"The Impact of Psychological Flexibility on the relationship between Resilience on Employees Adaptive Behaviour in Telecom Sector, Pakistan"

By:

Neelam Tanveer

01-321222-031

Supervisor:

Dr Asma basit

Department of Business Studies

Bahria University Islamabad

Fall / 2023

FINAL PROJECT/THESIS APPROVAL SHEET

Viva-Voce Examination

Topic of Research: The Impact of Psychological Flexibility on the relationship between Resilience on Employees Adaptive Behaviour in Telecom Sector, Pakistan

Names of Student: Neelam Tanveer
Enrollment # 01-321222-031
Class: MBA-HRM
Approved by:

_____

(Dr Asma Basit)

Supervisor

_____

(examiner-I)

Dr.amjad masood

_____

(examiner-II)

Mehreen Fatima

_____

Dr.syed Haider ali shah

Research Coordinator

_____

Dr.khalil ullah mohammad

Head of Department

Business Studies

DECLARATION OF AUTHENTICATION

I, **Neelam Tanveer**, *MBA Student in the Department of Management Sciences, Bahria University, Islamabad, certify that the research work presented in this thesis is to the best of my knowledge my own. All sources used and any help received in the preparation of this dissertation have been acknowledged. I hereby declare that I have not submitted this material, either in whole or in part, for any other degree at this or any other institution.*

Signature -----------------------

Acknowledgment

I would like to express my gratitude to my supervisor, **Dr Asma Basit**, who guided us throughout this research project. Her guidance has helped us completing this project. I would also like to thank the committee members for the advice they provided throughout this research process. I would also like to thank my friends and family, for the support they provided during this long process.

Abstract

This study investigates the complex dynamics among psychological resilience, resilience and adaptive behavior among employees in the telecommunications sector in Islamabad, the capital of Pakistan. A quantitative research design was adopted, 300 participants were selected as a sample, and the data were analyzed using the regression method through the Statistical Software for Social Sciences (SPSS) program. The study followed strict ethical protocols, obtaining informed consent, ensuring confidentiality, and prioritizing the well-being of participants. This study addresses a critical research gap by exploring the interplay between psychological flexibility and resilience in the unique organizational context of the telecommunications industry. The findings contribute to an accurate understanding of the factors that influence employee adaptive behavior. The comprehensive analysis aims to provide valuable insights into organizational development and employee well-being in the evolving telecommunications industry.

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<center>**CHAPTER ONE**</center>

<center>**INTRODUCTION**</center>

1.1 Background of the Proposed Research

Flexibility can lead to high levels of stress and burnout, which can lead to high absenteeism rates. In a survey of U.S. workers, 25 said they "feel the need to cry or scream because of stress in the workplace," and the report's authors estimate that 30 percent of employees suffer from a lack of flexibility and job satisfaction each year (Bill, 2019). The same is true in the European Union, where 147 million workers say they must "work faster and for shorter periods of time" (John, 2020). In the UK, the number of sick days lost due to stress, fatigue and anxiety has increased 24-fold since 2019, and the number of deaths from severe mental illness has doubled. Although statistics are not available for African and Asian economies, it can be assumed that cost pressures faced by developed international companies and the lack of local labor laws would have a similar impact on workers in these economies. Today's organizations operate in an ever-changing environment with increasing demands for employee recruitment (Edwards and Morrison, 2017; Hollinback, 2018; Lipin and Elgin, 2019; Elgen and Polkos, 2019; Kozlowski, 2020). Check APA reference format.

While resilience is not a new concept, study sponsors, academic researchers, and organizational experts are working to understand and enhance analysis of what makes employees grow and feel happy in the workplace, and connect this to other aspects such as adaptive behavior stand up. For example, as technology changes and the nature of automated work continues to change (Patrickson, 2019; Thai Titch and Woodman, 2020, check references), employees need to learn new ways of working.

Conceptualization, legislation, and corporate auditing also require individuals to learn new skills to qualify for various jobs (Kiniki and Latic, 2020).

The key to resilience is adaptive behaviour. Many occupations in the global economy require people to continuously adapt in order to understand how to operate effectively (Black, 2017; Ford, 2019). For workers to function well in a changing environment, they must be able to adjust, recognise, and endure certainty. But concepts like adaptation, attentiveness, and diversity are hazy, poorly defined in the psychological literature, and challenging to measure, forecast, and train.

Psychological flexibility is another issue of concern to researchers today. In recent years, psychological resilience has become a hot research topic among positive psychologists, human resources researchers and management experts. Work engagement has become increasingly popular in occupational psychology as a positive aspect of psychology due to the emergence of psychological flexibility. Busy employees feel energized, productive during work activities, and are better able to adapt to their work demands (Schifel and Becker, 2014).

Existing research on the potential benefits of flexibility for employees is primarily theoretical (Reb, Chintand, & Bahi, 2015) and has led to some valid conclusions. For example, some authors claim that employees' opinions have a beneficial impact on their mental health (Roach, Har & Lawton, 2014). Research has found a relationship between leader mindset, employee satisfaction, and performance (Reb Out., 2014). However, few studies have examined the relationship between leader qualifications and employee performance. Interestingly, these two randomized studies show that intelligence is associated with more effective group management and interaction (Sedler-Smith and Sheffield, 2017; Yukok, 2018).

Recently, Gulu et al. (2021)proposes a model in which flexibility leads to anxiety at the expense of actual flexibility to address one's thoughts and feelings. These authors define response flexibility as the ability to pause before taking action. Their research showed that reducing the robot's use of mental processes was closely related to increased response flexibility. In fact, by practicing non-judgmental and non-reflective thinking, those who are too focused on thinking rarely respond spontaneously. Their results suggest that thoughts and reactions to events are not objective but related to situational responses that are less automatic and more tailored to the specific demands of each event.

This flexibility of response can be achieved by proposing alternative solutions to various problems. These findings support Dean (2019) and Thomas (2019), showing that flexibility stimulates perceptual flexibility, free thinking, and response flexibility. Although there are multiple perspectives on resilience awareness, Bell et al (2018) selected this study because its aspects appeared to be related to behavioral resilience rather than directly to nursing practice. This model is based on factor analysis of five self-awareness questionnaires and shows that different things can be done. It is divided into the following five factors: observation, interpretation, non-judgment of inner experience, inability to communicate inner experience, and conscious action. Observation focuses on inner and outer experiences such as emotions, feelings, sensations, sights, sounds, and smells. Describes the ability to categorize experiences using descriptive points without judging that inner experiences have predictable attitudes about our thoughts and emotions.

After all, non-responsiveness to inner experience refers to the ability to accept our thoughts and feelings without participating in them, while mindfulness means

participating in one's current activities, and another way to focus one's attention is through mechanical movements

Resilience has emerged as a modest global movement that seeks to answer many of the stress questions of our time, such as workplace stress disruptions, climate change, and ethical crises in politics and corporate research (Reford and Haddock, 2019). Likewise, mental illness research has grown rapidly over the past 20 years, with only 12,200 articles published in scientific journals last year (Ammara, 2020). Not surprisingly, most research has focused on developing and assessing resilience in various contexts surrounding the reduction of specific negative health outcomes, such as stress and inflammation (Botke et al., 2018), acute pain (Hilton, 2017), and depression (Wang et al., 2018). This creates an obvious bias because it underestimates irrational outcomes, which in turn is not suitable for exploring positive aspects of the potential effects of resilience.

The same applies to flexibility in the workplace. This is despite studies indicating negative effects and outcomes (Looms et al., 2017). However, in general, the theoretical foundation supports the positive impact of flexibility (Bran and Ryan, 2020), particularly in the workplace (Glod et al., 2016). There is evidence that resilience can truly support employees at work in many ways, such as understanding and identifying positive events and emotions, recovering quickly from negative emotional states, and improving our overall understanding and performance processes (Davidson & Scholar, 2015; Holzel et al., 2019). Likewise, the philosophical and practical foundations of resilience are drawn from various spiritual care traditions in Buddhism. In these traditions, the main goal of spirituality is understanding and compassion, not only to alleviate suffering, but also to create deeper thoughts and higher psychological qualities, such as personal and social well-being (Levy and Levy, 2018). However, this concept

of spiritual interpretation has not been applied scientifically. There is a lack of theoretical and practical knowledge and research on the concept of flexibility and its impact on the workplace.

The field of resilience research is fairly young, and there are still unmet research needs to investigate how resilience affects mental well-being and achievement improvement from the viewpoints of the individual, the group, and the organisation (Rosenkranj et al., 2019). Apart from this underlying issue, there is a dearth of techniques especially built for evaluating resilience in personnel in good health. Similar to this, the majority of programmes now in place focus on clinical populations that range in sophistication (Good et al., 2016). As a result, we can conclude that the advantages of adaptability in the job differ greatly.

In addition to the gaps mentioned above, resilience research also needs to identify a number of other relevant issues. For example, in psychological coaching, understanding one's work characteristics (e.g., workload, emotional demands) plays an important role in predicting negative work outcomes (Johnson et al., 2018). Likewise, little is known about the specific mechanisms by which workplace factors may hinder or support interpersonal experiences (e.g., resilience efficacy) and potential psychological impacts (e.g., stress, inflammation) (Good et al., 2016).

There is also a gap for staff who may not be interested in theoretical models of psychology or detailed descriptions of the psychological methods used, but may choose to focus on evidence indicating findings and conclusions.

1.3 Research Objectives

1. 1. To assess how employees' behavior that adapts in Pakistan's telecom industry is affected by resilience.

2. 2. To examine the moderating function of psychological flexibility in the association between workers' adaptive behaviour and perseverance in Pakistan's telecom industry. 1.4 Research Issues

3. What is the relationship of Resilience and employees' adaptive behavior of the telecom sector of Pakistan?

1. How the psychological flexibility plays the moderating role in the relationship of Resilience and employees' adaptive behavior of the telecom sector of Pakistan..

1.5 Significance of the Study:

The existing literature on the impact of psychological resilience and flexibility on adaptive behavior among employees in the Pakistani telecommunications industry deserves attention, but there is still a significant research gap. While many studies have examined the impact of psychological resilience or flexibility on adaptive behavior in isolation, limited studies have examined the complex interplay between these two psychological constructs in the specific context of the Pakistani telecommunications industry. The relationship between psychological flexibility and resilience, and how this dynamic interaction shapes employees' adaptive behavior, remains to be explored. This gap in the current literature calls for a comprehensive investigation to elucidate the precise mechanisms through which psychological resilience and flexibility jointly promote adaptive behavior in the unique regulatory environment of Pakistan's telecommunications industry. By filling this research gap, scholars can gain a more comprehensive understanding of the psychological factors that influence employees'

adaptive behaviors and provide valuable insights into organizational development and employee well-being in the evolving communications industry.

1.6 Delimitation

This study was identified along several dimensions. First, it is a provisional result within a specific time frame to ensure the relevance and applicability of the findings in the Pakistani telecommunications industry. Second, its subject definition focuses specifically on the impact of psychological flexibility on the relationship between flexibility and adaptive behavior among employees in the telecommunications industry. Third: The sample was limited to a carefully selected group of communications industry employees to maintain the scope and depth of the study. Finally, the population is segmented into Pakistan's broader telecommunications workforce, ensuring targeted screening within specific regulatory contexts. These boundaries allow for a more focused and purposeful exploration of the identified research variables, contributing to a contextual understanding of the psychological factors that influence the adaptive behavior of employees in specific industries and specific languages.

CHAPTER TWO

LITERATURE REVIEW

This chapter aims to describe in detail the variables considered and identify gaps in the existing literature. To achieve this goal, this chapter begins with a critical review of the literature related to independent variables and psychological flexibility, emphasizing its conceptualization, theoretical foundations, and empirical evidence. Next, the focus turns to examining the literature on resilience (the mediator in the proposed model) to gain a comprehensive understanding of its role and impact on employees' adaptive

behaviors. This chapter aims to lay the foundation for the proposed study by compiling existing research on these key variables. Furthermore, the discussion focuses on studies that have explored each variable individually, thereby providing insights into its importance within an organizational context. Next, attention is drawn to the limited literature examining the interaction between psychological flexibility and resilience, focusing on identified research gaps. The chapter concludes by addressing the limitations of the study, addressing temporal, substantive, sample, and demographic limitations and setting the stage for subsequent chapters to provide an in-depth exploration of research methods, findings, and implications.

2.1 Adaptive Behavior

Some articles define adaptive functioning as behaviour, while others define it as change/need/need, in addition to mentioning coping and performance skills. Functional capabilities are defined by many scholars (Taher, 2019) as an employee's or a team's capacity to modify their knowledge and behaviour in order to adapt to new situations. On the other hand, some characterise adaptable behaviour as "the behaviour of an employee that adapts to new events, circumstances, or situations."

Adaptive performance behaviours, according to Jund (2019), typically seek to "maintain performance levels or reduce performance losses due to changes." They also agree that in order to meet targeted performance targets, organisational and mutual adjustments could be required. Blokos et al. (2019), in contrast, distinguished six aspects of necessary performance. First among them is inventive problem-solving. secondly, Handle ambiguous/unexpected work situations. Chief expert on work, technical tools and work procedures; he then added two other aspects: management in

times of emergencies or business crises and managing the stress of finding a team of military personnel.

By demonstrating the relationship between better performance and job sharing, Brewer et al. (2019) found that employees who felt engaged performed more focused tasks on a daily basis. Furthermore, since they are completely focused on their work, they are more focused on their work. In other words, their dedication enables them to foresee new challenges or identify current flaws in the process. People who pay close attention to their work are better equipped to face external challenges. Many authors discuss the applicability of different actions at the individual, group and organizational levels (Elgan and Polacos, 2019), often using many different names and conceptual definitions. For example, Heskett and Neal (2010) refer to "executive performance," Murphy and Jackson (2019) consider "role flexibility," and London and Moon (2019) propose interpersonal competencies for managing new learning experiences.

Furthermore, adaptability covers a wide variety of topics and addresses various types that are pertinent to organisations (such as new teams and individuals, clearly defined challenges, diverse cultures, new technology, challenging physical conditions, etc.). focusing on distinct The diverse needs of the field, e.g. Campbell (2019) generally discusses performance issues, i.e. understanding how to identify things that are important and enable researchers to clearly define their transformation, and thus how to evaluate applications, and gain their consent.

2.2.1 Solve Problems Creatively

Adapting to novel circumstances or dynamic shifts typically necessitates finding novel solutions to unidentified challenges. Therefore, part of the integration activities considered by many authors involves efficiency, which is atypical, non-

specific and complex for employees facing current working conditions and organizations (Holok, 2017; Hat Hitono and Anagki, 2018) In this aspect of performance, what is important is the expected results of complex problems or situations or the creation of creative solutions for new challenging problems.

2.2.2 Deal with Unfamiliar/Unexpected Business Situations

Many authors have also discussed the application for a wide range of applications and unreliable business situations. These situations may be the result of a combination of factors, such as formal organizational structures, changing business priorities, reduction or changes in existing resources, or inclusion in new organizations or organizations (Ashford, 1986; Dix and Sychex, 1995; Weiss Wes, 2000; Murphy, 2001; Ed Edwards and Morrison, 2005; Hall & Mirwais, 2010). The key aspects of presentations related to similar events are the ease with which staff members adjust to the particular circumstances, their capacity to shift their attention when necessary, and their capacity to operate within a reasonable range However, this situation does have ambiguities. Although this aspect of adaptation is definitely related to the problem-solving part discussed above, it means that creative problem-solving can be easily and efficiently used in uncertain or unexpected situations. This concept differs due to the ambiguity of the face and the whole. From creativity and efficiency to solving new problems. In addition, it should be noted that a number of different predictions define these two areas of overall performance. For example, research has shown that common sense, problem-solving and problem-solving structures play a special role in creative problem-solving activities (Hoover & Feldson, 2017; Kretler & Kretler, 2018; Evans, 2019).

On the other hand, personality structures such as sources of self-confidence, self-efficacy, and control have been shown to be effective predictive factors for dealing with uncertain and changing situations (Anderson, 2010; Jones, 2011; Colin, Terry, and Schweize, 2016). Therefore, although the creative problem is likely related to problem solving and responding to predictive situations, we believe that in our first model, they should be considered as different components of the desired function.

2.2.3 Learn New Tasks, Techniques, and Procedures

In order to develop a new job or profession, learning new skills or jobs is part of the third dimension of literature thinking (Kenny and Latick, 2018; Noah and Ford, Nick 2018; Ford, 2019; Nick and Ford, 2019; Woodman, 2020). This aspect of optimum performance is largely a major technical achievement due to technological advancements and the increasing pressure on continuous training in the organization. Today's workers are increasingly exposed to technological innovations, forcing them to learn new ways of working (Haskell & Neil, 2010). Likewise, continuous training prepares for future business needs (London & Moon, 2010) who are expected to participate in the ongoing planning and development process. Most workers no longer expect to learn a job or set of skills and then use those skills in an occupation. Instead, the effective motivators in today's organizations are those who can anticipate future requirements and change job requirements by learning new applications, techniques, procedures, and roles. While technical and functional changes can be seen with certainty, in theory, people anticipate, prepare and learn about the effectiveness of future business needs, regardless of the ongoing ambiguity and uncertain and effective working conditions. Likewise, the future may depend on various aspects of performance. Knowledge and head skills have been shown to improve learning and skill acquisition (Ackerman, 2019; Fleischmann, 2020), and thus can be an important predictor of

desired learning performance. As described above, personality structure and mood can be an important predictive indicator.

2.2.4 Deal with Measurement of Uncertainty

Therefore, although the uncertainty in the desired function may be related to learning and processing, they are considered independent components of the first model.

2.2.5 Show mutual compatibility

The fourth aspect of desirable performance has been discussed by many researchers, which is mutual improvement. As more and more work or project teams are raised by the ever-changing work environment, such applied performance is required (Houlin Beck et al. 2017; Kozlovsky, Glee, Slas, and Canon Powers, 2018). The leading firms in the industry turned into service-based enterprises (Sander, 2019; Zeithal and Butiner, 2020). Aspects of mutual compatibility that are specifically covered in the literature include exhibiting mutual flexibility, setting up relationships to accomplish goals, working well with new teams, colleagues, or clients, and providing a flexible and responsible service. Providers who can effectively meet and satisfy customer needs (eg, Aronof, Stolick & Week, 1994 Bowen & Sander, 1988 Paul Powell & Martin, 1988 Spro & Weitz, 1990).

2.2.6 Demonstration of Cultural Adaptation

Another aspect of the adaptive behavior involves the implementation of cultural needs in the organization (Chow, O'Leary-Kelly, Wolf, Klein, & Gardner, 2020). People are becoming conscious of the ability to work well in many environments and cultures as a result of the corporate environment's globalisation and the extent to which today's employees are transforming work and organisations. (Elgan & Polacos, 2016; Ford, 2018).

Zhao Chao (2017) suggested that part of the exercise included language learning (such as pure other languages or content, language terms, organization or cultural characteristics), goals and values (formal and informal), theory and theory, and informal. Goals that govern behavior and values), history (traditions, customs, stories and traditions that impart cultural knowledge) and politics (formal and informal relationships and power structures in culture). Without being directly acquainted with a new culture or new environment, the main aspect of this adaptive action is to be fully integrated into the new culture or new environment by full consciousness and to adhere to recognized rules, values and work structures, including functions.

2.2.7 Shown Within the Physical Resistance

Recent aspects of the adaptive behavior in the literature include heat, noise, inclement weather and challenging environments such as, for example, Edwards and Morrison, 1984; Fiddler & Fiddler, 1975; Weinstein, 1978). In many different jobs (such as environmental scientific research, diplomatic service work, law enforcement, travel and travel-related work), it is important to deal with different physical conditions quickly and effectively, but with adaptation. This aspect has changed in them very important. The work done today is different from the past, and in terms of quality, as it involves smaller intervention units that perform different operations in different cultures and climates. When migrating from one country to another and adapting to windy weather, accelerating adaptation to various challenging physical conditions is a key aspect of performing such tasks effectively.

From the discussion on adaptive behavior, its antecendents and outcomes, it is hypothesized that;

H1: There is positive direct relationship between Resilience and employees' adaptive behaviour.

H2: There is moderating role of psychological flexibility in the relationship of Resilience and employees' adaptive behaviour.

2.3 Psychological Flexibility

Traditionally, feelings of positive thinking, empowerment, and satisfaction with mental needs have been the foundation of mental health. Mental health is an important part of understanding mental health.

Kasdan and Rottenberg (2010) emphasise the significance of psychological flexibility, which encompasses various human capacities that can identify and apply various situations, sustain thinking, modify behaviour, and maintain equilibrium and assurance when participating in risky social or personal activities.

Self-efficacy and psychological flexibility are positively correlated (V. et al., 2015). Since the 1940s, researchers have examined flexibility (Berg V. White et al., 2015). Acceptance and commitment therapy is one way to enhance psychological well-being because it has become increasingly vital for everyone in recent times (Hess et al., 2012). Acceptance of cognitive flexibility is not a prerequisite for mental flexibility. Psychological well-being is still being created, and there is more evidence and better results for cognitive flexibility than for psychological resilience (Spin et al., 2015).

The formation of intellectual resistance has a long and complete history, while psychological flexibility has a relatively recent history derived from the treatment of acceptance and commitment. Casden and Rottenberg (2010) argue that psychological flexibility actually has a history spanning more than 50 years, but has different names, such as curiosity and self-regulation. The current literature shows that there are

similarities and differences with structural concepts in response to changes in the environment, and there are similarities in behavioral changes (actions or ideas).

Differences in perceptual flexibility lead to changes in environmental cues, while psychological flexibility has more to do with regulation. According to Ali (2012), psychological competence is defined as the ability to modify or maintain individual behavior appropriate to personal values. Router (2008) mental well-being described as the ability to cope with a person's stress or negative events. Laboratories define psychological flexibility in Kasdan and Rotterberg (2010) as the size of a person's limbs: balancing requirements, needs and field life. Psychological perception is newer than cognitive abilities, psychological relaxation can be studied under clinical and non-clinical contexts, while cognitive flexibility focuses on neuropsychology, which is part of the clinic (L., 2015).

Day and Ward's (2016) research demonstrates how psychological adaptability might improve social behaviour. There is a strong correlation between mental health and optimism, hope, and self-efficacy. According to research by Montreal et al. (2016), psychological flexibility can protect breast cancer patients from psychological distress like stress and anxiety. Psychiatric problems is an interdisciplinary framework designed to assess six target areas through adoption and commitment therapy (Bach, Moran & Hayes, 2008). It is believed that language and experience are based on interactions that affect each other. Lack of flexibility in building relationships can degrade psychotherapy (Holmes et al., 2004).

2.4 The Psychological Flexibility Model

The model of psychological flexibility (Hayes, Lumoma, Bond, Draft, Lleis, 2006) is a practical theory of complex human behavior. Modeling is a practice. In practice, the goal is not only to identify behaviors of interest (for example, pain and prejudice), but also to influence them toward a specific goal (for example, to reduce pain). This applied model relational framework (RFTS Hayes, Barnes-Holes and Roshi, 2001) and intervention strategies based on acceptance and commitment of treatment (from ACT Hayes, Strocell and Wilson, 2012). The model is mainly used as a psychology.

The conceptual framework of treatment and mental health was developed to address stigma and prejudice (Hayes, Nichols, Draft and Ray, 2002; L. Lilis et Hess. Massoud VIII., 2007; Mass. Masoud, etc., 2009). Although the model and application of the Act and the discovery of defamation prejudice are still in their infancy, many studies have studied the different types of defamation and prejudice in use.
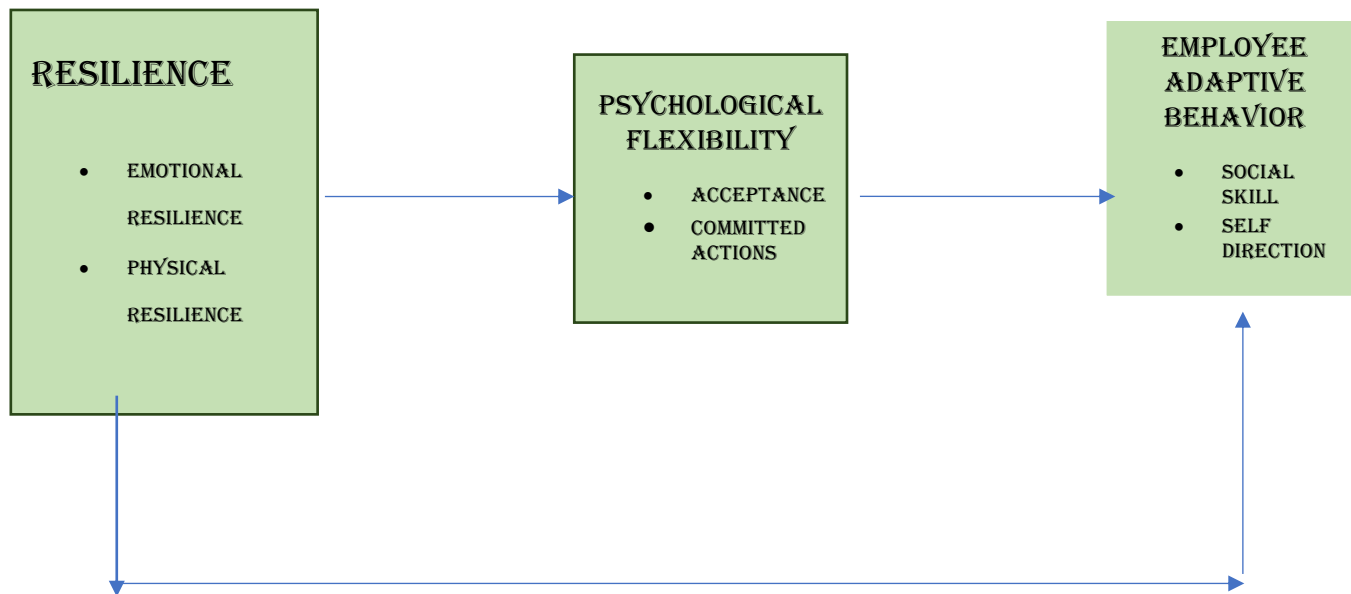
2.5 Theoretical Framework

Figure 1: Theoretical Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design employed for this study is quantitative, involving the numerical characterization and analysis of the collected data. This choice was made to facilitate a comprehensive examination of the variables under consideration and to ensure the generation of generalizable outcomes, as suggested by Mack, Woodsong, MacQueen, Guest, and Namey (2005). The quantitative research method provides a systematic approach to quantify and analyze variables, making it suitable for this study's objectives (Leedy & Ormrod, 2001; Williams, 2011). In opting for a quantitative technique, the researcher aims to efficiently quantify and express the results of the analysis. For data analysis, the Statistical Package for Social Science (SPSS) was employed, further enhancing the rigor and reliability of the study's findings.

3.1.1 Research Approach

The researcher has used survey research approach. Further, this study was a cross-sectional study. In this study data was collected from telecom sector. As a first step, sample was approached to seek their consent for participation in the study. After agreement, in demographic section, they were asked to fill the questionnaire.

3.1.2 Type of Study

This study employed a hypothesis testing framework, wherein hypotheses were meticulously formulated and substantiated through a combination of well-founded arguments and pertinent theoretical frameworks. The research design aimed to systematically test the proposed hypotheses, drawing on existing theories to underpin and validate the research inquiries. Through this rigorous approach, the study sought

not only to empirically examine the relationships between variables but also to establish a theoretical foundation for the hypotheses, enhancing the depth and credibility of the research findings.

3.1.3 Study Settings

The study was done in natural setting. A natural setting refers to a real-world environment that is not manipulated or controlled by the researcher. In the context of a study, conducting research in a natural setting involves observing and collecting data in a setting that naturally occurs, without artificial modifications or interventions. This approach aims to capture authentic and unaltered behaviors, conditions, or phenomena as they naturally exist in their real-world context. Researchers often choose a natural setting to enhance the external validity or generalizability of their findings, as the conditions closely mirror those found in everyday life.

3.1.4 Unit of Analysis

The unit of analysis is the employee of telecom sector of Islamabad. In this research the Capital city of Pakistan. The chosen unit of analysis for this research is the employee within the telecom sector of Islamabad, the capital city of Pakistan. Islamabad was selected as the primary location for data collection due to several strategic considerations that enhance the study's relevance and feasibility. Firstly, Islamabad serves as the epicenter of the country's administrative and economic activities, making it a hub for the telecommunications industry. By focusing on the capital city, the study aims to capture a concentrated and representative sample of employees within this sector. Moreover, Islamabad's status as a cosmopolitan city ensures diversity in the workforce, providing a comprehensive view of experiences and perspectives. Additionally, logistical constraints, including financial barriers, played a role in the decision, as concentrating efforts in a specific geographic area streamlined data

collection processes and facilitated a more in-depth investigation within the available resources.

3.1.5 Time Horizon

The study is based in cross sectional

3.2 Data Collection

Data was collected through close ended questionnaire

3.3 Population and Sampling

3.1.1 Population

The population frame is the Employees of Telecom Sector of Islamabad.

3.4 Sample and Sampling Technique

3.4.1 Sample

In this research study the researcher has been used the random sampling techniques. The sample/data was collected from the employees of Telecom Sector of Islamabad. This type of sampling is often used when the population is too large, and it is difficult to make a countable list of the total population from which the stratified population sampling is drawn.

3.4.2 Sampling Technique

The researcher has used random sampling that is a probability sampling technique. This technique refers when the target population is in too large size and this population is divided into strata and then sub strata and randomly selected the strata, everyone in the strata would be the sample of the study. It also means research subjects that people can easily identify with the researcher, while focus groups cannot be counted easily (Given, 2008).

3.5 Sample Characteristics

The total sample was based on 300 participants. The decision to base the total sample on 300 participants was determined through a careful consideration of statistical and practical factors. Firstly, the sample size was determined to provide adequate statistical power, ensuring that the study could detect meaningful effects or relationships between variables. Statistical methods, such as power analysis, were employed to ascertain a sample size that would yield results with a sufficient level of confidence.

Additionally, the choice of 300 participants took into account the complexity of the research model, including the number of variables and potential covariates. A larger sample size is often desirable when dealing with multifaceted models to enhance the generalizability of findings.

Practical considerations, such as the resources available for data collection and analysis, also influenced the determination of the sample size. Balancing statistical rigor with feasibility, the chosen sample size of 300 participants was deemed suitable for achieving the study's objectives within the available constraints. This approach aimed to strike a balance between statistical robustness and the practical realities of the research endeavor.

3.6 Instrumentation

The researcher used the adopted scale to obtain the primary data from the literature. The adopted questionnaires are attached in appendix.

3.8 MEASUREMENT AND Scales

The scale was based on likert scale ranging from strongly disagree to strongly agree.

1	Psychological Flexibility
2	Resilience
3	Employees Adaptive Behaviour

3.10 Data Analysis

Regression analysis is employed as the data analysis method for this study because it allows for the exploration of relationships and dependencies between variables. Specifically, the study aims to understand the impact of psychological flexibility on the relationship between resilience and employees' adaptive behavior in the Telecom Sector in Pakistan. Regression analysis enables the examination of these complex interactions and helps quantify the extent to which one variable predicts or influences another.

The choice of SPSS (Statistical Package for the Social Sciences) software for data analysis is grounded in its capabilities for conducting regression analyses and handling the intricacies of statistical modeling. SPSS provides a user-friendly interface, extensive statistical tools, and robust regression functionalities, making it well-suited for analyzing the relationships and patterns within the collected data. By utilizing SPSS, the researcher aims to derive meaningful insights from the dataset and draw valid conclusions regarding the interplay between psychological flexibility, resilience, and adaptive behavior in the Telecom Sector.

3.12 Research Ethics

The research adhered to a comprehensive ethical protocol and considerations throughout its execution. Prioritizing the principles of ethical research conduct, the study obtained informed consent from participants, ensuring a clear understanding of the research's purpose, procedures, and potential implications. Confidentiality measures were rigorously implemented to safeguard participants' personal information and identities. Voluntary participation was upheld, granting individuals the freedom to engage without coercion or repercussions for withdrawal. Approval from the appropriate ethics review board was obtained, signifying alignment with established ethical standards. The study committed to minimizing harm, both physical and psychological, and prioritized the well-being of participants. Truthfulness and transparency were maintained in the reporting of findings, with a dedication to accurate representation of data. Additionally, ethical considerations extended to the secure handling and storage of data to protect participant privacy. Debriefing information was provided to participants after their involvement, offering further clarity on the study's purpose and addressing any questions or concerns. By integrating these ethical elements into its framework, the research ensured a principled approach, upholding the rights and welfare of the participants involved.

CHAPTER FOUR

DATA COLLECTION AND ANALYSIS

4.1 Introduction

The analysis of different statistical tests is discussed in this unit. The data obtained from a sample of respondents is analysed using software SPSS. The chapter presents the findings of the study starting with the demographics of the participants.

4.2 Demographics

The data is collected from a variety of sources but main source of primary data collection is survey , such as internet surveys, telephonic surveys, face-to-face surveys, and so on. In this study the researcher is using questionnaire-based survey. The data collection has been done from the selected sample and the details are given below:

In the study, total participants were 300 and among them, 132 were males and 105 were females. While, 63 claimed that they prefer not to reveal their gender. This is shown below in tabular and graphical form. Among 300 participants, 35 belonged to 20-30 group, 63 belonged to 31-40, 26 belonged to 41-50, 80 belonged to 51-60 and remaining 96 belonged to above 60 group. This is shown below in tabular and graphical form. Among 300participants, 32 belonged to Matric group, 68 belonged to Intermediate, 28 belonged to Graduate, 70 belonged to Post Graduate and remaining 102 belonged to another group. This is shown below in tabular and graphical form. Among 300 participants, 95 belonged to Permanent group, 49 belonged to Part Time, 12 belonged to Contract, 64 belonged to daily wages and remaining 80 belonged to above other job nature group. This is shown below in tabular and graphical form. Among 300 participants, 25 belonged to Less than 6 hours group, 97 belonged to 6-8

Hours, 12 belonged to 8-10, 86 belonged to 12-12 Hours and remaining 80 belonged to above More than 12 Hours group. This is shown below in tabular and graphical form. Among 300 participants, 27 belonged to 40000-90000 group, 48 belonged to 91000-140000, 12 belonged to 141000-190000, 86 belonged to 191000-240000 and remaining 127 belonged to above 240000 income group. This is shown below in tabular and graphical form.

Table 1: Demographics

Gender	Frequency	Percentage
Male	132	44.0
Female	105	35.0
Prefer Not to Say	63	21.0
Total	300	100.0
Age		
20-30	35	11.7
31-40	63	21.0
41-50	26	8.7
51-60	80	26.7
Above 60	96	32.0
Total	300	100.0
Education		
Matric	32	10.7
Intermediate	68	22.7
Graduate	28	9.3
Post Graduate	70	23.3
Others	102	34.0

	Frequency	Percent
Total	300	100.0
Job Nature	**Frequency**	**Percent**
Permanent	95	31.7
Part Time	49	16.3
Contract	12	4.0
Daily Wages	64	21.3
Others	80	26.7
Total	300	100.0
Working Hours		
Less than 6 Hours	25	8.3
6-8 Hours	97	32.3
8-10 Hours	12	4.0
10-12 Hours	86	28.7
More than 12 Hours	80	26.7
Total	300	100.0
Monthly Income		
40000-90000	27	9.0
91000-140000	48	16.0
141000-190000	12	4.0
191000-240000	86	28.7
Above 240000	127	42.3
Total	300	100.0

According to surveys, both men and women can experience work-related stress, but the prevalence and specific factors contributing to stress may vary between genders and across different industries and occupations. In some studies, men have reported higher levels of stress related to workload and job insecurity, while women may experience stress related to work-life balance, discrimination, or harassment. Overall, the impact of work stress can vary based on individual circumstances and the specific demands of the job

.4.3 Reliability Test

First of all, the accuracy comes first and for that reliability test is done in order to determine if the study questionnaire was valid or not. As in this study reliability is the general consistency of a metric. Scores that are extremely dependable are accurate, repeatable, and consistent from one testing occasion to another. That is, if the testing process were repeated with a set of test takers, substantially the same findings would be achieved. To check the reliability of the scale, Cronbach Alpha test was applied. The results are given below

Table 2: Reliability

Scale	Cronbach Alpha
Psychological Flexibility	.718
Resilience	.871
Employees Adaptive Behaviour	.756

4.4 Descriptive

The details are given below in tabular form.

Table 3: Descriptive Statistics

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation

Psychological Flexibility	300	1.00	5.00	3.3467	1.41887
Resilience	300	1.00	5.00	2.9767	1.50232
Employees Adaptive Behaviour					
Valid N (listwise)	300				

4.5 Correlation

It determines the dependency of one variable to the other. We are applying to check the relationship between variables. This test was applied to check the relationship between different variables. The details are shown below in tabular form.

Table 4: Correlation

		Correlations		
		Psychological Flexibility	Purchase Resilience	Employees Adaptive Behaviour
Psychological Flexibility	Pearson Correlation	1		
	Sig. (2-tailed)	.000		
	N	300		
Resilience	Pearson Correlation	.418**	1	
	Sig. (2-tailed)	.000		
	N	300		
Employees Adaptive Behavriour	Pearson Correlation	.418**	-.025	1
	Sig. (2-tailed)	.000	.485	
	N	300	300	
**. Correlation is significant at the 0.01 level (2-tailed).				

4.6 Regression Analysis

"Regression analysis is a process it helps the researcher to measure the impact dependent variables on independent variables. And it does not show that the effect of

on variable to other. The result showed that there is strong impact of the independent variable on dependent variable, as the significance value is .000. This is shown below in tabular form."

Table 5: Model Summary

			Model Summary	
Mo del	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437[a]	.191	.127	.89045

Table 6: ANOVA

			ANOVA[a]			
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.816	5	2.363	2.980	.018[b]
	Residual	49.952	63	.793		
	Total	61.768	68			

Table 7: Coefficients

	Coefficients[a]			
Model	Unstandardized Coefficients	Standardize d	T	Sig.

	Coefficients				
	B	Std. Error	Beta		
Psychological Flexibility	.081	.099	.107	.814	.419
Resilience	.074	.129	.073	.572	.569
Employees Adaptive Behaviour	.157	.117	.158	1.343	.184

"Table above shows the summary of the model. R measures the strength of linear relationship between IV and DV. The R value between the IV and DV is 0.437 which tells us that if all IV increases by 1 then DV will increase by 0.437 that is 43.7% positive variance. IV has strong positive correlation with DV in the presence of mediating variable. R square shows the magnitude of relationship between IV and DV."

4.7 One Sample T Test

"After getting the significant results for each variable, one sample t test is applied. The one-sample t-test is a statistical hypothesis test used to determine whether an unknown population mean is different from a specific value. The one-sample t-test is a statistical hypothesis test that is used to see if an unknown population mean varies from a certain value. It provides a solid decision-making process, ensuring that everyone makes the same choice based on the same set of data values. For T-test computations we require:"

- Average
- standard deviation
- Sample size

The details are given below:

Table 8: One-Sample Test

	Test Value = 0					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference		Lower	Upper
Psychological Flexibility	40.854	299	.000	3.34667		3.1855	3.5079
Resilience	34.318	299	.000	2.97667		2.8060	3.1474
Employees Adaptive Behaviour	40.935	299	.000	3.37000		3.2080	3.5320

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study explores the complex dynamics of psychological flexibility and its role in mediating the relationship between flexibility and adaptive behavior among employees in the telecommunications industry in Pakistan. By investigating these interrelated factors, the findings provide valuable insights into the underlying mechanisms that influence employee performance in an industry that is rapidly changing and technologically evolving.

The preliminary conclusions of this study are as follows:

1. Psychological flexibility enhances adaptive behavior: Research shows that psychological flexibility is an important indicator of employee adaptive behavior. Individuals who demonstrate higher levels of psychological flexibility are more likely to actively adapt to workplace challenges, viewing change as an opportunity for growth rather than a threat to stability. Make remaining corrections accordingly

2. Direct impact of flexibility on adaptive behavior: Research has confirmed that flexibility, as a personality trait, plays a direct and fundamental role in predicting adaptive behavior. Resilient employees are better able to overcome adversity and use their inner strengths to demonstrate more adaptive behavior when faced with challenges.

3. Psychological flexibility as a mediator: One of the important results of this study is that psychological flexibility serves as a mediator in the relationship between flexibility and adaptive behavior. This shows that the role of psychological resilience as a mediating variable can partially explain the positive relationship between resilience and adaptive behavior. Essentially, psychological flexibility helps convert flexibility into adaptive behavior.

The insights gained from this study have far-reaching implications for the Pakistani telecommunications industry and organizations working in similar contexts.

5.2 Implications

Organizations should consider incorporating comprehensive training programs and focus on building employee resilience. These programs must provide employees with the skills they need to effectively navigate change and meet new challenges.

Identifying and developing adaptable people in your workforce is invaluable. These individuals can serve as role models and take an active role in guiding and supporting colleagues through difficult times.

Organizations should reduce the stigma surrounding mental health issues by prioritizing employee well-being by providing mental health support services and promoting a work environment that encourages open communication.

Organizations should encourage and provide training for leaders to demonstrate adaptive leadership behaviors. Adaptive leaders can positively influence employee adaptive behaviors by modeling resilience and psychological resilience and promoting an adaptive culture.

Leaders must focus on open, transparent and effective communication to reduce uncertainty and anxiety during times of change. This creates an environment where employees feel safe and supported, thereby enhancing their adaptive behaviors.

5.3 Recommendations

In light of the findings and results, the following recommendations can be made:

To measure employees' levels of psychological flexibility and stamina, organizations must conduct regular assessments. These evaluations can identify areas for improvement and implement targeted interventions.

Organizations should focus on talent development programs that enhance psychological resilience and flexibility in employees. This investment can create a more adaptable and flexible workforce.

To validate and extend the findings, replicate this study in different industrial and cultural settings. Comparative analyzes can reveal contextual variation in the relationships between psychological flexibility, resilience, and adaptive behavior.

Conduct intervention studies to examine the effectiveness of programs designed to enhance psychological resilience and flexibility. Evaluate the impact of these programs on employees' adaptive behaviors and overall well-being.

Future research should consider longitudinal studies to investigate how psychological resilience and resilience develop and change over time and their long-term effects on employee performance, well-being, and organizational outcomes.

Explore individual differences, such as personality traits, organizational roles, and demographics, that may mediate the relationship between psychological flexibility, resilience, and adaptive behavior. Understanding these nuances can inform more targeted interventions.

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