

Resilience and Emotional Intelligence: A Dynamic for HR Professionals in Workplace with Reference to Supreme Industries Ltd

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ABSTRACT

This study aims to examine the dynamic relationship between resilience and emotional intelligence (EI) and their impact on Human Resource (HR) professionals in the workplace. As organizations continue to navigate complex challenges, including the post-pandemic work environment and evolving business demands, HR professionals are increasingly expected to cultivate emotionally intelligent and resilient teams to drive performance and well-being. The research highlights how EI enables HR professionals to effectively manage workplace emotions, improve communication, and resolve conflicts, while resilience helps employees recover from setbacks and maintain productivity. Through a detailed review of existing literature and case studies, including insights from organizations like Supreme Industries Ltd., this study emphasizes the importance of integrating EI and resilience into HR strategies. The findings suggest that HR professionals who foster these traits within their teams can enhance employee engagement, reduce burnout, and create a positive organizational culture, ultimately contributing to long-term organizational success. This research underscores the need for HR professionals to prioritize emotional and psychological competencies as critical elements in workforce development and organizational resilience.

KEYWORDS: Resilience, Emotional Intelligence (EI), Human Resource (HR), Employee Engagement, Conflict Resolution.

1. INTRODUCTION

The interplay between resilience and emotional intelligence (EI) has become vital for Human Resource (HR) professionals in addressing modern workplace challenges. As organizations navigate post-pandemic complexities, rising stress levels, and the need for adaptive leadership, HR teams must prioritize these traits to foster a thriving workforce. Resilience empowers professionals to recover from setbacks and sustain productivity, while EI enhances communication, conflict resolution, and team dynamics. This study examines the integration of these elements with a focus on Supreme Industries Ltd., a leader in India's plastics sector. By embedding resilience and EI into HR strategies, organizations can enhance employee engagement, reduce burnout, and create a robust workplace culture that supports long-term success.

1.1 OBJECTIVES

- To find the impact of Emotional Intelligence on workplace behavior of employees.
- To ascertain the effectiveness of Resilience building programs in reducing workplace stress.

2. REVIEW OF LITERATURE

In their 2024 article, Dennett and Dedonno investigate the important role that resilience and emotional intelligence (EI) play in the success of HR professionals within contemporary workplaces. They highlight that HR leaders who exhibit both resilience and EI are more capable of effectively managing challenges and adapting to fluctuating workplace dynamics. Emotional intelligence enables HR professionals to understand, control, and navigate emotions, enhancing communication and relationships, while resilience helps them maintain effectiveness and flexibility during times of stress or change. The authors emphasize that combining these qualities not only strengthens team dynamics but also promotes better engagement, productivity, and morale across the organization, contributing significantly to overall business success.

Goleman, D., & Boyatzis, R. E. (2021). Emotional intelligence and leadership: A roadmap for developing resilient HR professionals. *Journal of Organizational Behavior*. Goleman and Boyatzis focus on the pivotal role of emotional intelligence (EI) in HR leadership. The authors highlight that HR professionals who cultivate high EI are better positioned to lead organizations through periods of change and uncertainty. By showcasing emotional awareness and regulation, these leaders enhance resilience within their teams, creating an environment where employees feel supported and valued. This article outlines a roadmap for developing emotional competencies such as self-awareness, empathy, and adaptability, which are essential for managing stress, improving decision-making, and motivating employees in challenging situations. The study also explores how EI is closely tied to effective leadership practices that shape organizational culture and employee performance.

Smith, T. M., & Roberts, J. C. (2022). Building emotional intelligence for workplace resilience: Implications for HR professionals. *Human Resource Development Quarterly*. Smith and Roberts investigate how HR professionals can leverage emotional intelligence to foster resilience within the workplace. They emphasize that EI is critical for managing workplace challenges, particularly stress and interpersonal conflicts. The authors discuss how EI competencies such as empathy, emotional regulation, and social awareness can assist employees in navigating difficult situations with greater resilience. The study also reviews various HR development programs designed to enhance EI and their positive effects on employee well-being and organizational performance. The authors argue that HR plays a key role in cultivating a resilient workforce, capable of adapting to change and sustaining engagement even in adversity.

Carter, S., & Brown, M. A. (2020). Emotional intelligence and resilience: The role of HR in fostering workplace well-being. *International Journal of Human Resource Management*. Carter and Brown examine how HR practices can promote both emotional intelligence and resilience, ultimately fostering overall well-being in the workplace. They suggest that HR professionals are integral to creating an environment where EI is valued and nurtured. The paper discusses strategies for enhancing EI, including training, leadership development, and emotional support systems. The authors assert that employees who possess both high EI and resilience are better equipped to handle stress, collaborate effectively, and contribute positively to organizational objectives. The study also emphasizes that HR leaders who embody these traits can guide organizations through times of crisis and change.

Harms, P. D., & Roesch, S. C. (2021). Emotional intelligence, resilience, and stress: The moderating role

of HR interventions in organizational settings. Journal of Applied Psychology. Harms and Roesch explore how emotional intelligence and resilience interact to influence stress levels within organizations. The study highlights the role of HR interventions in assisting employees in managing stress effectively. By providing empirical data, the authors demonstrate that HR programs aimed at enhancing EI and resilience can help mitigate the negative effects of stress on both performance and well-being. Specific HR interventions discussed include EI training, emotional support initiatives, and the promotion of a psychologically safe workplace.

Zhang, L., & Wang, H. (2021). The impact of emotional intelligence and resilience on HR leadership practices: An empirical investigation. *Leadership & Organization Development Journal*. Zhang and Wang investigate how emotional intelligence and resilience affect HR leadership practices. Their research shows that HR leaders who possess high levels of both EI and resilience are more effective in managing organizational change and leading diverse teams. These qualities help HR professionals adopt a supportive and adaptive leadership style that fosters employee engagement and productivity. The study provides empirical evidence linking EI and resilience to improved decision-making, motivation, and conflict resolution, and highlights how HR can promote these competencies among managers and staff.

Wong, C. S., & Law, K. S. (2020). The effect of emotional intelligence and resilience on employee performance in HR-managed organizations. *Asia Pacific Journal of Human Resources*. Wong and Law analyze how emotional intelligence and resilience impact employee performance within HR-managed organizations. They find that both EI and resilience are significant predictors of higher employee performance, particularly in high-pressure environments. The authors highlight that HR professionals who demonstrate these qualities are better equipped to support their teams. Their research shows that employees who possess EI and resilience tend to experience higher job satisfaction, greater productivity, and better coping mechanisms in the face of workplace challenges. The study also underscores how HR practices that focus on developing these competencies can lead to better overall organizational success, particularly in dynamic, competitive industries.

Lee, J., & Kelloway, E. K. (2022): This study emphasizes the critical role of emotional intelligence and resilience in reducing workplace stress and boosting employee engagement. Kelloway and Lee argue that HR professionals with strong emotional intelligence create supportive environments that reduce stress, while resilience enables employees to recover from challenges and sustain motivation. The research concludes that these competencies are key to effective HR management and overall workplace well-being.

Nguyen, M. T., & Tran, T. (2021): Nguyen and Tran's research explores HR strategies aimed at developing emotional intelligence and resilience among employees. Using case studies, they highlight the impact of training, mentoring, and support networks in fostering these qualities. Their findings suggest that prioritizing emotional intelligence and resilience improves adaptability, performance, and job satisfaction. The study provides actionable insights for HR professionals to integrate these elements into organizational culture, ultimately contributing to a more engaged and resilient workforce.

3. RESEARCH METHODOLOGY

The study employs a descriptive research design to analyze marketing strategies and their effects on sales factors. Data collection was conducted through surveys and other investigative methods. The sampling technique used was simple random sampling, targeting employees at Supreme Industries Limited, Puducherry. A sample size of 105 employees was chosen for the study, with data collection spanning over one month.

3.1 Sampling Plan:

The study employed a simple random sampling technique, ensuring participants were chosen impartially from the population. This method provides every individual within the group an equal likelihood of selection, maintaining fairness and objectivity. The selected sample units were based on accessibility and relevance to the research objectives.

3.1.1 Population

The population refers to the larger group from which the sample is drawn, typically sharing common characteristics. In this study, the population consists of employees working at Supreme Industries Limited, Puducherry, ensuring the research findings are representative of this specific workplace.

3.1.2 Sample

A sample is a subset selected from the population to represent the larger group for data collection and analysis. In this research, the sample comprises employees from Supreme Industries Limited, chosen to provide insights that can be generalized to the entire workforce.

3.1.3 Sample size & Period:

The research involved 105 employees as the sample size, with data collection conducted over a period of one month to ensure comprehensive and timely insights.

4. DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE:

HYPOTHESIS

NULL HYPOTHESIS (H0)

There is no significant relationship between satisfaction with the ability to maintain motivation after facing setbacks and the agreement that learning from failures enhances commitment in achieving work goals.

ALTERNATIVE HYPOTHESIS (H1)

There is a meaningful association between the satisfaction gained from the ability to sustain motivation after encountering setbacks and the belief that learning from failures enhances commitment to achieving professional goals.

TABLE 1 CHI-SQUARE

Chi-Square Tests						
Maintaining Motivation After Setbacks VS Learning from Failures to Enhance Commitment						
			Ability to maintain motivation after facing setbacks			Total
			Highly satisfied	Satisfied	Neutral	
Learning from failures enhances your commitment	Strongly agree	Count	1	8	4	13
		Expected Count	.7	6.3	5.9	13.0
	Agree	Count	4	31	32	67
		Expected Count	3.8	32.5	30.6	67.0
	Neutral	Count	1	12	12	25

in achieving work goals	Expected Count	1.4	12.1	11.4	25.0
Total	Count	6	51	48	105
	Expected Count	6.0	51.0	48.0	105.0

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.475 ^a	4	.831
Likelihood Ratio	1.529	4	.821
Linear-by-Linear Association	.782	1	.377
N of Valid Cases	105		

INFERENCE:

The Pearson Chi-Square value is 1.475 with 4 degrees of freedom, and the associated p-value (Asymp. Sig.) is 0.831. Since the p-value exceeds the standard significance level of 0.05, we do not reject the null hypothesis. This result indicates that there is no statistically significant relationship between satisfaction with the ability to maintain motivation after setbacks and the belief that learning from failures enhances commitment to achieving work goals. In other words, these variables appear to be independent, and no strong association is observed between them in this analysis.

TABLE 2 CORRELATION

HYPOTHESIS

NULL HYPOTHESIS (H0)

There is no significant relationship between the effectiveness of staying positive during challenges and staying optimistic while navigating difficult conflicts.

ALTERNATIVE HYPOTHESIS (H1)

There is a significant relationship between the effectiveness of staying positive during challenges and staying optimistic while navigating difficult conflicts.

Staying Positive During Challenges VS Staying Optimistic in Navigating Conflicts

		Positivity and engagement	Optimism in Conflict Resolution
Positivity and Engagement	Pearson Correlation	1	.231*
	Sig. (2-tailed)		0.018
	N	105	105
Optimism in conflict resolution	Pearson Correlation	.231*	1
	Sig. (2-tailed)	0.018	
	N	105	105

INFERENCE:

The Pearson Correlation coefficient between staying positive during challenges and maintaining optimism in conflicts is 0.231, with a p-value (Sig. 2-tailed) of 0.018. Since the p-value is below the standard threshold of 0.05, the null hypothesis is rejected. This indicates a statistically significant positive relationship between these two variables. It suggests that individuals who remain optimistic when facing challenges are more likely to sustain their optimism while navigating conflicts. This finding highlights the connection between resilience and optimism as key traits in overcoming adversity and maintaining constructive behavior in difficult situations.

TABLE 3: ANOVA

ANOVA

HYPOTHESIS

NULL HYPOTHESIS (H0)

There is no significant relationship between satisfaction with the effectiveness of emotional intelligence training in improving employee retention and its effectiveness in enhancing communication skills within teams.

ALTERNATIVE HYPOTHESIS (H1)

There is a significant relationship between satisfaction with the effectiveness of emotional intelligence training in improving employee retention and its effectiveness in enhancing communication skills within teams.

Employee Retention VS Communication Skills

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.810	3	.603	1.324	.271
Within Groups	46.038	101	.456		
Total	47.848	104			

INFERENCE:

The ANOVA test shows an F-value of 1.324 with a p-value (Sig.) of 0.271, which is greater than the standard significance level of 0.05. Thus, the null hypothesis is not rejected, indicating no significant relationship between the effectiveness of emotional intelligence training in improving employee retention and enhancing communication skills within teams. This suggests that these benefits may function independently.

5. FINDINGS

CHI-SQUARE

It can be concluded that there is no significant association between learning from failures enhancing commitment to work goals and satisfaction with maintaining motivation after setbacks, as indicated by the Pearson Chi-Square value of 1.475 and a p-value of 0.831. The high p-value, exceeding the commonly accepted threshold of 0.05, suggests that these variables are independent and not strongly related in this analysis.

RESULT:

The Null hypothesis (H₀) is accepted, confirming that there is no significant relationship between maintaining motivation after setbacks and learning from failures to enhance work commitment. This suggests that these two factors may operate independently in this context.

CORRELATION

It can be concluded that there is a significant positive relationship between positivity, engagement, and optimism in conflict resolution, with a Pearson correlation of 0.231 and a p-value of 0.018. This indicates a statistically significant association between these variables

RESULT:

The Alternative hypothesis (H₁) is supported, indicating that there is a significant relationship between the ability to stay positive during challenges and maintaining optimism while resolving conflicts. This finding suggests that individuals who maintain a positive outlook in difficult situations are more likely to remain optimistic when facing and resolving conflicts.

ANOVA

It is concluded that there is no statistical significance between the effectiveness of Emotional Intelligence (EI) training in improving employee retention and enhancing communication skills within teams, as the significance value (0.271) exceeds the accepted threshold of 0.05.

RESULT:

The Null hypothesis (H₀) is accepted, confirming that there is no significant relationship between the perceived effectiveness of emotional intelligence training in retaining employees and its role in improving team communication skills. This suggests that these aspects of training may not be strongly connected in the current context.

6. CONCLUSION

The company is doing a good job of providing its employees with a supportive work environment, emphasizing emotional intelligence and resilience as key drivers of engagement and productivity. However, there are a few areas to improve, such as enhancing the effectiveness of EI training programs and aligning resilience-building initiatives with specific employee needs. Overall, the company is on the right path to fostering a positive workplace culture that promotes long-term success and employee well-being.

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