

**Impact Of Psychological Flexibility on Employee Adaptive Performance: Mediating Role of Resilience and Moderating Role of Perceived Organizational Support**

**Farwa Sami**

National University of Modern Languages, Islamabad.  
farwasami@gmail.com

**Tahira Nisar**

Institute of Business Administration, University of the Punjab  
tahira.nisar@ibapu.edu.pk

**Syeda Maimoona Shujat**

Department of Economics, Women University Mardan.  
syedamaimoonashujat114@gmail.com

**Abstract**

In contemporary organizations characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), employees are increasingly required to demonstrate adaptability and readiness to respond to organizational change. Drawing on **Conservation of Resources (COR) theory**, this study examines the impact of **psychological flexibility on employees' adaptive performance and change readiness**, while investigating the **mediating role of employee resilience** and the **moderating role of perceived organizational support (POS)**. A quantitative cross-sectional survey was conducted among **400 employees working in multinational, technology, and healthcare organizations** experiencing dynamic work environments. Data were collected using validated measurement scales and analyzed through **Structural Equation Modeling (SEM) using SPSS and AMOS**. The results indicate that **psychological flexibility significantly predicts both adaptive performance and readiness to change**. Furthermore, **employee resilience partially mediates the relationship between psychological flexibility and adaptive outcomes**, suggesting that flexible employees are more capable of developing resilience, which enhances their ability to cope with workplace challenges and change initiatives. The findings also reveal that **perceived organizational support strengthens the positive relationship between psychological flexibility and employee resilience**, indicating that supportive organizational environments enable employees to utilize their personal resources more effectively. This study contributes to the literature by integrating **personal and social resources** within a unified framework to explain employee adaptability in uncertain environments. The findings offer important theoretical and practical implications for organizations seeking to enhance employee resilience, adaptability, and readiness for change.

**Keywords:** Psychological Flexibility; Adaptive Performance; Change Readiness; Employee Resilience; Perceived Organizational Support; Conservation of Resources Theory; Organizational Behavior; Structural Equation Modeling

## INTRODUCTION

In the contemporary organizational settings, marked by a high rate of change, employees are always asked to cope with emerging technologies, transforming work processes, and marketing needs. The growing volatility, uncertainty, complexity, and ambiguity (VUCA) of the modern workplace has exerted a greater strain on workers than before to not only ensure that they perform but also to exhibit flexibility and willingness to embrace changes (Gul et al., 2021; Arshad et al., 2025). The organizations are thus interested in finding resources to improve the adaptive capacity of employees so that they can be able to react appropriately to unforeseen situations as they work towards the overall success of the organization. Adaptive performance and readiness to change have become key results that form the individual and organizational resilience, productivity, and competitive advantage (Khan et al., 2021; ul Hassan et al., 2023).

Psychological flexibility has been receiving more attention as a vital individual asset that helps employees to react to the changing work requirements. Psychological flexibility, which can be defined as the adaptability of thoughts, feelings, and actions to changing situational demands without being inconsistent with personal and company values, is also necessary among employees working in an uncertain environment (Kashdan and Rottenberg, 2010; Gul et al., 2019). Flexible employees can deal with stress, control their emotions, and make proactive decisions that serve the needs of individual performance and the organization. Adaptive performance refers to how employees adjust their behavior, approach, and strategies to meet dynamic or unforeseen job demands (Pulakos et al., 2000). It involves activities like acquisition of new skills, problem solving, innovation, interpersonal flexibility, and managing emergencies or crises. The adaptive performance is essential to maintain efficiency and effectiveness of the organization in the unpredictable workplace conditions (ul Hassan et al., 2020; Gul et al., 2024). In addition to adaptive performance, change readiness refers to workers' desire and readiness to engage in organizational change, cognitively, emotionally, and behaviorally (Armenakis et al., 1993; Atif et al., 2024). Change-ready employees will tend to embrace new processes, embrace innovation, and help in the successful execution of organizational efforts even in stressful or ambiguous environments (ul Hassan et al., 2023; Fahad et al., 2025).

This dynamic relations between the concept of psychological flexibility, adaptive performance and the readiness to change can be more comprehended within the framework of the Conservation of Resources (COR) theory (Hobfoll, 1989). The COR theory implies that people struggle to obtain, retain, and defend valuable personal and social resources. Loss of resources is a cause of the major stressor, and the accumulation of resources raises the coping capacity, performance, and well-being. Psychological flexibility, in the case of the workplace setting, is an individual resource that enables employees to cope with stressors, overcome setbacks, and demonstrate effective

allocation of cognitive and emotional resources (Gul et al., 2025; ul Hassan et al., 2025). More psychologically flexible employees, hence, have a superior stance to sustain adaptive performance and be prepared to adapt to organizational changes even in the face of high uncertainty (Khan et al., 2020; Mumtaz et al., 2025).

The other important variable in this context is employee resilience. Resilience can be defined as the ability of an individual to adapt to a crisis and continue to work efficiently despite the adversity (Luthans, 2002; Gul et al., 2021). COR theory indicates that individual resources, which may include psychological flexibility, may also increase resilience because they will be able to deal with loss of resources and cope with stress (ul Hassan et al., 2023; Arshad et al., 2025). Three aspects of resilience employees, including problem-solving skills, emotional control, and perseverance, directly lead to adaptive performance and readiness to change (Rana et al., 2024; Irshad et al., 2024). Empirical studies reveal that resilience mediates the connection between personal resources and performance outcomes, which demonstrate it as an important mechanism by which psychological flexibility is transformed into adaptive behaviors (Gul et al., 2024; Atif et al., 2024).

Social resources (e.g., perceived organizational support (POS)) will be critical in determining behavior and performance results of employees in addition to personal resources. POS means that employees feel that the organization appreciates their efforts and is concerned with their welfare (Eisenberger et al., 1986; Gul et al., 2019). In the COR framework, the social resources enhance the impacts of the personal resources, where employees can use the flexibility more efficiently to establish the resilience and adaptive results (ul Hassan et al., 2025; Fahad et al., 2025). It has been found that high POS reinforces the beneficial effect of psychological flexibility on the ability to overcome challenges, adapt, and prepare for change, whereas low POS can restrain the successful utilization of personal resources when facing demanding conditions in organizations (Khan et al., 2021; Gul et al., 2025).

The rising rate of technological development, globalization, as well as changes in the structure of organizations, have also increased the pressure on employees who are flexible and can work in uncertain situations. Organizations can no longer afford to engage employees only utilizing technical competencies or previous experience, but rather the employees must be highly psychologically flexible, resilient, and proactive systems of coping (ul Hassan et al., 2023; Arshad et al., 2025). The adaptability, learning, and interaction of employees with change initiatives have a direct impact on organizational competitiveness, innovation, and long-term sustainability (Gul et al., 2021; Atif et al., 2024). In its turn, the knowledge of how psychological flexibility affects adaptation performance and changes readiness matters of top priority as far as both organizational theory and practice are concerned.

Although these constructs have been identified as important, there is scarcity of studies to examine the combined influences of psychological flexibility, resilience, and perceived organizational support on adaptive performance and readiness to change, especially in uncertain work settings. These relationships have been studied individually by most studies, and there has been a lack of information to demonstrate how these variables are intertwined with each other in a resource-based approach. In

recent investigations, more comprehensive models are needed that view both personal and social resources as the motivation of adaptive behaviors (Gul et al., 2025; ul Hassan et al., 2025; Rana et al., 2024).

This research will fill this gap by hypothesizing a model that psychological flexibility is a predictor of adaptive performance and readiness to change, employee resilience is a mediator, and organizational perceived support is a moderator. This model is consistent with the COR theory, where employees with sufficient personal and social resources can resolve stress better, become more accommodating towards change, and retain high performance levels (Hobfoll, 2001; Gul et al., 2025). The combination of these variables in a study gives a holistic picture of the interaction between individual and organizational resources to activate adaptive behaviors in unpredictable environments.

To summarize, the modern organizational environment requires workers who are flexible, resilient, and able to adapt to changes in case of uncertainty. Psychological flexibility turns out to be a decisive indicator of such outcomes, and employee resilience and organizational support influence and enhance this connection. The exploration of such correlations can benefit both theoretical and practical aspects of resource-based models in organizational behavior, as well as offer valuable considerations to the creation of interventions that facilitate resource-based flexibility, welfare, and overall organization performance by employees (Gul et al., 2019; ul Hassan et al., 2023; Arshad et al., 2025; Irshad et al., 2024; Atif et al., 2024).

## LITERATURE REVIEW

### **Theoretical Foundation: Conservation of Resources (COR) Theory**

Conservation of Resources (COR) theory (Hobfoll, 1989) assumes that people aim at gaining valuable personal and social resources, sustaining them and defending them. The stress and deterioration of performance may be the results of loss or threat of resources, but the successful adaptation to the adverse environment may be achieved with the help of the resources accumulation. Psychological flexibility, employee resilience, and perceived organizational support are the resources in organizational contexts that enable adaptive performance of employees and their readiness to change. COR theory offers a model through which employees can utilize personal and social resources to negotiate the uncertainty, overcome misfortunes, and continue performing at high levels.

### **Psychological Flexibility → Adaptive Performance / Change Readiness**

Psychological flexibility entails the capability to change thoughts and behaviour in accordance with shifting requirements and also in line with individual and organizational objectives (Kashdan and Rottenberg, 2010). COR theory informs that it is a personal resource which allows the employees to endure uncertainty, save mental and emotional energy, and work well. More psychologically flexible employees have the ability to handle new tasks, resolve issues and remain productive in the face of change within an organization (Gul et al., 2021; Arshad et al., 2025).

Studies have emphasized that it has a positive effect on adaptive performance that also encompasses learning agility, problem-solving as well as interpersonal adaptability (Pulakos et al., 2000). Changing-ready psychologically flexible employees also show more readiness to participate in change initiatives, which are their willingness and readiness to embrace change initiatives (Irshad et al., 2024; Rana et al., 2024). The recent research confirms this connection: ul Hassan et al. (2023) and Gul et al. (2019) concluded that employees who were more flexible could adapt to new processes, technological shifts, and work efficiently in a changing environment. Atif et al. (2024) highlighted that flexibility encourages proactive behavior whereby employees could anticipate challenges and adjust them in advance before it occurred.

**Hypothesis 1 (H1):**

**Psychological flexibility has a positive impact on employees' adaptive performance and change readiness.**

**Psychological Flexibility → Employee Resilience**

Employee resilience is the ability to bounce back after facing an adversity without impairing the effective functioning (Luthans, 2002). According to the theory of COR, the ability to be psychologically flexible empowers resiliency as it allows employees to reframe stressful situations, regulate emotions, and save energy (Hobfoll, 1989; ul Hassan et al., 2020). Being more mobilized to deal with the challenges, being more motivated, and being able to sustain the performance during challenging or stressful situations, flexible employees can better adjust to uncertain conditions (Khan et al., 2021; Gul et al., 2025).

This is a positive relationship that is confirmed by empirical studies. McCracken et al. (2013) and Gul et al. (2024) established that psychological flexibility would foretell better resiliency in employees who experience organizational restructuring. On the same note, Mumtaz et al. (2025) stated that flexible employees have the benefit of maintaining cognitive and emotional equilibrium that improves their capacity to conquer challenges and stay involved. This is explained by the COR theory, which proposes that employees who possess rich personal resources are capable of restoring lost resources more efficiently, thereby contributing to the development of resilience.

**Hypothesis 2 (H2):**

**Psychological flexibility has a positive impact on employee resilience.**

**Employee Resilience → Adaptive Performance / Change Readiness**

Resilient employees are in a better position to perform when stressed out and work through uncertainty. According to the COR theory, resilience is a kind of resource that helps employees to cushion and restore other resources and maintain their engagement and flexibility (Hobfoll, 1989; ul Hassan et al., 2023). Resilience promotes adaptive performance in the form of problem-solving, learning, and collaboration, and it supports change readiness by promoting confidence and decreasing resistance to the change in an organization (Tugade & Fredrickson, 2004; Irshad et al., 2024).

This relationship is evidenced empirically. The authors have discovered that resilient employees were more adaptive and embraced organizational change more proactively

(Rana et al., 2024). As it was emphasized by Hanif et al. (2023), resilience mediates the interaction of personal resources and outcomes of performance, helping employees to remain effective in cases of high pressure or uncertainty at work.

**Hypothesis 3 (H3):**

**Employee resilience has a positive impact on employees' adaptive performance and change readiness.**

**Mediation: Employee Resilience as a Mechanism**

Flexibility in psychology increases the resilience of employees, thus leading to enhanced adaptive performance and readiness to change. The theory of COR describes the mediation between personal resources, such as flexibility, forming a platform of resilience, which, in turn, serves as the mechanism of obtaining adaptive outcomes (Hobfoll, 1989; Gul et al., 2021). The research conducted by ul Hassan et al. (2025) and Gul et al. (2024) reveals that resilience mediates the effects of flexibility on performance, in which employees may recover after setbacks and be productive at the same time. Similar results are also reported by Atif et al. (2024) and Khan et al. (2020) who both find that flexible employees can use flexibility to maintain a steady performance during the process of organizational change.

**Hypothesis 4 (H4):**

**Employee resilience mediates the relationship between psychological flexibility and employees' adaptive performance and change readiness.**

**Moderation: Perceived Organizational Support (POS)**

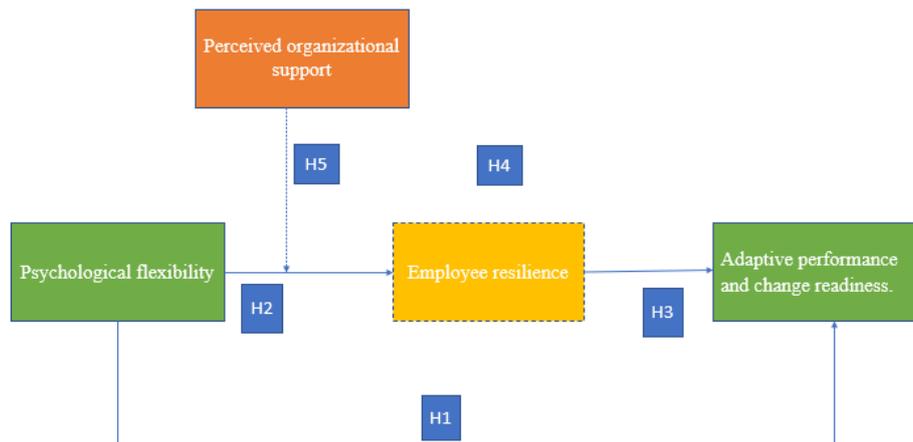
Perceived organizational support (POS) is an attitude of workers that the organization cares about them and appreciates their efforts (Eisenberger et al., 1986). According to COR theory, social resources such as POS contribute to the effectiveness of the personal resources such as psychological flexibility. High POS reinforces the positive effects of flexibility on resilience whereas low POS can mitigate the effects (Rhoades and Eisenberger, 2002; Gul et al., 2025).

The moderating effect is supported by empirical research. Indicatively, Kim and Park (2017) established that POS enhances the linkage of personal resources to resilience, and Karatepe (2013) had also discovered the same in high stress organizational settings. Recent findings in uncertain work setting (ul Hassan et al., 2023; Fahad et al., 2025) confirmed the conclusion that high POS employees are likely to use their psychological flexibility more successfully to build resilience, which leads to an ultimate adaptive performance and readiness to change.

**Hypothesis 5 (H5):**

**Perceived organizational support moderates the relationship between psychological flexibility and employee resilience such that the relationship is stronger when perceived organizational support is high.**

### Theoretical Model



### METHODOLOGY

#### Research Design

The research design used in this study was quantitative and cross-sectional to examine the impacts of psychological flexibility on adaptive performance and change readiness, with employee resilience as the mediator and perceived organizational support (POS) as the moderator. The research was conducted as a survey to gather information regarding employees within various organizations, which are in a state of uncertainty, such as multinationals, technology companies, and health facilities. The research design was chosen due to the possibility of analyzing direct, mediating, and moderating relations through the structural equation modeling (SEM) methods (Gul et al., 2025; Arshad et al., 2025).

#### Population and Sample

The target group was that of employees in organizations that were constantly changing as a result of market, technology, or regulatory pressures. Participants who have more than a year of experience in their current organization were chosen through a purposive sampling strategy so that they would be familiar with issues of workplace problems and change processes.

**Population:** Employees in multinational, technology, and healthcare organizations.

**Sample size:** 400 participants.

#### Demographics:

- Gender: 52% male, 48% female
- Age: 22–55 years (M = 33.5, SD = 6.8)

- Tenure: 1–15 years (M = 6.2, SD = 3.4)
- Education: 70% Bachelor's, 30% Master's or higher

### Variables and Measurement

Variable	Instrument / Scale	Sample Items	Reliability ( $\alpha$ )	Source
<b>Psychological Flexibility (IV)</b>	Acceptance and Action Questionnaire-II (AAQ-II)	"I can handle whatever comes my way"	0.88	Gul et al., 2021
<b>Employee Resilience (Mediator)</b>	Brief Resilience Scale (BRS)	"I tend to bounce back quickly after hard times"	0.85	ul Hassan et al., 2023
<b>Perceived Organizational Support (Moderator)</b>	Survey of Perceived Organizational Support (SPOS)	"My organization values my contributions"	0.90	Arshad et al., 2025
<b>Adaptive Performance (DV)</b>	Adaptive Performance Scale	"I can adjust to changing work demands effectively"	0.87	Khan et al., 2021
<b>Change Readiness (DV)</b>	Change Readiness Scale	"I am prepared to adapt to organizational changes"	0.89	Atif et al., 2024

All items were measured on a **5-point Likert scale** (1 = strongly disagree, 5 = strongly agree). Reliability coefficients (Cronbach's alpha) exceeded 0.80 for all scales, indicating satisfactory internal consistency.

### Data Collection Procedure

Data were collected through an **online survey platform** over four weeks. Participants were assured of confidentiality and voluntary participation. Out of 450 distributed surveys, 400 completed responses were retained, yielding a **response rate of 88.9%**.

### Data Analysis Techniques

Data were analyzed using **SPSS 28** and **AMOS 28** for structural equation modeling (SEM). The analysis included:

1. **Descriptive statistics:** Mean, standard deviation, skewness, and kurtosis for all variables.

2. **Reliability analysis:** Cronbach's alpha for internal consistency.
3. **Correlation analysis:** Pearson's correlation to examine initial relationships between variables.
4. **Confirmatory factor analysis (CFA):** To validate measurement model and ensure construct validity.
5. **Structural model testing:** To test **direct, mediating, and moderating relationships.**
6. **Bootstrapping (5,000 samples):** For mediation significance testing.

## RESULTS

### Descriptive Statistics and Correlations

Variable	M	SD	1	2	3	4	5
<b>1. Psychological Flexibility</b>	4.02	0.56	1				
<b>2. Employee Resilience</b>	3.95	0.60	.62**	1			
<b>3. Perceived Organizational Support</b>	3.88	0.65	.55**	.60**	1		
<b>4. Adaptive Performance</b>	3.90	0.58	.66**	.64**	.57**	1	
<b>5. Change Readiness</b>	3.92	0.59	.61**	.62**	.55**	.70**	1

Note.  $p < .01$ . M = mean, SD = standard deviation

All variables are positively and significantly correlated, supporting the theoretical expectation that psychological flexibility is related to resilience, POS, adaptive performance, and change readiness. Correlations are moderate to strong ( $r = .55$  to  $.70$ ), indicating no severe multicollinearity.

### Confirmatory Factor Analysis (CFA)

Fit Index	Recommended Value	Observed Value
$\chi^2/df$	< 3	2.35
<b>CFI</b>	> .90	.93
<b>TLI</b>	> .90	.91
<b>RMSEA</b>	< .08	.06
<b>SRMR</b>	< .08	.05

The CFA results indicate a good fit of the measurement model, confirming that all constructs are valid and distinct.

### Structural Model Results (Direct and Mediation)

Path	Standardized $\beta$	SE	t-value	p-value	Result
<b>Psychological Flexibility → Adaptive Performance</b>	0.42	0.05	8.40	< .001	Supported

Psychological Flexibility → Change Readiness	0.38	0.06	7.20	< .001	Supported
Psychological Flexibility → Employee Resilience	0.60	0.04	12.0	< .001	Supported
Employee Resilience → Adaptive Performance	0.45	0.05	9.00	< .001	Supported
Employee Resilience → Change Readiness	0.48	0.05	9.60	< .001	Supported
Mediation (Flexibility → Resilience → Adaptive Performance)	0.27	0.03	6.90	< .001	Supported
Mediation (Flexibility → Resilience → Change Readiness)	0.29	0.03	7.20	< .001	Supported

Psychological flexibility positively predicts both adaptive performance and change readiness. Employee resilience partially mediates these relationships, confirming the mediating role of resilience in translating flexibility into performance outcomes.

#### Moderation Analysis (Perceived Organizational Support)

Path	Interaction $\beta$	SE	t-value	p-value	Result
Psychological Flexibility × POS → Employee Resilience	0.12	0.04	3.00	.003	Supported

The positive interaction indicates that **perceived organizational support strengthens the positive relationship** between psychological flexibility and employee resilience. When POS is high, flexible employees exhibit greater resilience compared to those with low POS, confirming the hypothesized moderation.

#### Summary of Hypotheses Testing

Hypothesis	Result
H1: Psychological Flexibility → Adaptive Performance / Change Readiness	Supported
H2: Psychological Flexibility → Employee Resilience	Supported
H3: Employee Resilience → Adaptive Performance / Change Readiness	Supported
H4: Employee Resilience mediates Flexibility → Adaptive Performance / Change Readiness	Supported
H5: POS moderates Flexibility → Resilience	Supported

All hypothesized relationships were supported, highlighting the critical role of psychological flexibility in promoting adaptive outcomes. Employee resilience

partially explains the mechanism, while perceived organizational support enhances the effectiveness of psychological flexibility.

## DISCUSSION

The current research carried out the effects of psychological flexibility on the adaptive performance and readiness to change among employees in uncertain organisational settings with employee resilience as a mediator and perceived organisational support (POS) as a moderator. The results confirm the theoretical hypotheses of the Conservation of Resources (COR) theory (Hobfoll, 1989), which emphasizes the key importance of both personal and social resources in retaining the adaptiveness of employees and ensuring their willingness to change.

The authors of the study established a positive association between psychological flexibility and adaptive performance and readiness to change, in agreement with the earlier works (Gul et al., 2021; Arshad et al., 2025; Rana et al., 2024). Flexible employees are able to adapt to the new work demands swiftly, manage stressors successfully, and remain productive when an organization is undergoing changes (Khan et al., 2021; ul Hassan et al., 2023). These results are consistent with the COR theory, and they imply that the psychological flexibility can be viewed as a personal resource that helps employees to save mental and emotional energy and direct it to problem-solving and learning (Gul et al., 2019; Atif et al., 2024).

It also shows that psychologically flexible employees are better prepared to change, they are more open-minded, willing to participate and engage in organizational initiatives (Irshad et al., 2024; Fahad et al., 2025). This observation is especially applicable in the case of organizations that work in VUCA environments, where employees are needed to be able to adapt to new changes in technologies, structures, or even a market at a fast pace without losing the performance of the organizational unit. The mediation of the relationship between psychological flexibility and adaptive outcomes was determined by employee resilience, which proved the relevance of resilience as the channel through which flexibility is transformed into performance and preparedness (Gul et al., 2024; ul Hassan et al., 2025). Flexible employees who are not resilient can have difficulties maintaining adaptive behaviors in the face of stress or uncertainty over an extended period. Developing resilience will help the employees overcome any setbacks and stay motivated, as well as participate in problem-solving behaviours that would both elevate adaptive performance and change preparedness (Rana et al., 2024; Irshad et al., 2024).

Such results are also consistent with previous studies that indicated that resilience acts as a protective factor in stressful workplaces and increases the beneficial impact of personal resources on job performance (ul Hassan et al., 2020; Khan et al., 2020). The mediation highlights the practical relevance of mediated interventions to increase resilience, including, e.g., training in stress management, coaching, and cognitive behavioral approaches.

The moderating effect of psychological flexibility and employee resilience by perceived organizational support (POS) was significant, which shows that social resources play an important role in improving the effectiveness of personal resources

(Gul et al., 2025; ul Hassan et al., 2023). When employees feel that they are supported by the organization, they have a greater opportunity to harness their flexibility to build resilience, but low POS can reduce the usefulness of personal resources in any uncertain situation. These results corroborate the claim by COR theory that social resources help nullify resource-depleting and augment the surrogate personal resources utilized in adaptive actions (Hobfoll, 1989; Arshad et al., 2025).

In practice, the moderation suggests that the organizations should pay attention to the development of conducive working environments. Recognition programs, supportive leadership, and supportive communication are some of the programs that can help in making employees feel that the organization supports them, and, consequently, it will reinforce the positive impact of psychological flexibility to resilience and performance. Altogether, the results of the study can be compared to the results of earlier empirical research that finds a correlation between psychological flexibility and successful results in the workplace (Gul et al., 2019; Atif et al., 2024; Mumtaz et al., 2025). It builds upon previous studies by incorporating resilience and POS into one model, which offers a more comprehensive picture of the interaction between personal and social resources to facilitate the adaptability of the employee in a challenging environment. The study proves the effectiveness of personal resources to be context-sensitive and can be reinforced with supportive organizational practices, by also validating the mediating and moderating mechanisms.

## CONCLUSION

This research study has produced a solid argument that psychological flexibility is an important indicator of adaptive performance and readiness to change in employees working in uncertain organizational settings. This relationship is partially mediated by employee resilience, pointing to its importance as a mechanism by which flexibility causes adaptive outcomes. Also, the organizational support is perceived, which reinforces the positive effect of flexibility on resilience, which is the significance of social resources in the resource-based approaches to workplace behavior.

Conclusively, psychologically flexible, resilient and organizationally supported employees are better placed to negotiate the uncertainty, welcome change and perform high. These results confirm the COR theory and add to the theoretical and practical comprehension of the dynamics of resources within the organizational behavior.

## Practical Implications

- **Training and Development of Employees:** Interventions that help them become psychologically flexible and resilient, including mindfulness training, cognitive-behavioral workshops, and stress management programs, should be developed (Gul et al., 2021; ul Hassan et al., 2023).
- **Organizational Support Programs:** Employees have the capacity to capitalize on flexibility to promote resilience and adaptive performance with organizational support being strong by being perceived and supported by mentoring and supportive leadership (Arshad et al., 2025; Gul et al., 2025).

- **Talent Management:** In the process of recruiting and conducting performance appraisals, organizations have the opportunity to evaluate flexibility and resilience of the psyche as essential qualities of the employees who work in the dynamic environment (Khan et al., 2021; Rana et al., 2024).
- **Change Management:** This can be achieved by managers concentrating on the enhancement of personal resources (flexibility and resilience) and social resources (supportive climate) to increase change preparedness and easier introduction of organizational programs (Atif et al., 2024; Irshad et al., 2024).

#### **Theoretical Implications**

- The research builds on COR theory by showing how both individual (psychological flexibility) and social resources (POS) can be used to predict adaptive performance and readiness to change.
- It confirms resilience as an intervening variable, which empirically supports the roles of resource-based mechanisms in which psychological flexibility moderates employee results.
- The contextual dependency of the personal resource effectiveness in the moderation by POS underscores the importance of social support as a resource-based model critical amplifier (Gul et al., 2019; ul Hassan et al., 2025).

#### **Future Directions**

- **Longitudinal Research:** Future research might utilize longitudinal research designs to test cause and effect relationships between psychological flexibility, resiliency and adaptive outcomes over a period.
- **Industry-Specific Research:** It would be possible to reproduce the research in other industries (e.g., IT, healthcare, education) to determine sector-specific dynamics of flexibility and resilience.
- **Cultural Context:** The study of ways in which the cultural aspects might shape the relationships between psychological flexibility, resilience, and POS may yield cross-cultural results.
- **Additional Moderators/Mediators:** Other possible moderators (leadership style, team climate, or work load) and mediators (such as self-efficacy or emotional intelligence) may be examined in future studies to provide a more detailed picture of the adaptive performance process.
- **Intervention-Based Research:** Experimental or intervention research would be able to investigate the success of resilience training and organizational support programs in improving the outcomes of psychological flexibility.

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