KADIR HAS UNIVERSITY
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IMPACT OF EMPOWERING LEADERSHIP AND WORK ENGAGEMENT ON EMPLOYEES ADAPTIVE BEHAVIORS

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MASTER'S THESIS

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MASTER'S THESIS

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ISTANBUL, MAY, 2018

I, AHSAN KHALID KHAN;

Hereby declare that this Master's Thesis is my own original work and that due references have been appropriately provided on all supporting literature and resources.
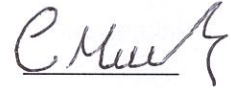
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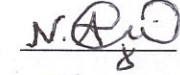
ACCEPTANCE AND APPROVAL

This work entitled **THESIS** prepared by **AHSAN KHALID KHAN** has been judged to be successful at the defense exam held on **5th June 2018** and accepted by our jury as **MASTER'S THESIS**.

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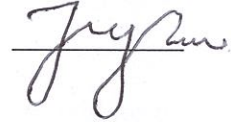
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AHSAN KHALID KHAN.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABSTRACT

AHSAN KHALID KHAN. IMPACT OF EMPOWERING LEADERSHIP AND WORK ENGAGEMENT ON EMPLOYEES ADAPTIVE BEHAVIORS, MASTER'S THESIS, Istanbul, 2018.

The main purpose of this dissertation is to scrutinize the impact of empowering leadership and work engagement on employee's adaptive behaviors, namely interpersonal adaptive behaviors and service offering adaptive behaviors. In line with the nature of research objectives, data were collected through an online survey from 200 individuals working at different 4 star hotels in Pakistan. Multiple regression analyses were performed to test the hypothesized relationships. The findings indicated that empowering leadership and work engagement have a positive impact on employees' adaptive behaviors, and that work engagement acts as a mediator between empowering leadership and adaptive behaviors. These results draw attention to the major importance of empowering leadership and work engagement to boost employees' adaptive behaviors in today's service organizations. Other contributions and implications of the findings are presented in the discussion and conclusion section.

Keywords: Empowering Leadership, Work Engagement, Interpersonal Adaptive Behaviors, Service Offering Adaptive Behaviors.

ÖZET

AHSAN KHALID KHAN, GÜÇLENDİRİCİ LİDERLİĞİN VE İŞE ADANMIŞLIĞIN ÇALIŞANLARIN UYUM SAĞLAMA DAVRANIŞLARINA ETKİSİ. YÜKSEK LISANS TEZİ. Istanbul 2018

Bu tezin temel amacı, güçlendirici liderliğin ve işe adanmışlığın çalışanların uyum sağlama davranışlarına (kişilerarası ilişkilerde ve hizmet önerilerinde uyum sağlama) olan etkisini incelemektir. Kapsamlı bir yazın taramasının ardından, araştırma hedeflerinin doğası uyarınca, on-line bir anket formu hazırlanmış ve bu anket yoluyla Pakistan'daki 4 yıldızlı otellerde çalışan 200 kişiden veri toplanmıştır. Araştırma modelinde önerilen ilişkileri test etmek için çoklu regresyon analizleri yapılmıştır. Bulgular, güçlendirici liderliğin, çalışanların uyum sağlama davranışları üzerinde olumlu bir etki yarattığı ve bu ilişkide işe adanmışlığın aracılık rolü oynadığı bulunmuştur. Bulgular, güçlendirici liderliğin ve işe adanmışlığın günümüzde hizmet sektöründe faaliyet gösteren çalışanlarının uyum sağlama davranışlarını artırmadaki önemli rolüne dikkat çekmektedir. Araştırmanın diğer katkıları, tartışma ve sonuç bölümünde sunulmuştur.

Anahtar Sözcükler: Güçlendirici Liderlik, İşe Adanmışlık, Kişilerarası İlişkilerde Uyum Sağlama Davranışları; Hizmet Önerilerinde Uyum Sağlama Davranışları

1. INTRODUCTION

The business environment has dynamically transformed into a digitalized and customer based market place with the presence of intense competition and complexity. In this context, employees' adaptive behaviors tend to play a very important role in the effective execution of services and customer satisfaction in the work environment. Previous research has consistently shown that employee's work engagement is a critical issue especially as businesses are recovering from the trauma of global recession. Work engagement is a construct naturally subsumed within the increasingly popular domain of positive employee behaviors, which aim to enhance employees' positive experiences at work. Besides, employees work engagement is a desirable condition related to organizational commitment, passion, enthusiasm, focused effort, and energy and it has both an attitudinal and a behavioral component (Mills, 2012). Similar to work engagement, adaptive behaviors are desirable and/or appreciated outcomes in different work settings, including particularly service organizations.

Adaptive behaviors are described as typical performance of daily activities demonstrating cognitive potential to adapt to different circumstances (Sparrow & Cicchetti, 1984). Employee's adaptive behaviors in the workplace includes every day skills that are independently initiated, such as effectively communicating with other employees, overall participating in various work activities, and developing meaningful relationships with others (Klin et al,. 2007).

Considerable research has emphasized the important impact of empowering leadership on employees' performance-related outcomes (Ahearne et al., 2005). Empowering leadership refers to a process of sharing power, and allocating more autonomy and responsibilities to followers through a specific set of leader behaviors that entail enhancing the meaningfulness of work, fostering participation in decision making, expressing confidence in high performance, and providing autonomy from bureaucratic constraints (Netemeyer, Maxham III, & Pullig, 2005). Highly empowered leaders share power with their employees by delegating authorities to employees, holding employees accountable, involving employees in decision making, encouraging self-management of work and conveying confidence in employees' capabilities to handle challenging work (Kirkman & Rossen, 1990; Konczak et al., 2000). Chen and Kanfer (2006) discussed that empowering leadership enhances followers' willingness to contribute to their work environment through affective commitment. The concept of empowering leadership has

been developed in line with the research stream of supportive leadership. It has been considered that most of the empowered leaders are more likely to be adaptive to the changing business environment.

Among all different settings in which adaptive behaviors are desirable, in the service encounters, employees' adaptive behaviors carry high importance for interactive as well as customized service, such as the case in health care organizations or other organizations providing a personal service. On the other hand, Yim, Chan, and Lam (2012) emphasized that employees' attitudes and behaviors needs to be really positive and adaptive regardless of whether an organization is product based or service based. Liao, Toya, and Hong (2009) illustrated that in the service situations, in particular, employee's behavior is the major aspect that either attracts the customers to revisit again or completely changes his mind to the retaking their service.

Adaptive behaviors can be categorized into two groups in service situations: Interpersonal adaptive behavior and service offering adaptive behavior. Interpersonal adaptive behaviors can be described as of those skills learned through development and performed in response to the expectations placed on us from our community and society at large. Service offering adaptive behaviors refer to the aspects of offering services according to the changes in the customer's tastes and needs. Previous research has shown that there are several individual factors, for example, job satisfaction, public service motivation, organizational citizenship behavior and affective commitment and organizational level factors (e.g., organizational culture, technology, organizational structure, cultural diversity, conflict,) that influence the occurrence of interpersonal and service offering adaptive behaviors in service encounters.

Since the recent couple of years, researchers have entirely emphasized and increasingly focused on highlighting the importance of understanding and studying empowering leadership and work engagement to predict different employee behaviors. Although the interest on the antecedents of interpersonal and service offering adaptive behaviors has increased, scope of the studies tends to remain narrow, excluding leader-related and attitudinal issues.

In light of the above information, this dissertation aims to investigate the impacts of empowering leadership and work engagement on employee's adaptive behaviors. Specifically, it focuses on the mediating role of the work engagement on the relationship between empowering leadership and adaptive behaviors (interpersonal and service

offering adaptive behaviors). The main research questions of the dissertation can be stated as:

- How do empowering leadership and work engagement affect employees' interpersonal adaptive behaviors?
- How do empowering leadership and work engagement affect employees' service offering adaptive behaviors?

As demonstrated in Figure 1.1, the research model of this dissertation proposes that work engagement (represented by the dimensions of vigor, dedication and absorption) mediates the relationship between empowering leadership and employee's adaptive behaviors (e.g., interpersonal and service offering adaptive behaviors).
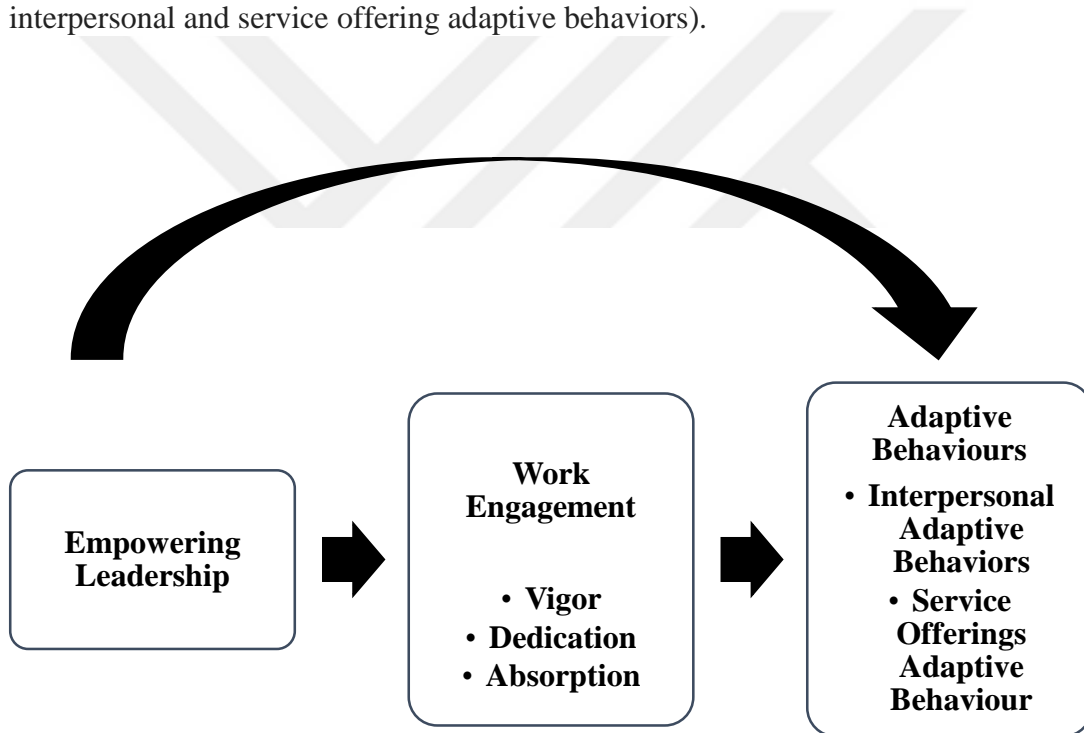
Figure 1.1 Research Model

The following section includes the literature review in which the focus is laid on the findings of the previous research. The next chapter (Chapter 3) describes the research methodology which involves the major research design opted for the research. Fourth chapter is the data analysis and discussion which aim to summarize the sampling, data

collection procedures, and statistical analysis. In this chapter, the acceptance/non-acceptance of research hypotheses are presented as well. In the last chapter, which is conclusion, major contributions of the study and the recommendations for future research are presented.

2. LITERATURE REVIEW

2.1 Adaptive Behaviors

Today, business environments have dynamically transformed from the traditional work systems to increasingly complex work systems, in which the organizations are facing a number of challenges in the context of managing human resource at organizational levels. This gives importance to integration of leadership to improve the employee performance. Leadership has engaged as a new effective approach for managing employees and performing organizational tasks at large scale. In this context, the importance of employees' adaptive behaviors cannot be ignored at any instance. In particular, routine based operations are effectively maintained by the aspect of the employees' ability to adapt their behavior to the dynamically changing situation demands (Kirschenbaum & Rapaport, 2014).

Adaptive behaviors are defined as a compendium of the social, practical, and conceptual skills that have been learned by the people enabling them to function in their routine (Rapp et al., 2006). Adaptive behaviors have been also defined by Roberts, Strayer, & Denham (2014) as collection of the practical, hypothetical and social skills that are understood, learned and performed by the people. Basically, practical skills refer to activities and tasks of the daily living such as daily routines, safety, use of telephone, use of money, health care, transportations (Horner & Sugai, 2015). Conceptual skills indicate literacy and language, money, self-direction, numerous other cognitive skills. Similarly, social skills refer to the interpersonal skills such as self-esteem, wariness, gullibility, resolving of social problems, and ability of following the rules or obeying laws, and avoiding to be victimized (Goleman, 2011).

Clark & Mils (1993) argued that interpersonal adaptive behavior emphasized the communicative aspect of behavioral interaction. It is defines as varying manner of employee during the personal interaction of the service delivery (Gwinner et al.,1993). Interpersonal adaptive behavior reflects the employee's communication approach followed by effective interaction with customer (Weitz et al., 1986). This defination of interpersonal adaptive behavior implies that the adaptation of frontline employees is demonstrated through adjustment style of communication. Previous research has suggested that frontline employees exert efforts to implement adaptive behavior and intentionally refrain from doing work the same way repeatedly (Hartline & Ferrell, 1996).

Previous research has found it challenging to define and determine the factors behind adaptive behaviors. However, a group of researchers (Coulter & Morrow, 1987; Thurlow & Gilmore, 1987; Harrison, 1987; Kamphaus, 1987) with reference to the definition of adaptive behaviors, have highlighted six common elements according to the previous available definitions of adaptive behaviors. These common elements were (a) the learning and performance of skills needed to successfully meet society's expectation; (b) an individual's actions of behaviors expected from someone of his/her age; (c) an individual's performance in regards to physical needs and community engagement; (d) an individual's ability to maintain responsible for social relationships; (e) the developmental nature of adaptive behavior includes increase complexity with age; and (f) adaptive behavior reflected in an individual's typical, every day behavior rather than poster of individual's overall performance.

Jundt, Shoss, & Huang (2015) have interlinked the concept of adaptive behaviors with the adaptive performance of the employees and stated that in the existing modern work environment, that adaptive performance has become really crucial for the employees. Previous research has also highlighted that the overall employee performance cannot be enhanced and improved if the employees are unable to exhibit adaptive behaviors. For instance, Xue, Bradley, & Liang, (2011) have regarded adaptive behavior as the major aspect of employee performance and credibility.

For improving the job performance, showing adaptive performance is increasingly important, especially in the services jobs (Naami et al., 2014). To illustrate, Sweet, Witt, & Shoss (2015) have reported that higher focus needs to be laid on the adoption of adaptive behavior amongst the leaders, especially in the service industry, where the focus is entirely laid on performance of the employees and satisfaction of the consumers. Moreover, according to Xue et al. (2011) adaptive behavior is necessary to provide the consumers with high quality services in the service industry.

Previous research has reflected that the adaptive behavior of employees is impacted by the predictors of a social process that includes pro-social process and emergent behaviors and leads to enhanced employee performance. Social processes commonly can be defined as the ways in which individuals or groups interact, adjust or readjust and establish relationship and pattern of behaviors which are again modified through social interaction. Social interaction usually takes place in the forms of cooperation, competition, conflict,

accommodation and assimilation. Sharing, volunteering, donating, and helping are some of the forms of pro-social process that can take place in work settings.

2.2 Adaptive Behaviors In Service Offerings

It has been argued by Ngoc Tram Anh et al. (2016) that in service context, adaptive behavior represents deliberate modification of service offerings and inter-personal behaviors of the employees to meet the perceived consumer demands and needs. This presents an implication that adaptive behaviors of frontline employees can be demonstrated through adjustment of the communication style as well as customization of service offers. Accordingly, it stands to reason that frontline employees exert lots of efforts to be adaptive in their jobs and refrain from doing their work in the same, repeated manner (Ray-Subramanian, Huai, & Weismer, 2011).

 Humphrey & Ashforth (2000) argue that adaptive behaviors are really crucial in the services that are characterized by high level of customization and interaction, especially in health care sector. As described before, adaptive behavior of frontline employees can take two forms which are service offering adaptive behaviors and interpersonal behaviours.

Tziner & Tanami, (2013) stated that the interpersonal adaptive behavior focuses on communicative aspects and perspectives of interaction (Wang, Minor, & Wei, 2011) and represents various communicational approaches of employees during the personal interaction of service delivery. Employees' modification of the communication approach may provide highly effective interaction with certain customers (Javed, et al, 2018) as it enhances personal intimacy during service encounters. In line with these arguments, some scholars have noted that interpersonal behavior is really important in sectors, such as healthcare, which require establishment of close relationships with customers, as it increases the patient's satisfaction and decreases the patient's stress level (Jundt, Shoss, & Huang, 2015).

Additionally, adaptive behaviors related to service offerings represent the modification of the services that are offered to specific customers. In their survey-based research, Kirschenbaum & Rapaport (2014) report that good employees are able to effectively modify and customize the services offerings according to the needs of the consumers in the service communications. According to Shogren, Faggella-Luby & Wehmeyer (2004)

employees that show service-offering adaptive behaviors are able to customize the services offers at the purchase point and might either develop or select means for the accomplishment of the tasks that can change the final outcome of the service offered.

Previous research on adapting or customizing a service has focused much of its attention on the personal characteristics, internal motivations or pre-dispositions of frontline employees to adapt a service. For instance, the research by Leischnig & Kasper-Brauer (2015) deepens the understanding of causal patterns of factors stimulating employees to perform adaptive behaviors in service encounter situations. Drawing on motivation literature and configuration theory, their research was developed and tested research propositions based on a sample of 228 employees from the insurance industry. Findings from the comparative analysis indicated the three configurations of personal characteristics, namely resilient, over controlled and under controlled personalities. Resilience refers to bounce back from adverse events or cope successfully (Rutter, 1985). Resilience is related to the process of adaptation under stress, or the capacity to keep positive outcomes in the face of negative life events (Ryff & Singer, 1996). Resilient personalities are characterized by positive orientation towards others and self-confidence. Over controlled personalities are emotionally brittle and introverted whereas under controlled personalities are often disagreeable and lack self-control.

Work perceptions also explain employee adaptive behavior. Previous research has revealed that the significance of the adaptive behavior in the service offering context cannot be neglected at any instance.

2.3 Empowering Leadership

Empowering leadership refers to a leadership style that includes the behaviors of understanding people, effective communication with people, inspiring others, and showing them the interest and care (Javed et al., 2018). Numerous researches have been conducted in the area of empowering leadership and their main focus is whether and how empowering leadership behaviours can impact the team performance, employee performance and credibility of the employees, which overall lead to the productive outcomes. For instance, Xue, Bradley, & Liang, (2011) examined the influence of the team climate and empowering leadership on the overall knowledge sharing behavior of the team members. The research findings reflected that the empowering leadership and

team climate significantly influence the individual's attitudes towards knowledge sharing and their actual knowledge sharing behavior. According to Arnold et al. (2000), empowering leadership represents the different roles and responsibilities of the leaders in the work environment. In simple terms, these constructs have important and direct effects on employees' behavior.

Arnold et al. (2000) proposed that following dimensions have a key role to enhance empowering leadership, which leads to successful outcomes:

- Coaching (the extent to which leader are empowered for personal development).
- Informing (the extent to which leader provides information to employees about the policies and rules).
- Leading by example (the extent to which empowered leader portraits himself as an example for others to follow).
- Showing concerns or interacting with team (the degree to which a leadership empowerment is concerned with others in the work environment)
- Participative decision making (the level to which a leader empowers others by taking the followers' comments into account in terms of proposing solutions to problems).

Previous research has shown that these practical virtues significantly contribute to employees' effective performance. Hattie (2012) argued that coaching involves self-directed learning, personal growth, and improved performance. Accordingly, Hargreaves (2011) stated that mentoring and coaching are of particular importance in leadership development, since employees learn best with and from outstanding leaders. Effective and accurate communication act as important practice to grow efficiency and achieve professional success. Other studies have also explained that the utmost essential key to great communication by leaders is the art of sharing information to others (Towler 2003). All in all, empowering leadership is all about making influences and previous research has shown that followers respond strongly to the examples which is already set by leader (Moxnes, 2003; Levati et al., 2007).

Sibert et al. (2004) and Conger and Kaunungo (1988) argued that leader empowerment is positively associated with individual behavior. According to Chen et al. (2011), it is really important to consider the impacts of empowering leadership. Companies need to focus

on developing empowering leaders as the followers will copy the behaviors of their leaders. The cross-cultural research by Chen et al. (2011) which was conducted with a sample of employees, students and leaders, revealed that empowering leadership enhances the overall teamwork in organizations and motivates the team members to enhance their performance to complete certain tasks or project. Jundt et al. (2015) also mentioned that empowering leadership enhanced the team performance in an organization. In a very recent study, Javed et al. (2018) found that empowering leadership enhanced and promoted creativeness at the workplace with the aspect of maintaining high trust on the leaders. They also indicated that when the employees are empowered, they like to participate in the discussions and are really focused to their work tasks efficiently and effectively.

Empowered leaders have the ability to improve employees' work engagement, determination, dedication, fulfilment (McFall & Richard , 2012) and relying upon empowering leaders can result in a variety of essential organizational outcomes, such as dedication, organizational citizenship, and purpose to settle. Chen and Kanfer (2006) theorized empowering leadership as team-level stimuli, that enhanced team members' willingness to contribute to their team indirectly. Previous research has also emphasized that this indirect contribution through members is attained by motivational state such as affective commitment and leadership empowerment. Empowering leadership behavior also positively influences members' affective commitment, because empowered leadership behavior leads members to feel more personally and emotionally engaged with work environment of the organization.

Empowered leaders often see themselves competent and able to influence their work environment in meaningful ways. Empowered leaders proactively execute their work responsibilities, for instance anticipating problems and acting independently, hence they are likely to be seen as effective in performances. Thomas and Velthouse (1990) argued that empowering leaders will increase concentration, initiative and resiliency and thus magnify empowered employees' behaviors and practices at the given work environment.

2.4 Relationship between Leadership Style And Adaptive Behaviors

Empowering leadership carries immense significance for different employee outcomes (Luthans, Luthans, & Palmer, 2016). Pearce et al. (2003) argued that empowering leaders' main focus is on self-development of followers encouraging behaviors such as participative goal setting, self-leadership, and group work. These scholars have emphasized that a leader fails if he or she is unaware of the right leadership style in terms of changing work situation, and team leading.

Although a lot of the research in past have been conducted on the domain of the leadership, very few of these research has examined the relationship between the leadership styles and the adaptive behaviours. According to Khan, Rehman, & Fatima (2009), leadership style has really strong relationship with the adaptive behaviors in the service companies. This is mainly because, if the leaders are not adaptive in the context of changing and challenging situations, it would be really difficult for them to handle the situation and manage team.

Previous research has also indicated that there are different leadership styles such as participative, democratic and autocratic. Olafemi & Bature, (2014) argued that there is significant relationship between participative leadership style and employee's behavioral growth and personal development. Therefore, such leadership style generally impacts behaviors and performance of employees in organization (Dixon & Hart, 2010). The main emphasis of this leadership style is that when an organization starts decision-making process, the outcomes of decisions can make great impact on both organizational stability as well as impacting employees' adaptability.

Empirical research has also put emphasis on the importance of democratic leadership style for employees' adaptive behaviors. Past studies have suggested that democratic leadership style creates strong spirit that motivates behavioral aspects and raises satisfaction in job and profession (Ngai, 2005). However, in autocratic leadership, the leader unilaterally exercises all decision-making authority and shows dominant behaviors to their followers at work (Mullins, 1990).

Burke et al. (2006) have indicated that it is very important for a leadership to take into consideration the adaptive behaviours, especially among different performance indicators of the team. The authors also argue that that leaders should focus on where the team is currently standing and how the changes in attitudes and behaviours can overall enhance

the credibility of the team. Wang, Lu & Siu (2015) have emphasized that the leadership style and its interconnection with the adaptive behaviours are really important. It is mainly because if the leadership style does not support the adaptive behaviours, employees and teams would experience different problems in the accomplishment of the goals and objectives. On the other hand, if the leader does not adapt their behaviours in changing situations, his/her follower would not do so (Stebbings, Taylor, & Spray, 2015).

With the recent dynamic changes in work environment shaped with increased competition and higher performance expectations from employees, employee leadership tactics have noticeably received high attention in the organizational practice as it help employees cope with the consistent changes in external environment (Sweet, Witt, & Shoss, 2015). Today, employees are expected in engaging in the proactive and adaptive behaviors and go beyond their formal work roles as (Naami et al., 2014). Based on the discussion on empowering leadership, leadership empowerment can be considered as a mechanism that stimulates employees to go beyond their formal work roles by fostering of autonomy, self-responsibility and show adaptive behavior (Xue, Bradley, & Liang, 2011).

2.5 Work Engagement

Since the last couple of years, numerous discussions and analyses have been conducted within the domain of employee engagement. Studies have increasingly focused on how the work engagement impacts the organization. Work engagement can be defined as an emotional state that includes increased dedication, absorption and vigour (Bakker, 2011). The concept has been also defined as a positive, increasingly fulfilling, work related mind, that is been characterized by dedication, absorption and vigour (Naithani et al., 2009). Vigour indicates high levels of the energy and the increases mental resilience while working and enhances willingness to invest efforts in the work. Dedication means remaining highly persistent in the face of difficulties and challenges. Engagement is also interlinked with the concept of the absorption or the flow, that is characterized by being completely concentrated engrossed in the work.

According to Bakker's (2011) study, an evidence-based model of work engagement, major predictors of the work engagement are personal resources (e.g., optimism, resilience, hope and self-efficacy) and job resources (e.g., stimulation of personal growth, learning, and development).

Previous studies have consistently shown that job resources such as social support from colleague and supervisor, performance feedback, skill variety, autonomy and learning opportunities are positively associated with work engagement (Bakker & Demerouti, 2007). In addition to job resource context, physical, social and organizational aspect of job that (a) reduce job demand and associated physiological and psychological costs; (b) functional in achieving job task; (c) stimulate personal growth, learning and development (Schaufeli & Bakker, 2004). Bakker (2011) have also highlighted that most of these resources can gain overall salience when job demands such as work load, emotional demand and mental demand are high.

Previous studies have indicated a positive relationship between work engagement and similar constructs including organizational commitment, extra-role behavior, job involvement, personal initiative and the workaholic (Rapp, Mathieu, & Schillewaert, 2006). Studies have also showed that engaged workers generally report low burnout rate, their neuroticism level is low, and their extraversion level is really high. Their physical and mental health is found to be better than the workers who are less engaged (Chen, Sharma, & Farh, 2011).

Bakker (2011) stated that engaged employees are highly connected with their work roles in their tasks. They have a lot of energy, great dedication to work and are immersed in the work activities. The research has considered that engaged employees focus on their work tasks, are open to the new information and highly productive and are willing to pivot all possible changes within the organization.

Research has so far revealed that work engagement influences employee outcomes either directly or indirectly and contributes positively to the organizational goals and objectives (Derks et al. 2015). This is because engaged workers and employees are more creative, more motivated and more productive in comparison to the less engaged workers. Bakker & Demerouti (2008) have stated that an organization plays an immense role in enhancing engagement of employees at work. The authors introduced many ways and perspectives through which employees' work engagement can be improved, such as empowering the employees and providing them comfortable working environment.

Previous research has also provided reasoning and explanations about why engaged employees perform well. Researchers have emphasized that engaged employees often tends to have, (a) positive emotions, (b) good health, (c) ability to mobilize resources, and (d) cross over of engagement.

13

Scholars have emphasized that employees who are more engaged will experience real emotions while performing any given task (Schaufeli and Van Rhenen, 2006). Employees with good intentions and happy mood are sensitive to work opportunity and such employees are found to be more outgoing and helpful to others. (Crapanzano and Wright, 2001). Positive emotions could be joy, employee interest, and contentment. Fredrickson and Losada, (2005) showed that when employees experience positive emotions, they ask more questions, resulting in better performance.

Previous studies have also indicated that highly engaged employees positively influence employee health. Schaufeli and Bakker, (2004) found in their research that more engaged employees have better health. In addition to these studies, it has been argued that one of the work engagement dimensions (i.e., vigor) has a positive impact on physical and mental health (Shirom, 2003). Another important reason behind why engaged employees bring productivity is that engaged employees have a special ability to create their own resources (Xanthopoulu et al., 2007). Scholars have found that engaged employees exhibit more effective performance.

2.5.1 Factors Associated With Work Engagement

In the current world of work, organizations expect their employees to be as highly engaged as possible and take responsibilities in the work environment. Therefore, it is crucial to have a clear understanding of what employee work engagement entails as well as those factors associated with it (Mendes & Stander, 2011).

Leadership Behavior

Leadership behaviors influence many different employee attitudes within organizations (Alarcon, Lyon & Tartagla, 2010). Previous research by Mendes and Stander (2011) suggested that leadership behavior might also influence work engagement. They argued that the extent to which a leader enhances meaningfulness of work, facilitates task accomplishment, participates in decision making and provides autonomy would definitely enhance employee work engagement.

Organizational Culture and Peer Groups

Organizational culture represents an active phenomenon by which employees in organization create shared meaning, perceptions, and beliefs (Alarcon et al., 2010).

Positive, shared beliefs about the work environment are likely to forecast employee work engagement. Previous research has also argued that peer groups are often a source of social fulfilment amongst employees (Alarcon et al., 2010). Therefore, employees work engagement may be facilitated by commonalities among such peer groups

Role Clarity

Role clarity is described as the extent to which employees in the work environment have adequate information and guidance about their job description and expected performance form them. Mandes & Stander (2011) states that role clarity consists of two attributes (a) role conflict; (b) role ambiguity. Role conflict occurs when conflicting job requirements arise, whereas role ambiguity refers to the lack of clarity of outcomes of behaviors. Previous studies illustrated that low conflict and low ambiguity often results in enhancing role clarity which increases employees' work engagement.

Age

Although there are no specific research findings on the relationship between age and employee engagement (Peter, 2008), few findings have reported that older employees generally demonstrate more work engagement than young employees (Bakker, 2003). Similarly, Mostert & Rothmann, (2006) argued that there is marginal difference in vigor and dedication, based on age factor. However, there are also other studies which suggested that there is no difference in employees' engagement levels in relation to age (Bakken & Holzemer, 2000; Salamonson, Andrew & Evertte, 2009).

Race

Previous studies have not illustrated any specific explanation of work engagement with regard to racial differences. Despite some studies revealing some few racial differences in South Africa, existing studies found no significant differences in employees' work engagement levels in different racial groups (Bakken, 2000).

Gender

Researchers have argued that gender differences in relation to work engagement may exist. Research by Peter (2008) also suggested that employees' work engagement is gender sensitive. Bakker (2009) also found gender-based differences in experiences of employee engagement. Other researchers also found marginal differences in vigor and dedication, between males and females (Mostert & Rothmann, 2006). Archor, (2007) found higher level of vigor among females in comparison to males.

15

Tenure

Past research suggested that engaged employees have social, physical and organizational resources needed to enable them to deal with their job demands. Engaged employees always invest their energy and time, with their intentions to develop vigor and dedication over a period time (Halbesleben & Wheeler, 2008). Therefore, researchers argued that employees who have been employed in an organization for longer period, remain more engaged. Similarly, few studies suggested that employees who have been working for a longer period of time tend to experience lower levels of work engagement (De Wette, 2008).

2.6 Relationship Between Work Engagement And Adaptive Behaviors

Scholars have emphasized work engagement and adaptive behaviour are two important employee assets in the service sector (Archambault, et al. 2016; Paterson et al.; 2000) because if the employees are not well engaged and do not show adaptive behaviours then they might not be able to satisfy their customers.

On the other hand, to the best of author's knowledge, none of the previous studies have so far focused on the relationship between work engagement and adaptive behavior of employees. Only Khan's (1990) research managed to illustrate the relationship between work engagement and adaptive behaviours of employees. According to this study, as workers fit the roles in their jobs, they display physical, cognitive and mental performance with changes in adaptive behaviours for the sake of adapting their working environment.

There is some theoretical support for the proposition that engaged employees may show adaptive behaviors (Sonnentag, 2003) by showing discretionary behaviours directed at their organization (Schaufeli et al. 2006). In addition to these direct relationship effects, research emphasized certain mechanism linking work engagement to employee's outcomes. Adaptive behaviour typically involves multiplicity of performances related to different work environment (e.g., creative problem solving, coping with complex work situations and interpersonal adaptability). For instance, empirical findings consistently suggested that service employee's need to adjust their behavior to properly manage customer complaints (Halstead, Droge, & Cooper, 1993).

Rayton and Yalabik's (2014) research focused on work engagement dimensions (i.e. vigor, dedication and absorption). Vigor implies high level of energy and resilience while working. Dedication is about being highly involved in your job being inspired and enthusiastic (Song et al. 2012). Absorption refers to sense of detachment from your surroundings, a high degree of concentration on your job. Based on the impact of work engagement dimensions and their relationships, it is found that mechanism of work engagement impacts employee's interpersonal and service offering adaptive behaviours in every aspect at work environment.

Since engaged workers also seem to be engaged outside work life, it makes sense to examine the relationship between adaptive behaviors and work engagement. Doornen & Schaufeli (2006) related work engagement to temperament and personality factors neuroticism and extraversion. Research findings also revealed engaged workers are well able to respond adequately to changes in environmental demands, they show quick adaptability to new surroundings and switch easily between activities. In addition, highly engaged employees do not have the tendency to experience distressing emotions such as, depression and frustration that is characteristic of neurotics. In contrast they seem to have a disposition towards cheerfulness, sociability and high activity (extra version).

2.7 Research Hypothesis

Based on the inferences made from literature review above, the following hypotheses are developed:

Hypothesis 1: Empowering leadership influences adaptive behaviours positively.

Hypothesis 2: Empowering leadership influences work engagement positively.

Hypothesis 3: Work engagement influences adaptive behaviours positively.

This research proposes that work engagement will play a mediating role on the relationship between empowering leadership and adaptive behaviours of the employees. That's why, the following hypothesis is also developed:

Hypothesis 4: Work engagement meditates relationship between empowering leadership and adaptive behaviours.

3. METHODOLOGY

Significance of adopting and integrating the appropriate research methodology in the execution and conduction of the research cannot be neglected at any instance. As mentioned by Mugenda (1999), there are numerous research methods and approaches that can be integrated and adopted, however, selection of the method depends on the researcher. In this section of the report, research methods and approaches that have been utilized in this research are explained.

3.1 Sample And Data Collection

The participants of the existing research are the employees that are working in the hotel industry in Pakistan. The total number of the participants in the research are 200 working in the four star hotels. Data were collected through printed and on-line surveys. Initially surveys were distributed to 230 employees, and 200 of them answered the questions in full. Thus the overall response rate was 87 per cent.

As nature of research is quantitative study, convenience sampling is considered to be most frequent tool for data collection. Convenience sampling technique was used to extract desired information based on the ease of accessibility, willingness, and availability of participants at given time. The convenience sample in this study consist of the group of employees working in hotel industry in Pakistan. Data collection lasted for three weeks between April 15 and May 10. Demographic characteristics of the respondents are shown in the following table:

Table 3.1 Characteristics of Respondents

	Frequency	Percent
Gender		
Female	79	39.5
Male	121	60.5
Total	200	100
Age		
21-28	141	70.5
29-36	25	12.5
37-46	34	17
Total	200	100
Education		
High School	67	33.5
University	55	27.5
Graduate	68	34.0
PhD	10	5.0
Total	200	100
Marital Status		
Single	172	86.0
Married	28	14.0
Monthly Income		
600 $	68	34.0
700-900 $	51	25.5
1000 – 3000 $	81	40.5
Total	200	100

3.2 Instruments

Selecting of the research instrument was a difficult and challenging task as the complete research outcomes and accuracy were based on it. After considering several similar researches and considering the existing type of the research, questionnaire has been selected as an instrument. The questionnaire of this study was comprised of the questions to measure adaptive behaviours (dependent variable), work engagement (mediating variable) and empowering leadership (independent variable) that have been investigated in the research model. Five-points likert scale (1= strong disagree, 5=strongly agree) was used to measure the respondents' agreement with the statements provided The questionnaire had two main sections: The first section included participant information, while the second section involved the questions regarding the variable in the model. The

second section was comprised of four main parts, and each part included eight to nine questions.

3.3 Work Engagement

Work engagement was measured with nine item of Utrecht Work Engagement Scale that has been developed by the Schaufeli, Bakker, & Salanova, 2006. The instrument comprises of three sub-dimensions of the work engagement that includes vigor, dedication, and absorption. Each of the dimensions is well represented by three items. Sample items for work engagement scale are "At work, I feel full of energy" (vigor), "My job inspires me "(dedication), and "I feel happy when I am working intensely" (absorption).

3.4 Adaptive Behaviors

Many research in the past has adopted the scale of Pugliese et al. (2015) to measure adaptive behaviors. Zhang, Waldman, & Li (2015) have adopted the same scale to measure the adaptive behaviors by conducting discussions with the management, supervisors and customer contacting employees. The questions in this scale aim to measure interpersonal adaptive behaviour ("I often adjust my personality from one person to next") and service offering adaptive behaviour ("I believe that each customer requires a unique approach").

3.5 Empowering Leadership

Empowering Leadership is measured by using Ahearne et al. (2005). Which is available in Zhang et al. (2010). The instrument comprises of four sub dimensions of empowering leadership that includes, Enhancing meaningfulness of work ("My manager helps me understand how may job fits into bigger picture"), fostering participation in decision making ("My manager often consults me on strategic decisions"), expressing confidence in high performance ("My manager believes that I can handle demanding tasks") and providing autonomy from bureaucratic constraints ("My manager allows me to do my job my way").

3.6 Ethical Aspect

In the research process confidentiality of the participants was maintained to high extent and the ethical code of the conduct was highly considered. In the data collection process, participants were ensured that their information collected would be only used for the research purpose, and it would not be considered for any other purpose

4. DATA ANALYSIS

4.1 Reliability Analysis

Reliability analysis measures the overall consistency of the items that are used to define a scale. A measure is said to have a high reliability, if it produces similar results under consistent conditions. In this study, reliability analysis is conducted by using SPSS software to check whether the items representing each construct measure these constructs accurately. Table 4.1 shows that alpha values associated with each scale measurement. Descriptive statistics for the survey items can be seen in Appendix B.

Table 4.1 Reliability Analysis (Cronbach's Alpha)

Reliability Statistics	Cronbach's Alpha	Number of Items
Empowering Leadership	.715	9
Work Engagement	.719	9
Interpersonal Adaptive Behaviours	.722	7
Service Offering Adaptive Behaviours	.798	6
	.775	31

4.2 Exploratory Factor Analysis

Main objective of the exploratory factor analysis is to uncover the underlying association between measured variables. Two exploratory factor analyses were conducted in this dissertation: The first one is conducted to scrutinize whether the factor structure of work engagement complies with the one in the literature and the second one is done for the adaptive behaviours to see whether interpersonal adaptive behavior and service offering adaptive behaviour fall under different dimensions.

For the work engagement scale KMO value was 0.60 (Table 4.2) which exceeded the accepted value of 0.50. The following tables show the primary findings in the exploratory factor analysis for work engagement.

Table 4.2 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-olkin Measure of sampling adequacy		0.60
Bartlett's Test of Sphericity	Approx.Chi-Square	154.835
	Df	36
	Sig.	.002

Total variance analysis results in Table 4.3 highlights that instead of three dimensions that we observe in literature, four dimensions are observed with a variance of 18.9% for first, 14.4% for second,12.74% for the third, and 12.50% for the fourth dimension.

Table 4.3 Total Variance Explained for Work Engagement

Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance
1	1.706	18.955	18.955	1.706	18.955	18.955	1.688	18.758
2	1.297	14.408	33.364	1.297	14.408	33.364	1.262	14.021
3	1.147	12.742	46.106	1.147	12.742	46.106	1.145	12.722
4	1.070	11.892	57.998	1.070	11.892	57.998	1.125	12.497
5	1.000	11.109	69.107					
6	.970	10.777	79.884					
7	.843	9.367	89.251					
8	.657	7.305	96.556					
9	.310	3.444	100.000					

Rotated component matrix (Table 4.3) shows that most of the vigor, dedication, and absorption items are correctly distributed under these dimensions while few items are loaded on a fourth, irrelevant factor. Thus, it can be concluded that factor distribution in the data approximates the dimensions found in the literature.

Table 4.4 Rotated Component Matrix for Work Engagement

Rotated Component Matrix				
	Component			
	1	2	3	4
My job inspires me.	.911			
I am proud of work i do	.907			
I get carried away when I'm working		.777	-.140	
I feel happy when I am working intensely.		.740	.148	
I am enthusiastic about my job.			.858	
When I get up in the morning, I feel like going to work.		.128	.453	.298
.I am immersed in my work			-.320	.706
In my job, I feel strong and vigorous.			-.191	-.526
At work, I feel full of energy.	.160	.262	.136	.483

Results of the exploratory factor analysis for adaptive behaviors reveal that the data is suitable for factor analysis as KMO value is above .50 (Table 4.5).

Table 4.5 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-olkin Measure of sampling adequacy		0.60
Bartlett's Test of Sphericity	Approx.Chi-Square	112.534
	Df	78
	Sig.	.001

Table 4.5 and Table 4.6 highlight that instead of two dimensions (types) of adaptive behaviors found in literature, seven dimensions are observed in the data. However, to conform with the theoretical background, factor structure with two dimensions (two types of adaptive behaviors) is used in the subsequent analyses.

Table 4.6 Total Variance Explained for Adaptive Behaviors

	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.413	10.868	10.868	1.413	10.868	10.868	1.292	9.940	9.940
2	1.323	10.174	21.042	1.323	10.174	21.042	1.230	9.463	19.402
3	1.225	9.426	30.468	1.225	9.426	30.468	1.214	9.337	28.740
4	1.181	9.086	39.554	1.181	9.086	39.554	1.208	9.296	38.036
5	1.112	8.556	48.110	1.112	8.556	48.110	1.147	8.822	46.857
6	1.079	8.296	56.406	1.079	8.296	56.406	1.137	8.743	55.601
7	1.017	7.819	64.225	1.017	7.819	64.225	1.121	8.625	64.225
8	.910	7.000	71.225						
9	.871	6.701	77.926						
10	.854	6.571	84.497						
11	.837	6.435	90.932						
12	.626	4.817	95.749						
13	.553	4.251	100.000						

4.3 Correlation Analysis

Correlation analysis is used to measure the present level of association among variables. Correlation coefficient value always varies between the range of -1 to +1and these values show whether the association between two variables are positive (close to +1) positive, neutral (0), or negative (close to -1). Correlation analysis, which shown in Table 4.7, reveals that empowering leadership is positively correlated with work engagement ($r = 0.514$, $p < 0.01$) and service offering adaptive behaviors ($r = 0.740$, $p < 0.05$). Work engagement is also positively correlated with service offering adaptive behavior ($r = .818$, $p < 0.01$). Finally, as expected, interpersonal adaptive behavior is significantly and positively correlated with service offering adaptive behavior ($r = 0.761$, $p < 0.01$).

Table 4.7 Correlation Analysis

Correlations		Empowering Leadership	Work Engagement	Interpersonal Adaptive Behaviours	Service Offering Adaptive Behaviours
Empowering Leadership	Pearson Correlation		.514*	.619	.740*
Work Engagement	Pearson Correlation	.414*		.074	.818**
Interpersonal AB	Pearson Correlation	.419	.745*		.761**
Service Offering AB	Pearson Correlation	.740*	.818**	.761**	

** p<0.01, *p<0.05

4.4 Regression Analysis

Regression analysis is used to predict a dependent variable, based on a single or group of independent variables. In this dissertation, enter method was used while conducting the regression analysis. The outcome of regression analysis was evaluated with, R square, F test and standardized beta values R square indicates the percentage of dependent variable which is explained by independent variable. F value shows variance in the model. In the regression model, linearity is evaluated through collinearity statistics (VIF and having tolerance value). Results of the regression analyses to scrutinize the relationship between empowering leadership, work engagement, and adaptive behaviors are demonstrated in the following sections.

4.4.1 Regression Analysis for Empowering Leadership and Interpersonal Adaptive Behaviors

Multiple regression analysis in Table 4.8 indicates that the model explains 30% of the variance in interpersonal adaptive behaviors. In this part of the regression analysis empowering leadership is entered as the independent variable and interpersonal adaptive behaviors is entered as dependent variable. The overall F-test for the model reveals that the regression model is statistically significant. Durbin Watson value is within the

acceptable range (1.5 and 2.5) and avoids collinearity. As it is seen in Table 4.8 that empowering leadership has a significant impact (β = 0.63, p < .01) on interpersonal adaptive behaviors.

Table 4.8 Multiple Regression Analysis for Empowering Leadership and Interpersonal Adaptive Behaviors

Method : Enter	N = 200				
Dependent Variable : Interpersonal Adaptive Behavior					Durbin-Watson
R² : 0.41 Adjusted R² : 0.30	df = 1	F = 7.8	p = 0.000		2.076
Independent Variable	Beta	T	p		Collinearity
					Tolerance VIF
Empowering Leadership	.063	.887	0.000		0.646 1.001

4.4.2 Regression Analysis for Empowering Leadership and Service Offering Adaptive Behaviors

Multiple regression analysis in Table 4.9 indicates that the model explains 24% of the variance in service offering adaptive behaviours. In this part of the regression analysis empowering leadership is entered as the independent variable and service offering adaptive behaviors is entered as dependent variable. The overall F-test for the model reveals that the regression model is statistically significant. Durbin Watson value is within the acceptable range (1.5 and 2.5) and avoids collinearity. As it is seen in Table 4.9 that empowering leadership has a significant impact (β = 0.027, p < .01) on service offering adaptive behaviors.

Table 4.9 Multiple Regression Analysis for Empowering Leadership and Service Offering Adaptive Behaviors

Method : Enter	N = 200					
Dependent Variable : Service Offering Adaptive Behavior					Durbin-Watson	
R² : 0.31	df = 1	F = 14.9	p = 0.000		2.068	
Adjusted R² : 0.24						
Independent Variable	Beta	T	p		Collinearity	
					Tolerance	VIF
Empowering Leadership	.027	.386	0.000		0.512	1.181

4.4.3 Regression Analysis for Empowering Leadership and Work Engagement

The overall F-test for this regression model shows that the model is statistically significant explaining 41% of the variance in the respondents. As it is seen in Table 4.10, empowering leadership has a powerful significant impact (β= 0.063, p < .01) on work engagement.

Table 4.10 Model Summary for Regression Analysis Empowering Leadership and Work Engagement

Method : Enter	N = 200					
Dependent Variable : Work engagement					Durbin-Watson	
R² : 0.65	df = 1	F = 7.8	p = 0.000		2.065	
Adjusted R² : 0.41						
Independent Variable	Beta	T	p		Collinearity	
					Tolerance	VIF
Empowering Leadership	.063	.887	0.000		0.646	1.001

4.4.4 Regression Analysis for Work Engagement and Interpersonal Adaptive Behaviors

F-test for this regression model shows that the model is statistically significant explaining 57% of the variance in the respondents. Work Engagement is showing significant impact (β= 0.0712, p < .01) on interpersonal behaviors as shown in Table 4.11.

Table 4.11 Model Summary Regression Analysis Work Engagement and Interpersonal Adaptive Behaviors

Method : Enter	N = 200				
Dependent Variable : Interpersonal Adaptive Behaviors				Durbin-Watson	
R² : 0.858 Adjusted R² : .57	df = 1	F = 9.5	p = 0.000	2.057	
Independent Variable	Beta	T	p	Collinearity	
				Tolerance	VIF
Work Engagement	.0712	.872	0.000	0.650	1.021

4.4.5 Regression Analysis for Work Engagement and Service Offering Adaptive Behaviors

The overall F-test for this regression model shows that the model is statistically significant explaining 49% of the variance in the respondents. Work Engagement is showing significant impact (β= 0.069, p < .01) on service offering adaptive behaviors as shown in Table 4.12

Table 4.12 Model Summary of Regression Analysis Work Engagement and Service Offering Adaptive Behaviors

Method : Enter Dependent Variable : Service Offerings Adaptive Behaviors	N = 200				Durbin-Watson	
R² : 0.67 Adjusted R² : .49	df = 1	F = 8.3	p = 0.000		2.076	
Independent Variable	Beta	T	p		Collinearity	
					Tolerance	VIF
Work Engagement	.069	.810	0.000		0.628	1.071

4.4.6 Mediation Analysis for Work Engagement

Mediation analysis for work engagement demonstrates that the model, in which work engagement and empowering leadership are entered as independent variables, is statistically significant explaining 56% of the variance in the interpersonal adaptive behaviors. As it is seen in Table 4.13, when work engagement is included in the model, the direct impact of empowering leadership on interpersonal adaptive behaviors decreases (β=0.048, p < .01). This finding reveals that work engagement acts as a partial mediator between empowering leadership and interpersonal adaptive behaviors.

Table 4.13 Model Summary for Mediation Analysis (Interpersonal Adaptive Behavior as the Dependent Variable)

Method : Enter	N = 200				
Dependent Variable : Interpersonal Adaptive Behavior				Durbin-Watson	
R^2 : 0.64 Adjusted R^2 : 0.56	df = 1	F = 8.6	p = 0.000	2.050	
Independent Variable	Beta	T	p	Collinearity	
				Tolerance	VIF
Empowering Leadership	.048	.411	0.000	0.588	1.012
Work Engagement	.083	.715	0.001	0.782	1.048

Similar to the previous mediation analysis, regression model in Table 4.14 demonstrates that this model is also statistically significant explaining 43% of the variance in service offering adaptive behaviors. Table 4.14 indicates that when work engagement is included in the model, the direct impact of empowering leadership on service offering adaptive behaviors decreases (β=0.025, p < .01). This finding reveals that work engagement acts as a partial mediator between empowering leadership and service offering adaptive behaviors.

Table 4.14 Model Summary of Mediation Analysis for Work Engagement and Empowering Leadership (Service Offering Adaptive Behavior as the Dependent Variable)

Method: Enter	N = 200				
Dependent Variable: Service Offering Adaptive Behavior					Durbin-Watson
R^2 : 0.67 Adjusted R^2 : .43	df = 1	F = 8.1	p = 0.000		2.071
Independent Variable	Beta	T	p		Collinearity
				Tolerance	VIF
Empowering Leadership	.025	.403	0.000	0.568	1.005
Work Engagement	.071	.844	0.000	0.733	1.069

4.5 Hypothesis Evaluation Summary

Table 4.15 Hypothesis Summary

No	Hypothesis	Result
H1	Empowering leadership influences adaptive behaviors positively.	Accepted
H2	Empowering leadership influences work engagement positively.	Accepted
H3	Work engagement influences adaptive behaviours positively	Accepted
H4	Work engagement meditates relationship between empowering leadership and adaptive behaviours.	Accepted

5. DISCUSSIONS AND CONCLUSIONS

The present study investigates the impact of empowering leadership and work engagement on employees' adaptive behaviors. The research was based on strong arguments that work engagement shows mediating effect between empowering leadership and employees' adaptive behaviors. To support these arguments, a comprehensive study of previous research was made. Previous studies provided valuable theoretical evidence for the relationship between empowering leadership, work engagement, and adaptive behaviors. Based on the review of existing scales to measure the constructs in the research model, an online survey involving the measurement scales of study variables was created. This survey was filled by 200 hotel employees working at different four star hotels in Pakistan.

Findings of this study have many theoretical and practical implications regarding impact of empowering leadership and role of work engagement on adaptive behaviors. Previous studies considered the importance of empowering leadership as a new concept that is likely to predict numerous employee outcomes and achieve desirable outputs. This research underlines the impact of empowering leadership in predicting employee engagement as well as interpersonal and service offering behaviors in service organizations (i.e., All research hypotheses related to the impact of empowering leadership were accepted). These findings carry immense importance as they support the dynamical role of empowering leadership on employees' adaptive behaviors. Besties, they are consistent with the research conducted by McFall & Richard (2012) revealing that empowered leaders have the ability to improve employees' work engagement, determination, dedication, fulfilment.

In this study, work engagement is considered as a crucial factor that directly as well as indirectly yields to produce a productive work environment, leading to the accomplishment of the organizational goals and objectives. Previous studies illustrate work engagement as an emotional state that includes increased dedication, absorption and vigour (Bakker, 2011). In addition to these positive aspects, this research also highlights that engaged employees do accomplish all their tasks with the full interest by being adaptive, that leads to the effective performance. Furthermore, it has been analyzed that in the existing work environment, engaged employees behave really well, and are very much adaptive to the existing and changing business environment. These assumptions are also consistent with the recent research by Javed et al. (2018) revealing that employees'

modification of the communication approach may provide highly effective interaction with certain customers.

Research has indicated that employees need to be really adaptive to the changing circumstances for effective performance. For instance, in the hoteling industry, if employees get into a situation in which they have a lot of the work burden or there is the probability of getting into really challenging deadlines, they start to become more adaptive to the environment. These findings comply with the arguments in previous research. In particular, routine based operations are effectively maintained by the aspect of the employees' ability to adapt their behavior to the dynamically changing situation demands (Kirschenbaum & Rapaport, 2014). This study investigated the mechanism of employees' adaptability that let them work really hard and focus on putting their complete efforts to deal and handle with different work situations.

Furthermore, this research contributes to the study of adaptive behaviors in service settings as the data were collected from employees working at different Pakistani hotels in different positions. Analysis results supplemented the argument that the work engagement has significant impact on employees' behavior in the service sector context. This is mainly because in the service industry, the interaction with the customers is really high, and moreover, the focus is laid by the customers, in identifying every possible behavioral experiences of the service provider. In this regard, customer satisfaction has gained vital importance in the eyes of employees in their respective work environments. This is mainly a matter of fact that if the respective customer complains about the service experience, then the employee providing the service has to act swiftly to respond and handle the situation accordingly with the best possible outcomes. In such service encounter situations employees often come up with different solutions and show various values in regard with perceived gestures and adaptive behaviors. Some of these adaptive behaviors may not be commonly observed, but this smart art of tackling situations with changes in behavioral adaptiveness of employee widens this frame of study.

In my research I presented relationship between empowering leadership and work engagement how these two variables influence interpersonal adaptive behaviors and service offering behaviors. My research hypotheses were as follows:

1. Empowering leadership influences interpersonal adaptive behaviors;

Based on the outcomes extracted from regression analyses, t is verified that empowering leadership has significant impact on interpersonal adaptive behaviors. Hence this hypothesis was accepted after all of our findings. This assumption can add values to the fact that for the employees working at hotels in Pakistan, leadership empowerment can uplift their interpersonal and service offering adaptive behaviors, and ultimately their overall job performances.

2. Empowering leadership influences work engagement positively;

My second research hypothesis was that empowering leadership has positive influence on work engagement. Various analyses were conducted to test the hypothetical consistency of these two variables and it was found that empowering leadership has a significant, important impact on work engagement of employees. Hence it is noticeable that hotel employees may experience positive job outcomes, more customer satisfaction and personal growth through empowering leadership. The findings related to this specific hypothesis complements the one proposed by Jundt et al. (2015) mentioning that empowering leadership enhances the team performance in an organization.

3. Work engagement influences adaptive behaviours positively.

I also hypothesized that work engagement (represented by three dimensions of vigor, absorption, and dedication) influences interpersonal adaptive behaviors. Different analyses were carried out to test this hypothesis. Research findings from regression analyses provided enough evidence to support this research hypothesis. It can be concluded that in service industry highly engaged workers will show more adaptive behaviors that may enhance overall employee performances. As mentioned by several authors and previous studies, engaged employees show adaptive behaviours in the form of discretionary behaviors (Sonnentag, 2003) as well as enhanced work performance (Bakker et al., 2009).

4. Work engagement meditates relationship between empowering leadership and adaptive behaviours.

For final research hypothesis, I assumed that there is mediating role of work engagement between empowering leadership and adaptive behaviors. Previous research provided some cues regarding the proposition that engaged service employees may adjust their behaviour to properly manage customer complaints. Results gathered from the respective 200 hotel employees provided strong evidence to my final hypothesis. From my research

findings and different analysis outcomes it can be concluded that work engagement act as a partial mediator between empowering leadership and adaptive behaviors. Hence, this final hypothesis was also accepted.

This research also explains the importance of the fact that if empowering leadership and work engagement are not supported and enhanced within organizations, it would be really difficult for the employees to change and adapt their behaviors in different working circumstances. Moreover, it is really important for the organization to ensure that the employees should be well trained, empowered, and should have complete know how about how they need to handle different situations in the uncertain environments. Employees should be adaptable to the environment and changes, rather than resisting the changes.

In accordance to the in-depth analysis and discussions, it is concluded that the role of empowering leadership and work engagement on employee's adaptive behaviors is inevitable. The most important contribution of this research is that it provides empirical evidence for the strong impacts of work engagement and empowering leadership on employees' adaptive behaviors (both interpersonal and service offering adaptive behaviors) in service industry.

5.1 Recommendations

Based on several research analyses and discussions, some of the recommendations are presented as follows:

1. Employee Training and Development

Significance of training and development of the employees cannot be neglected at any instance. It has been realized that since last couple of years, organizations are very much concerned about the good training and development of the employees so that they can perform really well. In accordance to the analysis and discussions, it has also been indicated that in most of the organizations major issue occurs, when the effective training and development of the employees in context to the adaptive behavior is not provided. Accordingly, it becomes difficult for employees to maintain their adaptive behavior and meet their deadlines to perform any task becomes the real challenge.

Thus, this research has recommended that the qualitative level of the training can immensely bring productive outcomes in terms of improving the adaptive behavior of the employees, as well as expected outcomes especially. Employees should have an understanding to deal with the dynamically complex and difficult situations.

2. Employees Involvement and Climate Adoption

Employee involvement climate bears incredible importance. It is considered and recommended that the employee involvement climate in the existing organization can be really effective and it can enhance the high employee involvement through the power, knowledge and rewards. It has been considered that through the deliberate focus on integrating and adopting the involvement climate, lot of improvements in context to the adaptive behavior can be promoted. Moreover, it is highlighted that it may also leads to assists the employees that how they should need to handle the complex situations, yielding more productive outcomes.

3. Psychological Empowerment

The concept of the empowering leadership has been really effective as it overall tends to minimize employee cynicism in direct as well as indirect ways through the creation of employee psychological empowerment. Psychology empowerment may influence employee work engagement as it manifests four cognitions, (a) it will enhance value of work goals in relations with own ideas; (b) it will improve confidence and belief in employees own capability to perform job; (c) it will enhance sense of choice in initating actions; (d) it will improve degree of influence in strategic, administrative and operating outcomes. Employees can be psychologically empowered and this enhancement may bring many positive behavioral attributes in employee' approach of performing routine task. Empowering leadership carries immense significance and in context leading of organization and making good decisions, so that overall productive working environment can be created.

4. Encouraging Highly Customer Oriented Employees

In any work environment highly customer oriented business model should be implemented. Making employees highly customer oriented uplifts adaptability to face any circumstances and thus encouraging customer oriented employees may lead to effective work engagement and enhanced job performance. Encouragement of employees could be

verbal or incentives based but in any case employees may definitely feel more engaged and classified.

5. Integrating Communication and Collaboration Platform

It needs to be considered that the communication bears incredible importance and has been recognized as one of the vital instruments. For the dialogue and information that aims at encouraging the employees to overall promote healthy and comfortable behavior, and moreover, focus needs to be laid on the adoption of the communication strategy so that productive outcomes and results can be yielded. It has been analyzed that if good communication and collaboration amongst the employees is created than it does enhances the work engagement and leadership also becomes productive. It is strongly recommended that a good communication strategy needs to be adopted.

6. Recruitment and Selection of Right Candidates

Most of the issues in the organization mainly occurs when the recruitment and selection of the right candidate is not done. For instance, in context to the existing research scenario, it has b indicated and suggested that the company needs to be aware of what kind or sort of the behavior it needs for the organization. For example, if the job needs the adaptive behavioral qualities, then that candidate should be selected that has the adaptive nature to some extent. This is mainly because the organization never wants to invest in the employees that has no specifications to the job position, and if employee is unfit for the position than there will be poor work engagement and lack of focus towards job.

6. Provide Constant Feedback

When employees exactly know what they are doing well, they will surely keep doing it. Providing employees with little recognition on what they are doing well can go along towards boosting morale. This organizational practice has a key importance as it enhances work engagement and it tends to improve overall performance. Therefore, it is highly recommended that constant feedback should be provided to encourage employees work engagement, and to highlight employees position at work environment.

5.2 Limitation And Future Research

This research, "The impact of empowering leadership and work engagement on employee's adaptive behaviors" has been an amazing journey. However, because of the time limitation, the research could not have been carried out in a broad perspective. The data were collected from participants in a particular organization within the service industry. In the future, more research needs to be conducted on the similar domain considering the impacts of different dimensions of work engagement and empowering leadership on employees' adaptive behaviors. Perhaps, different types of the industries or sectors needs to be also considered and focused.

In future research, scholars may also collect data from two different group of participants (i.e., manager and their employees). This may provide much deeper information and concrete statistical data and widen the concept of the impact of empowering leadership and work engagement on employee's adaptive behaviors. By this way, scholars may investigate whether the hypotheses hold true for both managers and employees.

Due to time limitation, it was not possible in this study to observe whether the relationships between empowering leadership, work engagement, and employees' adaptive behaviors hold true for people from different genders, age groups, income levels, and education levels. Future research may conduct at least some additional supplementary research such as ANOVA for studying categorical differences in study's variables.

Despite the aforementioned limits, the findings of this study hold prospective for the analysis of the impact by work engagement and empowering leadership on employees' adaptive behaviors. Therefore, this study can be used as a base for understanding the relationship between these variables.

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Appendices

Appendix A. Questionnaires

Instructions

Please indicate the degree to which you agree with the provided statements by ticking the relevant part.

Strongly Agree(SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree(SD)
5	4	3	2	1

Section A

S/N		SA	A	N	D	SD
1	My manager helps me understand how my objectives and goals relate to that of the company.	5	4	3	2	1
2	My manager helps me understand the importance of my work to the overall effectiveness of the company.	5	4	3	2	1
3	My manager helps me understand how my job fits into the bigger picture.	5	4	3	2	1
4	My manager makes many decision together with me.	5	4	3	2	1
5	My manager often consults me on strategic decision.	5	4	3	2	1
6	My manager solicits my opinion on decisions that may affect me.	5	4	3	2	1
7	My manager believes in my ability to improve even when I make mistakes.	5	4	3	2	1
8	My manager makes it more efficient for me to do my job by keeping the rules and regulations simple.	5	4	3	2	1
9	My manager allows me to make important decisions quickly to satisfy customer needs.	5	4	3	2	1

Section B

S/N		SA	A	N	D	SD
1	At work, I feel full of energy.	5	4	3	2	1
2	In my job, I feel strong and vigorous.	5	4	3	2	1
3	When I get up in the morning, I feel like going to work.	5	4	3	2	1
4	I am enthusiastic about my job.	5	4	3	2	1
5	My job inspires me.	5	4	3	2	1
6	I feel proud of my work	5	4	3	2	1
7	I get carried away when I'm working.	5	4	3	2	1
8	I am immersed in my work.	5	4	3	2	1
9	I feel happy when I am working intensely.	5	4	3	2	1

Section C

S/N		SA	A	N	D	SD
1	I often adjust my personality from one person to next.	5	4	3	2	1
2	I typically adjust the tone of my voice to fit the type of customers I am dealing with.	5	4	3	2	1
3	I act differently at different times, depending on situation.	5	4	3	2	1
4	I try to match the level of my vocabulary to that of customer.	5	4	3	2	1
5	I am courteous and acknowledge the contributions of others.	5	4	3	2	1
6	I respect the feelings of others.	5	4	3	2	1
7	I respect others time and priorities.	5	4	3	2	1

Section D

S/N		SA	A	N	D	SD
1	I usually adapt the type of service to meet the unique needs of each customer.	5	4	3	2	1
2	I use wide variety of strategies in attempting to satisfy the customer.	5	4	3	2	1
3	I can easily suggest a wide variety of services to meet each customer's needs.	5	4	3	2	1
4	I pride myself in customizing the service of customer.	5	4	3	2	1
5	I vary the actual service offering on a number of dimensions depending on the need of customer.	5	4	3	2	1
6	I believe that each customer requires a unique approach.	5	4	3	2	1

Gender Female   _____ Title in the Organization   _____

   Male   _____

   Manager   ——————
   Assist. Manager   ——————
   Unit Managers   ——————
   Assist Un. Man   ——————
Age   _____   Associate   ——————
   Senior Associate   ——————
   Other
   (Please Indicate)

45

Marital Status	Married	_____
	Single	_____
Children	Yes	_____
	No	_____
Education	High School	_____
	University	_____
	Graduate	_____
	PhD	_____
Monthly Income	600 USD	_____
	700-900 USD	_____
	1000-3000 USD	_____

Appendix B. Items Statistics

Appendix B. items statistics for reliability analysis

Item Statistics for Empowering Leadership			
	Mean	Std. Deviation	N
My manager helps me understand how my objectives and goals relate to that of the company.	3.15	1.394	200
My manager helps me understand the importance of my work to the overall effectiveness of the company.	3.04	1.354	200
My manager helps me understand how my job fits into the bigger picture.	3.12	1.413	200
My manager makes many decision together with me.	3.09	1.449	200
My manager often consults me on strategic decision.	3.02	1.444	200
My manager solicits my opinion on decisions that may affect me.	2.82	1.469	200
My manager believes in my ability to improve even when I make mistakes.	2.97	1.432	200
My manager makes it more efficient for me to do my job by keeping the rules and regulations simple.	2.73	1.367	200
My manager allows me to make important decisions quickly to satisfy customer needs.	2.90	1.398	200

Item Statistics for Work Engagement			
	Mean	Std. Deviation	N
At work, I feel full of energy.	3.02	1.412	200
In my job, I feel strong and vigorous.	2.97	1.400	200
When I get up in the morning, I feel like going to work.	2.98	1.412	200
I am enthusiastic about my job.	3.14	1.410	200

My job inspires me.	3.02	1.432	200
I get carried away when I'm working.	2.87	1.365	200
I feel happy when I am working intensely.	2.97	1.354	200

Item Statistics for Service Offerings Adaptive Behaviors			
	Mean	Std. Deviation	N
I often adjust my personality from one person to next.	2.86	1.421	200
I typically adjust the tone of my voice to fit the type of customers I am dealing with.	3.01	1.485	200
I act differently at different times, depending on situation.	3.07	1.451	200
I try to match the level of my vocabulary to that of customer.	2.93	1.343	200
I am courteous and acknowledge the contributions of others.	2.93	1.421	200
I respect the feelings of others.	2.91	1.416	200
I respect others time and priorities.	2.83	1.404	200

Item Statistics for Interpersonal Adaptive Behaviors			
	Mean	Std. Deviation	N
I usually adapt the type of service to meet the unique needs of each customer.	3.00	1.465	200
I use wide variety of strategies in attempting to satisfy the customer.	3.13	1.371	200
I can easily suggest a wide variety of services to meet each customer's needs.	3.06	1.372	200
I pride myself in customizing the service of customer.	3.11	1.433	200
I vary the actual service offering on a number of dimensions depending on the need of customer.	3.14	1.407	200
I believe that each customer requires a unique approach.	2.92	1.396	200

Appendix C. Component Matrix

Appendix C.1 Component Matrix for work Engagement

Component Matrix				
	Component			
	1	2	3	4
I am proud of work i do	.906	-.109	-.047	-.011
My job inspires me.	.881	-.228	.070	-.008
I get carried away when I'm working	.105	.695	-.199	-.317
I feel happy when I am working intensely.	.162	.636	.142	-.356
At work, I feel full of energy.	.258	.414	-.069	.322
I am enthusiastic about my job.	-.024	.091	.814	.275
.i am immersed in my work	-.017	.136	-.572	.522
In my job, I feel strong and vigorous.	-.058	-.194	.030	-.525
When I get up in the morning, I feel like going to work.	.029	.331	.291	.341

Appendix C.1 Component Matrix for Adaptive Behaviors

Component Matrix[a]							
	Component						
	1	2	3	4	5	6	7
I often adjust my personality from one person to next.	.478	.114	.201	.410	-.156		.126
I typically adjust the tone of my voice to fit the type of customers I am dealing with.	.201	.379	-.153	-.287	.418	-.414	.116
I act differently at different times, depending on situation.	.290	.217	-.126			.633	.380
I try to match the level of my vocabulary to that of customer.	-.423	.178	.487				.479
I am courteous and acknowledge the contributions of others.	.526	-.372		-.331	-.297		.228
I respect the feelings of others.	-.272	-.657				.370	
I respect others time and priorities.	-.390	-.273	-.156	.146		-.351	.636
I usually adapt the type of service to meet the unique needs of each customer.	-.120	.271	.323	-.376	.313	.314	.152
I use wide variety of strategies in attempting to satisfy the customer.	-.176	.165	-.638	.337	-.210		.117
I can easily suggest a wide variety of services to meet each customer's needs.	-.237	.568		.178	-.258	.217	
I pride myself in customizing the service of customer.		-.109	.142	.577	.619	.174	-.134

I vary the actual service offering on a number of dimensions depending on the need of customer.	.267		.512	.384	-.273	-.242	51
I believe that each customer requires a unique approach.	.453		-.286	.164	.388		.302