terms of educational attainment, most respondents possessed a bachelor's degree (68.16%).

The remaining participants reported either a postgraduate qualification or higher (17.41%) or a high school diploma or lower (14.43%). Moreover, all respondents had a minimum of one year of work experience, indicating sufficient familiarity with their organizational context.

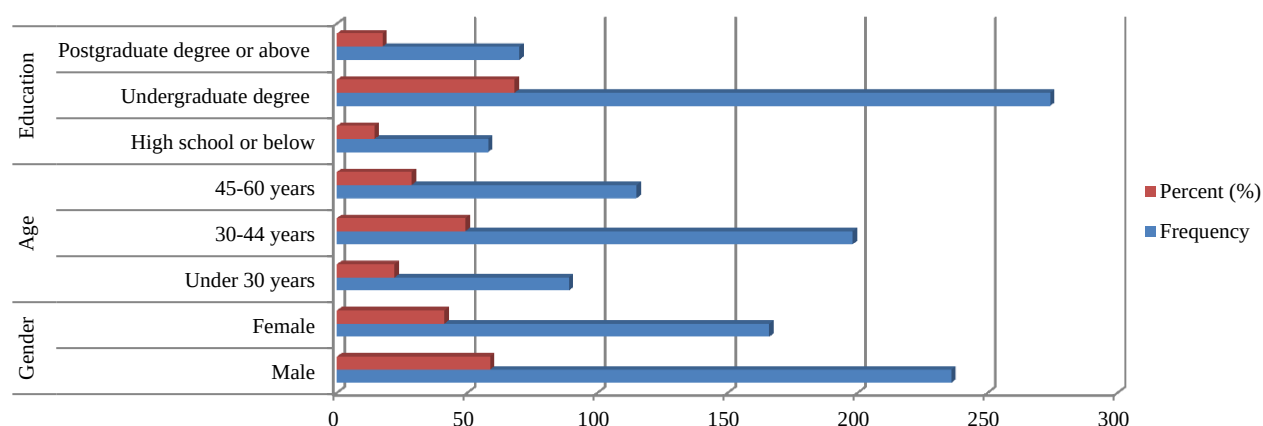


Figure 2. Demographic Distribution of Respondents

Measurement model

Table 2 reports the psychometric properties of the study constructs, demonstrating satisfactory reliability and validity. All indicator loadings were generally above the recommended threshold (>0.60), indicating that the items adequately represented their respective constructs. Psychological empowerment showed strong internal consistency, with high composite reliability and Cronbach's alpha values, as well as an acceptable average variance extracted, supporting convergent validity. Adaptive performance also exhibited excellent reliability and validity, reflected in high reliability coefficients and a solid AVE value. Similarly, task crafting demonstrated robust measurement properties, with strong factor loadings and the highest AVE among the constructs. Resilient work behavior likewise met reliability and validity criteria,

with acceptable loadings and consistency measures. In addition, all variance inflation factor values were within acceptable limits, suggesting that multicollinearity was not a concern. Following Hair et al. (2021, pp. 77), although AP10 exhibits a relatively lower loading (0.542), it was retained because all constructs already exceed the recommended thresholds for composite reliability (CR>0.70) and average variance extracted (AVE>0.50), ensuring adequate measurement quality.

Table 2. Results of psychometric properties

Construct	Indicators	Loading	CR	CA	AVE	VIF
Psychological Empowerment (PE)	PE1	0.735	0.920	0.905	0.533	3.295
	PE2	0.749				
	PE3	0.763				
	PE4	0.736				
	PE5	0.771				
	PE6	0.710				
	PE7	0.768				
	PE8	0.703				
	PE9	0.695				
	PE10	0.724				
	PE11	0.687				
	PE12	0.715				
Adaptive performance (AP)	AP1	0.831	0.935	0.922	0.593	1.862
	AP2	0.744				
	AP3	0.787				
	AP4	0.744				
	AP5	0.844				
	AP6	0.786				
	AP7	0.822				
	AP8	0.810				
	AP9	0.747				
	AP10	0.542				
Task crafting (TC)	TC1	0.821	0.914	0.883	0.680	2.767
	TC2	0.819				
	TC3	0.807				
	TC4	0.846				
	TC5	0.830				
Resilient Work Behavior (RWB)	RWB1	0.687	0.907	0.884	0.521	1.934
	RWB2	0.740				
	RWB3	0.677				
	RWB4	0.774				
	RWB5	0.710				
	RWB6	0.701				
	RWB7	0.760				
	RWB8	0.716				
	RWB9	0.722				

Table 3. Correlation Matrix with Square Roots of AVEs on the Diagonal\

Construct	PE	AP	RWB	TC
Psychological Empowerment (PE)	0.730			
Adaptive performance (AP)	0.611	0.770		
Resilient Work Behavior (RWB)	0.621	0.614	0.721	
Task crafting (TC)	0.598	0.522	0.567	0.825

Table 4. Heterotrait–Monotrait (HTMT) Ratios for Discriminant Validity

Construct	PE	AP	RWB	TC
Psychological Empowerment (PE)				
Adaptive performance (AP)	0.679			
Resilient Work Behavior (RWB)	0.699	0.679		
Task crafting (TC)	0.683	0.586	0.644	

Note: HTMT ratios below 0.90 indicate acceptable discriminant validity, while values below 0.85 reflect a more conservative criterion.

Table 3 presents the inter-construct correlation matrix along with the square roots of the average variance extracted (AVE) on the diagonal. Consistent with the Fornell–Larcker criterion, each construct's AVE square root exceeds its correlations with other constructs, indicating satisfactory discriminant validity. Psychological empowerment shows moderate positive correlations with adaptive performance, resilient work behavior, and task crafting, suggesting meaningful relationships while remaining conceptually distinct. Adaptive performance is also moderately associated with resilient work behavior and task crafting. Overall, the results confirm that the constructs are related yet sufficiently differentiated, supporting the validity of the measurement model. Table 4 presents the heterotrait–monotrait (HTMT) ratios used to evaluate

discriminant validity among the study constructs. All HTMT values fall below the recommended cutoff of 0.90 and also satisfy the more stringent threshold of 0.85, indicating adequate discriminant validity. This indicates that psychological empowerment, adaptive performance, resilient work behavior, and task crafting are empirically distinct from one another. Overall, the results provide strong support for discriminant validity within the measurement model.

Model fit

Appendix B reports the model fit and quality indicators used to assess the adequacy of the proposed research model, following the evaluation guidelines recommended by Kock (2021). The findings demonstrate robust overall model performance, as the average path coefficient, average R-squared, and average adjusted R-squared were all statistically significant ($p < 0.001$) and exceeded the suggested benchmark values. No collinearity issues were detected, given that both the average block variance inflation factor (VIF) and the average full collinearity VIF remained within acceptable and ideal thresholds. The Tenenhaus goodness-of-fit index indicated a strong overall model fit. Furthermore, all quality metrics—including the Simpson's paradox ratio, R-squared contribution ratio, statistical suppression ratio, and nonlinear bivariate causality direction ratio—met or surpassed their respective ideal criteria, suggesting stable and reliable causal relationships within the model. Finally, the residual-based measures (SRMR and SMAR) were below the recommended cutoff values, providing additional support for the model's satisfactory fit and predictive accuracy.

Structural model and hypotheses testing

Table 5 and Figure 3 summarize the direct effects examined in the structural model and provides clear empirical support for all proposed hypotheses. Psychological empowerment shows a significant positive effect on resilient work behavior ($\beta = 0.40$, $p < 0.01$), with an effect size ($f^2 = 0.283$), confirming H1. It also exerts a very strong influence on task crafting ($\beta = 0.79$, $p < 0.01$), accompanied by a large effect size ($f^2 = 0.630$), which supports H2 and highlights psychological empowerment as a key antecedent of task crafting. Furthermore, task crafting significantly enhances resilient work behavior ($\beta = 0.42$, $p < 0.01$), with an effect size ($f^2 = 0.302$), providing support for H3.

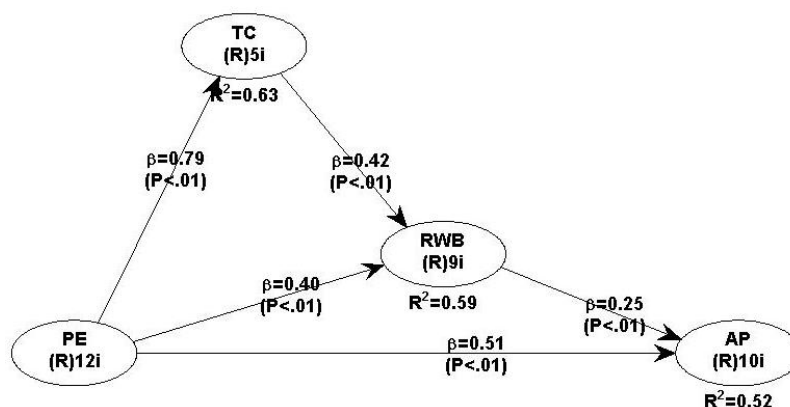


Figure 3. Final Structural Model with Path Coefficients and Significance Levels

Psychological empowerment also has a direct and substantial impact on adaptive performance ($\beta = 0.51$, $p < 0.01$), with a notable effect size ($f^2 = 0.358$), thereby supporting H5. In addition, resilient work behavior positively influences adaptive performance ($\beta = 0.25$, $p < 0.01$), with a smaller yet meaningful effect size ($f^2 = 0.160$), confirming H6. The explanatory power of the model is strong, as indicated by the coefficients of determination.

Psychological empowerment explains 63% of the variance in task crafting ($R^2 = 0.63$), while psychological empowerment and task crafting together account for 59% of the variance in resilient work behavior ($R^2 = 0.59$). Similarly, psychological empowerment and resilient work behavior explain 52% of the variance in adaptive performance ($R^2 = 0.52$), demonstrating the robustness and predictive capability of the structural model.

Table 5. Direct Effects of the Structural Model (TC $R^2 = 0.63$, RWB $R^2 = 0.59$, AP $R^2 = 0.52$)

Structural Path	Path Coefficient (β)	P-values	Effect Size (f^2)	Result
PE $\rightarrow$ RWB	0.40	<0.01	0.283	H1-Supported
PE $\rightarrow$ TC	0.79	<0.01	0.630	H2-Supported
TC $\rightarrow$ RWB	0.42	<0.01	0.302	H3-Supported
PE $\rightarrow$ AP	0.51	<0.01	0.358	H5-Supported
RWB $\rightarrow$ AP	0.25	<0.01	0.160	H6-Supported

Table 6 reports the results of the mediation analysis, conducted using the bootstrapped confidence interval procedure recommended by Preacher & Hayes (2008). The results indicate that task crafting (TC) significantly mediates the relationship between psychological empowerment (PE) and resilient work behavior (RWB; H4). The indirect effect of PE on RWB through TC was 0.332, with a standard error of 0.034, producing a t-value of 9.759. The 95% bootstrapped confidence interval ranged from 0.265 to 0.398, which does not include zero, confirming that the partial mediation is statistically significant. In addition, resilient work behavior was found to significantly mediate the relationship between psychological empowerment and

adaptive performance (AP; H7). The indirect effect was 0.100, with a standard error of 0.035 and a t-value of 2.857. The 95% bootstrapped confidence interval ranged from 0.031 to 0.169, again excluding zero, indicating a statistically significant partial mediating effect. Overall, these findings suggest that both task crafting and resilient work behavior function as key mechanisms through which psychological empowerment exerts its influence on subsequent workplace outcomes.

Table 6. Mediation Analysis Using Bootstrapped Confidence Intervals

Hypo.	Mediation Path	Path a	Path b	Indirect Effect	SE	t-value	95% CI Lower	95% CI Upper	Mediation
H4	PE→TC→RWB	0.790	0.420	0.332	0.034	9.759	0.265	0.398	Yes
H7	PE → RWB → AP	0.400	0.250	0.100	0.035	2.857	0.031	0.169	Yes

DISCUSSION AND IMPLICATIONS

This study investigated the role of psychological empowerment in enhancing adaptive performance among five-star hotel employees in Egypt, focusing on the mediating mechanisms of task crafting and resilient work behavior. Grounded in Job Demands–Resources (JD–R) theory, the findings provide robust evidence that empowering employees fosters proactive behaviors and resilience, which, in turn, enhance their adaptive capabilities in dynamic service environments.

Consistent with theoretical expectations, psychological empowerment was found to significantly and positively influence resilient work behavior. Employees who perceive greater meaning, competence, autonomy, and impact in their roles demonstrate stronger capacities to withstand and recover from workplace challenges. This aligns with JD–R theory, which emphasizes that personal and job resources bolster coping and adaptive behaviors under high-demand conditions. In five-star hotels, where staff routinely encounters high-pressure situations and complex guest expectations, psychological empowerment equips employees with the confidence and motivation necessary to respond effectively and maintain performance under stress. This finding is in line with prior research in hotel and hospitality contexts, which shows that psychological empowerment enhances proactive and empowered behaviors linked to resilience (Tager et al., 2023). Alshiha et al. (2025) similarly report that empowered employees exhibit higher resilience, enabling them to manage workplace challenges effectively. Moreover, Francis & Alagas (2020) suggests that empowerment cultivates autonomy, competence, and self-confidence, which are critical for coping with stressors and adapting to changing work demands.

The study also demonstrated a strong positive effect of psychological empowerment on task crafting. Employees who feel empowered are more likely to proactively modify the scope, methods, and nature of their work to better align with their skills, interests, and organizational goals. Task crafting facilitates role optimization, increases engagement, and builds resources that support both resilience and performance. This finding highlights the proactive dimension of empowerment: when employees perceive control and competence, they actively shape their work environment to foster personal and organizational effectiveness. This result aligns with previous research showing that empowerment encourages employees to engage in proactive behaviors such as job and task crafting (Coehoorn, 2017; Abuzaid et al., 2024). Empowered employees who redesign their tasks are better positioned to leverage strengths and navigate challenges, which, in turn, improves adaptive outcomes. JD–R theory supports this, suggesting that personal resources like empowerment stimulate proactive coping and job redesign behaviors when employees face dynamic work demands. In addition, task crafting was found to positively influence resilient work behavior, confirming its role as a mechanism through which empowerment translates into adaptive capacity.

Employees who proactively adjust and redesign their tasks are better prepared to manage unexpected challenges, maintain focus, and recover from setbacks. This reinforces the JD–R perspective, where job resources, including autonomy and flexibility gained through task crafting, foster resilience by enabling employees to control how they meet job demands. These findings are consistent with prior research demonstrating that proactive task modifications enhance resilience, particularly in demanding work contexts (Munnisunker & Dhanpat, 2025; Voss et al., 2025). In dynamic hotel environments, task crafting enables employees to align their work with strengths and interests, improving motivation, psychological resources, and the ability to adapt to stressors. Moreover, the mediation analysis confirmed that task crafting significantly mediates the relationship between psychological empowerment and resilient work behavior. This suggests that empowerment alone is insufficient; employees must also engage in proactive behaviors to translate empowerment into resilience.

Empowered employees who adjust their tasks are better equipped to cope with challenges and recover from setbacks. This aligns with JD–R theory and prior research emphasizing task crafting as a behavioral mechanism linking empowerment to resilience in service-intensive settings (Slemp & Vella-Brodrick, 2013; Alshiha et al., 2025).

Furthermore, psychological empowerment also positively influenced adaptive performance. Employees who feel empowered can adjust behaviors, acquire new skills, and respond effectively to evolving organizational and customer demands. Resilient work behavior further contributed to adaptive performance, demonstrating that the ability to recover from challenges is critical for flexibility and effectiveness in high-demand service environments. These findings align with prior studies showing that empowerment enhances adaptive performance through both direct and indirect mechanisms. Xu & Zhang (2022) report that empowering leadership improves adaptive performance, often mediated by proactive and resilient behaviors. Similarly, Näswall et al. (2019) and Alshiha et al. (2025) highlight resilience as a critical personal resource that enables employees to maintain performance under dynamic conditions. Khairy & Badwy (2026) also emphasize the mediating role of resilience in enhancing performance outcomes in hospitality settings.

Finally, resilient work behavior was found to partially mediate the relationship between psychological empowerment and adaptive performance. This indicates that empowerment enhances adaptive performance not only directly but also indirectly via resilience. Empowered employees develop greater resilience, which enables them to adapt more effectively to changes and sustain high performance. This dual pathway underscores the importance of fostering both psychological empowerment and resilient behaviors to achieve optimal adaptive outcomes in hotel environments (Näswall et al., 2019; Alshiha et al., 2025).

The findings of this study contribute significantly to the literature on employee empowerment, proactive behavior, and adaptive performance, offering several theoretical implications for organizational behavior and hospitality management research. First, the study advances our understanding of psychological empowerment as a critical personal resource within the framework of Job Demands–Resources (JD–R) theory. While previous research has highlighted the motivational and engagement-related benefits of empowerment, this study demonstrates that empowerment also plays a pivotal role in enhancing resilient work behavior and adaptive performance among employees in high-pressure service environments.

By showing that empowered employees are better equipped to cope with workplace challenges and adapt effectively to change, the findings reinforce the idea that psychological empowerment is not only a motivational resource but also a resilience-enhancing mechanism in the workplace. Second, the study highlights the mechanisms through which empowerment translates into resilience and performance, particularly through task crafting. Although the proactive nature of task crafting has been recognized in organizational research, empirical evidence linking task crafting as a mediator between empowerment and resilient work behavior has been limited, especially in the hospitality sector. The results confirm that empowerment motivates employees to proactively adjust and redesign their tasks, which in turn strengthens their resilience. This extends JD–R theory by illustrating how personal resources can be leveraged through proactive behaviors to buffer against job demands and enhance performance outcomes. Third, the study contributes to the theoretical understanding of resilient work behavior as a mediator between psychological empowerment and adaptive performance. While adaptive performance has traditionally been linked to cognitive flexibility and skill development, these findings suggest that resilience serves as an important conduit through which empowerment enhances employees' ability to respond effectively to dynamic work situations.

This reinforces the notion that adaptive performance is not merely a function of ability or training, but also of the psychological and behavioral resources employees cultivate in response to empowerment. Fourth, the research integrates multiple constructs—psychological empowerment, task crafting, resilient work behavior, and adaptive performance—into a cohesive conceptual model, providing a more comprehensive view of how employee resources and behaviors interact to influence outcomes in service-intensive contexts. By simultaneously examining the direct and indirect pathways, the study clarifies the processes underlying the empowerment–performance relationship and addresses a gap in the literature regarding the mechanisms that connect personal resources to adaptive work outcomes. Finally, the findings extend the application of JD–R theory to the hospitality industry, a context characterized by high variability in guest demands, operational pressures, and service complexity. The results demonstrate that JD–R theory's emphasis on the interaction between resources and demands can be meaningfully applied to explain employee adaptation, resilience, and proactive behaviors in service sectors, thereby broadening the theoretical scope of the model beyond traditional organizational or industrial settings.

The findings of this study offer important practical insights for hotel managers and human resource professionals, particularly in five-star hotels in Egypt, where service excellence depends heavily on employees' ability to adapt and remain resilient in highly dynamic environments. The results emphasize that enhancing adaptive performance requires not only structural or procedural changes but also deliberate investments in employees' psychological and behavioral resources. A central implication concerns the role of psychological empowerment as a foundation for adaptive and resilient behavior.

Hotel managers should prioritize empowerment-oriented practices by granting employees greater autonomy in decision-making, involving them in service-related problem solving, and providing regular, meaningful feedback. When employees perceive that their work is meaningful and that they have competence, self-determination, and impact, they are more confident in responding to unexpected service challenges and more willing to take initiative. Such empowerment practices are particularly critical in luxury hotels, where frontline employees must often make rapid judgments to meet evolving guest expectations. The findings further highlight task crafting as a key mechanism through which empowerment translates into resilience. Managers should therefore create conditions that encourage employees to proactively modify and shape their tasks in ways that align with their strengths, interests, and capabilities. This can be achieved by allowing flexible role boundaries, inviting employee input on process improvements, and recognizing creative task-related initiatives.

Additionally, targeted training programs that develop proactive problem-solving and job redesign skills can equip employees with the confidence and tools needed to engage in task crafting, thereby enhancing their capacity to cope with complex and changing work demands. Another important implication relates to the promotion of resilient work behavior as a driver of adaptive performance. Hotel managers can strengthen employee resilience by fostering supportive work climates that emphasize psychological safety, stress management, and access to resources. Practical initiatives such as mentoring systems, coaching relationships, and peer support networks can help employees recover more quickly from setbacks, regulate stress, and sustain performance during periods of operational pressure. By normalizing learning from challenges rather than penalizing failure, hotels can further reinforce resilience as a desirable and valued behavior. The study also suggests that integrated human resource interventions targeting empowerment, task crafting, and resilience simultaneously are likely to be more effective than isolated initiatives. Practices such as cross-training, role rotation, and continuous learning opportunities can enhance employees' sense of empowerment while also expanding their skill sets and adaptive capacity. These integrated approaches allow employees to redesign aspects of their work, build resilience through experience, and respond more flexibly to changing service demands. Finally, the results underscore the importance of aligning performance management systems with adaptive and resilient behaviors. Managers should consider incorporating adaptive performance indicators into appraisal and reward systems, recognizing employees who demonstrate flexibility, innovation, and effective coping under challenging conditions. By formally valuing adaptive behaviors, hotels can reinforce their strategic importance and encourage employees to continuously adjust, learn, and perform effectively. Overall, adopting a holistic human resource management approach that integrates empowerment, proactive task behaviors, and resilience support can help luxury hotels build a workforce capable of sustaining high-quality service and competitive advantage in an increasingly unpredictable hospitality landscape.

CONCLUSION

This study focused on the impact of psychological empowerment on adaptive performance among five-star hotel employees in Egypt, emphasizing the mediating roles of task crafting and resilient work behavior within the Job Demands–Resources (JD–R) framework. The findings indicated that psychological empowerment significantly enhances resilient work behavior, enabling employees to withstand and recover from challenges in high-pressure environments.

Empowered employees also engage in task crafting, allowing them to proactively shape their roles to align with their strengths, which further improves resilience and adaptive performance. The study reinforced that while empowerment itself is crucial, the proactive behaviors like task crafting are essential for translating empowerment into resilience.

Additionally, resilient work behavior partially mediates the relationship between psychological empowerment and adaptive performance, highlighting the dual pathway whereby empowerment enhances performance both directly and indirectly through resilience. Overall, this research extends JD–R theory by illustrating the intricate dynamics between empowerment, task crafting, resilience, and performance, contributing valuable insights to the hospitality management field.

Limitations and Future Research Directions

Despite the meaningful contributions of this study, several limitations should be acknowledged, which also suggest directions for future research. First, the study employed a cross-sectional research design, which constrains the ability to draw causal inferences regarding the relationships among psychological empowerment, task crafting, resilient work behavior, and adaptive performance. While PLS-SEM provides robust evidence of associations and mediating effects, future research could adopt longitudinal designs to examine how these relationships evolve over time and to capture potential changes in employee behaviors and performance under varying organizational conditions. Second, data were collected exclusively through self-reported surveys, which may introduce common method bias despite the statistical tests performed to address this issue. Subsequent studies could incorporate multi-source data, such as supervisor evaluations of employee performance, peer assessments of task crafting, or objective performance metrics, to enhance the reliability and validity of the findings. Third, the current study focused solely on full-time employees in five-star hotels within the Greater Cairo region. Although this context provides valuable insights into a high-pressure, service-intensive environment, the generalizability of the findings to other hotel segments, geographic regions, or industries may be limited. Future research could explore mid-range or budget hotels, other regions of Egypt, or international settings to assess whether these relationships hold across diverse organizational and cultural contexts. Fourth, while task crafting and resilient work behavior were examined as mediators, other mechanisms may also influence the link between psychological empowerment and adaptive performance. Future studies could investigate additional mediators or moderators—such as organizational support, work engagement, psychological capital, or team dynamics—to develop a more comprehensive understanding of how empowerment translates into proactive behaviors, resilience, and adaptability. Finally, this study drew on the Job Demands–Resources (JD–R) theory as the primary theoretical framework. Incorporating complementary perspectives, such as self-determination theory, conservation of resources theory, or social exchange theory, could provide deeper insights into the motivational and relational processes that drive proactive, resilient, and adaptive behaviors among hospitality employees.

Appendix (A) measurement scales		
Psychological Empowerment	PE.1	The work I do is very important to me
	PE.2	My job activities are personally meaningful to me
	PE.3	The work I do is meaningful to me
	PE.4	I am confident about my ability to do my job
	PE.5	I am self-assured about my capabilities to perform my work activities
	PE.6	I have mastered the skills necessary for my job
	PE.7	I have significant autonomy in determining how to do my job
	PE.8	I can decide on my own how to go about doing my work
	PE.9	I have considerable opportunity for independence and freedom in how I do my job
	PE.10	My impact on what happens in my department is large
	PE.11	I have a great deal of control over what happens in my department.
	PE.12	I have a significant influence over what happens in my department.
Adaptive performance (AP)	AP.1	I know that every customer requires a unique approach
	AP.2	I can easily change to another approach when he or she feels that his or her approach is not working
	AP.3	I like to experiment with different approaches
	AP.4	I do not change his or her approach from one customer to another (–)
	AP.5	I am very sensitive to the needs of his or her customers
	AP.6	I find it difficult to adapt his or her style to certain customers (–)*
	AP.7	I vary my approach from situation to situation
	AP.8	I try to understand how one customer differs from another
	AP.9	I feel confident that he or she can effectively change his or her approach when necessary
	AP.10	I treat all customers pretty much the same (–)
Task crafting (TC)	TC1	I will introduce new ideas to improve my work
	TC2	I will change the scope or type of tasks in my job
	TC3	I bring in new tasks that better match my skills or interests
	TC4	I choose to take on extra tasks at work
	TC5	I prioritize task that matches my skills or interests

Resilient Work Behavior (RWB)	RWB1	I effectively collaborate with others to handle challenges at work
	RWB2	I successfully manage a high workload for long periods of time
	RWB3	I resolve crises competently at work
	RWB4	I learn from mistakes and improve the way I do my job
	RWB5	I re-evaluate my performance and continually improve the way I do my work
	RWB6	I effectively respond to feedback, even criticism
	RWB7	I seek assistance at work when I need specific resources
	RWB8	I approach managers when I need their support
	RWB9	I use change at work as an opportunity for growth

Appendix (B): Model fit and quality indices (Kock, 2021)			
	Assessment	Criterion	Mark
Average path coefficient (APC)	0.474, P<0.001	P<0.05	√
Average R-squared (ARS)	0.578, P<0.001	P<0.05	√
Average adjusted R-squared (AARS)	0.576, P<0.001	P<0.05	√
Average block VIF (AVIF)	2.343	acceptable if ≤ 5, ideally ≤ 3.3	√
Average full collinearity VIF (AFVIF)	2.465	acceptable if ≤ 5, ideally ≤ 3.3	√
Tenenhaus GoF (GoF)	0.575	small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	√
Sympson's paradox ratio (SPR)	1.000	acceptable if ≥ 0.7, ideally = 1	√
R-squared contribution ratio (RSCR)	1.000	acceptable if ≥ 0.9, ideally = 1	√
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7	√
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if ≥ 0.7	√
Standardized root mean squared residual (SRMR)	0.096	acceptable if ≤ 0.1	√
Standardized mean absolute residual (SMAR)	0.077	acceptable if ≤ 0.1	√

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