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Building Resilient Human Capital for Viksit Bharat@2047: A Conceptual Framework Linking Adversity Quotient and Emotional Intelligence to Workplace Effectiveness through Resilience

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Abstract

According to the vision of Viksit Bharat@2047, a workforce needs to be technologically as well as psychologically competent. It is becoming clear that Emotional Intelligence (EI) and Adversity Quotient (AQ) are dimensions of human capital that enable people to manage their emotions, bounce back after failures, and develop positive reactions to difficulties. However, existing investigations focus on only a few industries, including banking, corporate, healthcare, and service sectors; AQ, EI, and resiliency have yet to be explored together in one model.

This conceptual paper based on the literature review and synthesis elaborates on a model that contains direct and indirect effects of AQ and EI on the effectiveness in the workplace with the involvement of resiliency (the model is AQ, EI → Resiliency → Workplace Effectiveness). The model is turned into eight research propositions with a plan for its measurement and analysis. The paper encompasses the testing of the model for researchers and gives HR practitioners and decision-makers a starting point for developing tactics aimed at facilitating employees' adaptability, engagement, and resiliency at work.

Keywords: Viksit Bharat@2047; Resilient Human Capital; Adversity Quotient; Emotional Intelligence; Employee Resilience; Workplace Effectiveness; Conceptual Framework.

Introduction

India's goal to achieve a developed nation by 2047, popularly known as Viksit Bharat@2047, is closely related to the issue of quality of human capital of the country. Skill and technical knowledge are two essential requirements; however, organizations must also possess workforce that is able to continue functioning under new demands, uncertainties, and pressure. Recently, researchers have linked the presence of emotional intelligence at the workplace with higher productivity and broader sustainable-development outcomes (Kapoor and Rana, 2025) and indicated that employees' resilience is a useful

method of dealing with adversity at the workplace (Douglas, 2020). Building resilient human capital is therefore both an organisational concern and a national developmental one.

Two psychological capabilities are prominent in this discussion. Emotional Intelligence (EI), the ability to perceive, understand, use and regulate emotions in oneself and others, has been examined as a predictor of job performance, engagement and well-being in a variety of sectors (Juyal et al., 2025; Lalitha, 2022; Thomas et al., 2025). Adversity Quotient (AQ), introduced by Stoltz (1997), describes how people respond to and work through adversity and has been associated with endurance under pressure and managing occupational stress (Calvin & Edalmen, 2022; Shamim, n.d.; Verma et al., 2017). Resilience, the capacity to withstand and recover from adversity, is widely treated as a mechanism through which such personal capabilities translate into sustained functioning at work (Cheah et al., 2023; Chikobvu & Harunavamwe, 2022; Dhoopar et al., 2021).

Despite this growing body of work, the evidence base is uneven in two respects. First, empirical studies of EI, AQ or resilience have been concentrated in a few occupational settings, notably banking (Ansari & Kumar, n.d.; Juyal et al., 2025; Thomas et al., 2025), nursing (Chikobvu & Harunavamwe, 2022), service-sector work (Pooja & Kumar, 2017; Singh & Sharma, 2021), retail (Mahardiana et al., 2022) and corporate HR (Janani & Pougajendy, 2024). Moreover, theorists have predominantly investigated constructs in two-construct settings –EI and performance (Juyal et al., 2025), EI and resilience (Janani & Pougajendy, 2024), or EI and AQ (Verma et al., 2017)– and not in a unified model. Consequently, the comparative and integrated effects of EI and AQ on work performance and the function of resilience remain ambiguous. This gap matters for Viksit Bharat@2047, which depends on a workforce that can sustain performance under changing demands.

This paper addresses that gap. Its objectives are to (i) to review the literature on AQ, EI, resilience and workplace effectiveness to identify the theoretical linkages among them, and (ii) to develop a conceptual model and a set of researchable propositions explaining how AQ and EI influence workplace effectiveness directly and indirectly through resilience. The contribution of the paper is an integrated model that combines AQ, EI, and resilience in a single framework, as well as the set of propositions and the suggested design for the empirical test. Figure 1 provides an overview of the idea.

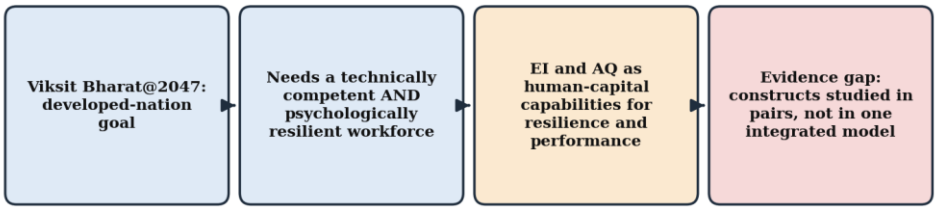

Figure 1. Rationale for the study

Research Methodology

The paper is based on some concepts and ideas regarding construction of new theories. The methodology of the paper is based on synthesizing the literature reviewed to come up with the framework that was developed.

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Research design

A conceptual design is effective when different constructs have largely been studied separately or only in pairs and when the objective is to combine knowledge that has already been gathered into one single model rather than to collect new data. The study therefore follows a structured review and synthesis of the literature, in which sources on Adversity Quotient, Emotional Intelligence, employee resilience and workplace effectiveness were reviewed, compared and integrated to derive a mediation model and researchable propositions. Figure 2 outlines the sequence of steps.

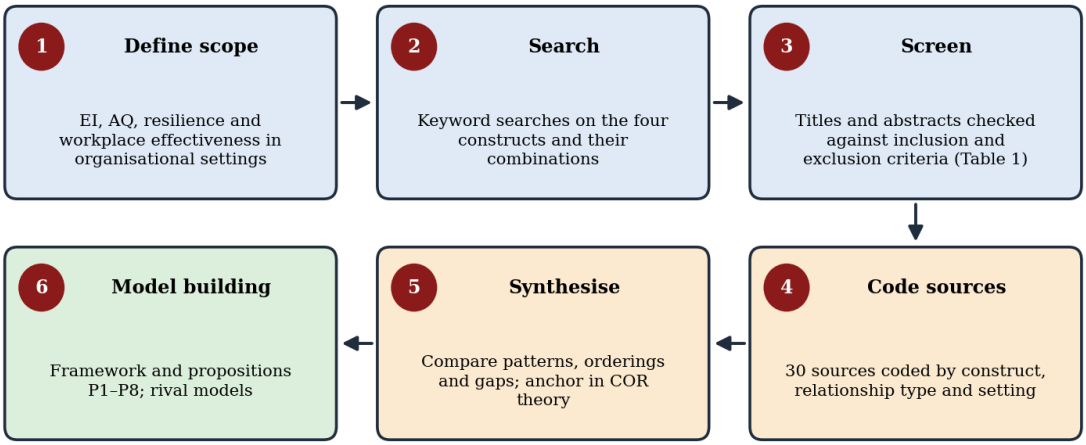

Figure 2. Steps in the review and model-building process

Search strategy and source selection

The search was organised around four construct clusters: (i) “emotional intelligence” or “emotional quotient”; (ii) “adversity quotient”; (iii) “resilience” or “employee resilience”; and (iv) “workplace effectiveness”, “job performance” or “work performance”, each combined with terms for employees, managers and workplace settings. Searches were run in [confirm databases and search period, e.g. Google Scholar, Scopus, Web of Science; month/year of search]. Sources were then screened on titles and abstracts against the criteria in Table 1, and those that addressed the constructs of interest in a workplace or organisational setting were retained. The final corpus comprises 30 sources (see References). Five further foundational sources (Connor & Davidson, 2003; Hobfoll, 1989; Koopmans et al., 2013; Stoltz, 1997; Wong & Law, 2002) were added to define the constructs, identify the measurement instruments and provide the theoretical anchor.

Table 1. Criteria for source selection

CRITERION	INCLUSION	EXCLUSION
Focus	Addresses at least one of EI, AQ, resilience or work/job performance, preferably relationships among them	No link to work, employees or organisations (for example, purely clinical studies of resilience)

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CRITERION	INCLUSION	EXCLUSION
Setting	Employees, managers, HR professionals or organisational settings in any sector; Indian settings noted where available	Samples with no workplace relevance
Period	2017–2025 for empirical and review sources	Earlier work, except foundational sources for constructs, instruments and theory
Source type	Journal and conference articles, reviews, book chapters, one doctoral thesis	Non-scholarly commentary and duplicate records
Language	English; a small number of Portuguese and Indonesian sources retained for conceptual relevance	Other languages without accessible content

Profile of the sources reviewed

The 30 core sources were published between 2017 and 2025, and at least 19 of them appeared in 2022 or later, which reflects the recency of interest in resilience and adversity-related capabilities at work. Table 2 profiles the corpus by source type. Because the corpus includes repository deposits, a thesis, conference and chapter-length contributions and non-English sources, the review draws on individual studies for the direction and plausibility of relationships and not for effect sizes, and it avoids treating any single source as conclusive.

Table 2. Profile of the sources reviewed

Source type	Sources (author)	Year of publication	Use in this paper
Bibliometric and review articles	Sharmin et al.; Dubey & Pandey	2024*; 2025	Mapping the EI–performance literature
Other articles and conference papers	Dhoopar et al.; Verma et al.; Janani & Pougajendy; Mahardiana et al.; Chikobvu & Harunavamwe; Lalitha; Douglas; Thomas et al.; Ansari & Kumar; Al-tahat et al.; Joshi; Pooja & Kumar; Cheah et al.; Ali et al.; Shamim; Pawar; Juyal et al.	2021; 2017; 2024; 2022; 2022; 2022; 2020; 2025; n.d.; 2020; 2019; 2017*; 2023; 2024; n.d.; 2025; 2025	Empirical and conceptual evidence on the constructs and their relationships

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Source type	Sources (author)	Year of publication	Use in this paper
Repository deposits (preprints)	Kapoor & Rana; Hussain	2025; 2025	Emerging perspectives on EI, productivity and emotional resilience
Doctoral thesis	Singh & Sharma	2021*	Indian service-sector evidence on EI, AQ and stress
Chapters and edited or topic collections	Humphrey et al.; Pramila; Ding et al.; Rodríguez-Sánchez	2022; 2025; 2024; 2021	Background on emotions, leadership, EI models and resilience-building
Non-English-language sources	Rodrigues; Lucas; Penha et al.; Calvin & Edalmen	2025; 2025; 2025; 2022	Portuguese (Lucas, 2025; Penha et al., 2025; Rodrigues, 2025) and Indonesian (Calvin & Edalmen, 2022) work on resilience, EI and AQ
Foundational sources	Stoltz; Wong & Law; Connor & Davidson; Hobfoll; Koopmans et al.	1997; 2002; 2003; 1989; 2013	Construct definitions, instruments and Conservation of Resources theory

Analysis and synthesis procedure

The selected sources were analysed through thematic synthesis, in five steps:

Extraction - The characteristics of every source, which were looked into, and their settings and participants were noted down.

Coding- Sources were coded by construct (EI, AQ, resilience, workplace effectiveness), by relationship type (direct, mediating or correlational) and by occupational setting.

Comparison - The comparison of coded categories was executed to detect the overlapping relationships, disputable hierarchies of the characteristics (as an example, the role of EI as a mediator in Dhoopar et al. (2021) compared to EQ acting before AQ in Mahardiana et al. (2022)) and the flaws in the combinations.

Theoretical anchoring - The patterns were interpreted through Conservation of Resources theory (Hobfoll, 1989) to justify the direction of the proposed paths.

Proposition development - The proposition was developed on the condition that the relationship is supported by at least one source (in addition to the theoretical rationale). Also, such propositions were denoted as tentative when there is a lack of direct evidence. (P2 and P7).

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Rigour of the review

To avoid bias in both selection and interpretation, the selection criteria has been established before, every recommendation is assigned to a source that can be linked with it, and recommendations with weak verdict are marked as such. Rival model specifications are reported instead of being dismissed.

Literature Review and Conceptual Background

The review adopts a systematic searching and synthesizing approach: literature regarding emotional intelligence (EI), adaptability quotient (AQ), resilience, and job performance is filtered to find the most fitting papers concerning the proposed mediation process and organized by the concept and the correlation between the articles. Figure 2 maps the four constructs, their roles in the model, and the dimensions on which each is conceptualised and measured in this paper.

Workplace effectiveness

Workplace effectiveness is treated in this paper as the degree to which an employee contributes to organisational goals through the quality of his or her work and conduct. It is operationalized through individual work performance, conceptualised by Koopmans et al. (2013) as comprising task performance, contextual performance and counterproductive work behaviour. The EI literature commonly uses closely related outcomes such as job performance, managerial performance and leadership effectiveness. Studies of bank managers (Juyal et al., 2025), managers in the Tamil Nadu banking industry (Thomas et al., 2025) and managers in the Indian banking sector (Ansari & Kumar, n.d.) all examine EI in relation to performance or effectiveness, while a leader-focused study (Ali et al., 2024) links leaders' emotional intelligence to their effectiveness in managing teams and organisations. Bibliometric reviews (Dubey & Pandey, 2025; Sharmin et al., 2024) further indicate that the EI–performance relationship has become an established and expanding research theme.

Emotional Intelligence

Several models of EI exist, and their theoretical bases and measurement approaches differ (Ding et al., 2024). This paper adopts the four-dimension ability-based perspective operationalised in the Wong and Law Emotional Intelligence Scale (Wong & Law, 2002): appraisal of one's own emotions, appraisal of others' emotions, regulation of emotion and use of emotion to facilitate performance. Applied studies associate EI with job performance (Juyal et al., 2025; Lalitha, 2022), managerial performance and engagement (Thomas et al., 2025), productivity (Kapoor & Rana, 2025) and effectiveness in leadership roles (Ali et al., 2024; Ansari & Kumar, n.d.; Pramila, 2025). Research on emotions in organisations also stresses that skilful handling of negative emotions is central to functioning at work (Humphrey et al., 2022). EI has additionally been examined alongside workplace spirituality (Joshi, 2019) and gender differences in leadership (Pooja & Kumar, 2017), which suggests that its effects may depend on contextual and individual factors.

Adversity Quotient

Stoltz's (1997) AQ framework describes individual responses to adversity along four dimensions: control, ownership, reach and endurance. AQ has been studied in relation to EI (Verma et al., 2017), to workload and EI as an intervening variable (Mahardiana et al., 2022), to work stress alongside EI and self-efficacy (Calvin & Edalmen, 2022), and to occupational stress in the Indian service sector

(Singh & Sharma, 2021). A further contribution argues for deliberately developing AQ skills to avoid occupational stress at the workplace (Shamim, n.d.). Taken together, these studies position AQ as a trainable capability that shapes how employees experience and handle pressure. However, compared with EI, AQ has been studied far less in relation to performance outcomes, which is one motivation for the present framework.

Employee resilience

Resilience is measured in this paper through the Connor–Davidson Resilience Scale (Connor & Davidson, 2003). At the employee level, resilience is understood as a capacity that supports coping with, and recovery from, workplace adversity (Douglas, 2020). There is an active debate about whether it is a trait that organisations must select for or a capacity that can be developed: Cheah et al. (2023) frame this as a question of building versus shaping employee resilience, and Rodríguez-Sánchez (2021) discusses human resource management practices that build it. Empirical work links resilience with EI in HR settings (Janani & Pougajendy, 2024), links EI and resilience with work engagement among nurses (Chikobvu & Harunavamwe, 2022), and examines organisational resilience and employee performance with EI as a mediator during the COVID-19 pandemic (Dhoopar et al., 2021). Related contributions on emotional resilience emphasise its place in HR excellence, well-being and competency models (Hussain, 2025; Pawar, 2025), and a body of Portuguese-language work treats resilience and EI as complementary pillars of contemporary organisations, with implications for well-being and productivity (Lucas, 2025; Penha et al., 2025; Rodrigues, 2025).

Theoretical anchor

The proposed pathway is consistent with Conservation of Resources (COR) theory (Hobfoll, 1989), which holds that people seek to obtain, retain and protect valued resources, and that those with greater resource reserves are better placed to withstand loss and to invest further resources. In this framework, EI and AQ are conceptualised as personal resources. Employees who can read and regulate emotions and who respond to adversity with a sense of control, ownership and endurance are expected to cope better with demands, which is to say they are expected to be more resilient. Resilience, in turn, protects the attention, energy and motivation needed to perform. This logic yields the sequence AQ, EI → Resilience → Workplace Effectiveness, while allowing for direct effects that operate independently of resilience.

Synthesis and research gap

Table 1 summarises selected empirical studies that address at least two of the constructs of interest. Two observations follow. First, the studies cluster in a few occupational contexts (banking, healthcare, retail, corporate HR and general service-sector samples). Second, the constructs are usually studied in pairs (EI–performance, EI–resilience, EI–AQ) rather than within one integrated model, so the relative and joint contributions of AQ and EI to effectiveness through resilience remain unclear.

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Table 1. Selected studies on EI, AQ, resilience and performance-related outcomes

Author(s)	Year	Setting (as indicated by the source)	Focus
A. Dhoopar, P. Sihag, A. Kumar, A. K. Suhag	2021	Employees during the COVID-19 pandemic	Organisational resilience and employee performance; EI as mediator
S. Verma, A. Aggarwal, H. Bansal	2017	Not specified in the title	Relationship between EI (EQ) and AQ
S. Singh, T. Sharma	2021*	Indian service sector (doctoral thesis)	EI in relation to cultural intelligence, AQ and occupational stress
S. Janani, S. Pougajendy	2024	HR professionals, a single company	Resilience and EI in the workplace
L. Mahardiana, S. Kaseng, Y. Kornelius	2022	Supermarket employees, Palu City, Indonesia	Workload → AQ, with EQ as intervening variable
P. Chikobvu, M. Harunavamwe	2022	Nurses in public hospitals	EI and resilience as influences on work engagement
C. Calvin, E. Edalmen	2022	Employees (Indonesian-language study)	EI, AQ and self-efficacy in relation to work stress
J. P. Thomas, K. Asha, G. M. Shaju, D. Singh, R. M. Kani	2025	Banking industry, Tamil Nadu	EI, managerial performance and employee engagement
H. Ansari, R. Kumar	n.d.	Managers, Indian banking sector	EI, leadership styles and effectiveness
S. Juyal, K. Kaur, M. B. Kuruva	2025	Bank managers	EI and job performance, analysed with PLS-SEM

Conceptual Framework and Propositions

Figure 3 presents the proposed framework. AQ and EI are the antecedent capabilities, employee resilience is the mediating mechanism, and workplace effectiveness is the outcome. Both antecedents are also allowed direct paths to the outcome, so that resilience can operate as a partial or full mediator, an issue that only empirical testing can settle.

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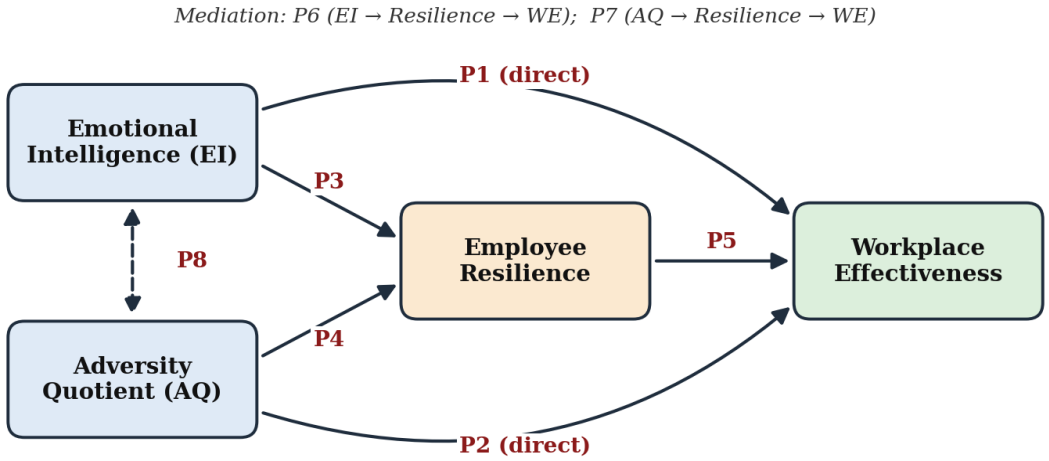

Figure 3. Proposed conceptual framework (P = proposition)

Direct effects on workplace effectiveness

P1. **Emotional Intelligence is positively related to workplace effectiveness.**

Emotional Intelligence is positively related to workplace effectiveness. EI supports accurate reading of colleagues' and supervisors' emotions, self-regulation under pressure and the productive use of emotion, all of which are relevant to task and contextual performance. Studies of job performance among bank managers (Juyal et al., 2025), managerial performance in banking (Thomas et al., 2025) and EI at work more generally (Lalitha, 2022) provide the empirical basis, and bibliometric syntheses (Dubey & Pandey, 2025; Sharmin et al., 2024) show the consistency of the theme across studies.

P2. Adversity Quotient is positively related to workplace effectiveness.

Adversity Quotient is positively related to workplace effectiveness. Employees who feel in control of situations, take ownership of outcomes, limit the reach of setbacks and persist over time (Stoltz, 1997) are expected to sustain performance under pressure. Direct evidence linking AQ to performance is thinner than for EI; the closest support comes from work relating AQ to workload and stress (Calvin & Edalmen, 2022; Mahardiana et al., 2022; Shamim, n.d.), which is why P2 is offered as a proposition to be tested rather than an established relationship.

Antecedents of resilience

P3. **Emotional Intelligence is positively related to employee resilience.**

Emotional Intelligence is positively related to employee resilience. Emotion regulation and emotional awareness help employees manage stress and maintain composure after setbacks. Associations between EI and resilience have been examined in HR settings (Janani & Pougajendy, 2024) and among nurses (Chikobvu & Harunavamwe, 2022), and are a recurring theme in the emotional-resilience literature (Hussain, 2025; Pawar, 2025) and in Portuguese-language work on resilience and EI (Lucas, 2025; Penha et al., 2025; Rodrigues, 2025). COR theory (Hobfoll, 1989) supports the expectation that EI, as a personal resource, strengthens resilience.

Adversity Quotient is positively related to employee resilience.

Adversity Quotient is positively related to employee resilience. AQ and resilience both concern responses to hardship, so a positive association is theoretically expected: the endurance and control dimensions of AQ (Stoltz, 1997) describe dispositions that resilience scales (Connor & Davidson, 2003) are designed to capture. Beyond the shared conceptual ground, AQ has been treated as a trainable capability (Shamim, n.d.), in line with the view that resilience can be developed rather than only selected (Cheah et al., 2023; Rodríguez-Sánchez, 2021). The discriminant validity of the two constructs is itself an empirical question that the proposed study should examine.

Resilience and effectiveness

Employee resilience is positively related to workplace effectiveness.

Employee resilience is positively related to workplace effectiveness. Resilient employees are better able to recover from setbacks, adapt to change and remain engaged. Employee resilience has been proposed as a means of mitigating workplace adversity (Douglas, 2020); resilience and EI have been linked with work engagement in nurses (Chikobvu & Harunavamwe, 2022); and organisational resilience has been associated with employee performance in the COVID-19 period (Dhoopar et al., 2021).

Mediating role of resilience

P6. Employee resilience mediates the relationship between Emotional Intelligence and workplace effectiveness.

Employee resilience mediates the relationship between Emotional Intelligence and workplace effectiveness. If EI strengthens resilience (P3) and resilience enhances effectiveness (P5), part of the EI–effectiveness relationship should operate through resilience. Existing work treats the sequence in the opposite direction, testing EI as the mediator between organisational resilience and performance (Dhoopar et al., 2021). The present framework proposes the individual-level ordering suggested by COR theory, and the alternative ordering should be examined as a rival model.

P7. Employee resilience mediates the relationship between Adversity Quotient and workplace effectiveness.

Employee resilience mediates the relationship between Adversity Quotient and workplace effectiveness. If AQ strengthens resilience (P4) and resilience enhances effectiveness (P5), resilience should transmit part of the effect of AQ on effectiveness. This is the least-studied path in the model and represents the principal empirical contribution of the proposed framework.

Relationship between the antecedents

P8. **Emotional Intelligence and Adversity Quotient are positively correlated.**

Emotional Intelligence and Adversity Quotient are positively correlated. A relationship between EQ and AQ has been examined empirically (Verma et al., 2017), and EQ has been modelled as an intervening variable between workload and AQ (Mahardiana et al., 2022). The two are therefore expected to covary, and the model treats them as correlated antecedents. Their overlap should be examined for multicollinearity, and the alternative in which EI precedes AQ, as suggested by Mahardiana et al. (2022), may be tested as a rival specification.

Because the literature supports more than one ordering of these constructs, Figure 4 places the proposed model alongside two rival specifications that should be compared empirically.

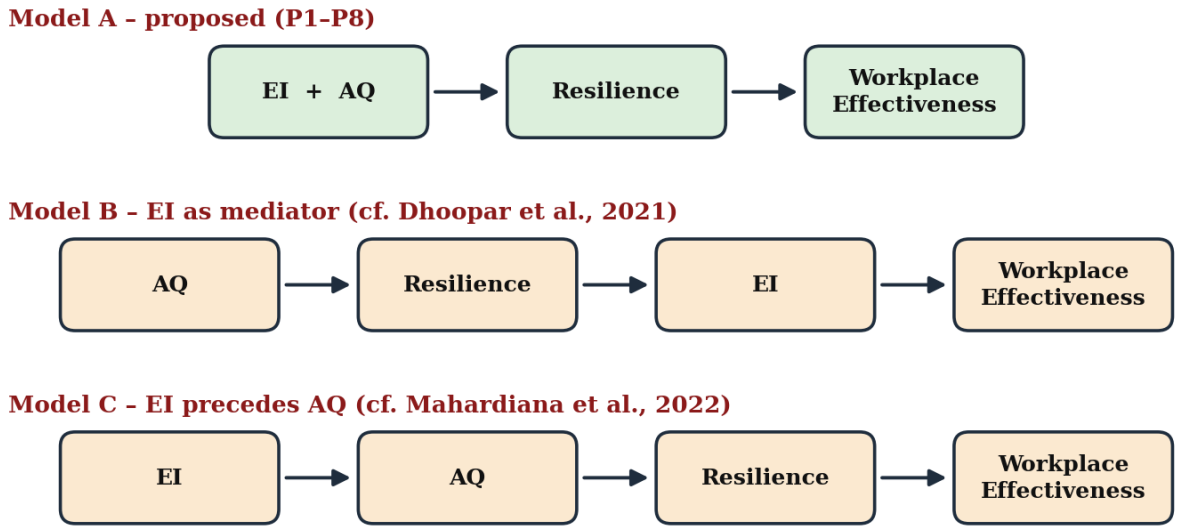

Figure 4. Proposed model and rival specifications

Implications

Theoretical implications

The framework integrates AQ, EI and resilience in one model, whereas the literature has typically examined them in pairs. It extends the EI–performance literature, which has concentrated on managers in banking and corporate settings (Ansari & Kumar, n.d.; Juyal et al., 2025; Thomas et al., 2025), by bringing AQ and resilience into the same model, and it positions AQ, a less-studied construct in performance research, alongside EI as a resource-based antecedent. By specifying a testable mediation pathway and identifying rival specifications (Dhoopar et al., 2021; Mahardiana et al., 2022), the paper provides a structured agenda for theory testing.

Implications for HR practice and policy

If the propositions are supported, institutions would have evidence for investing in the development of EI and AQ as routes to greater resilience and effectiveness among employees. Practical avenues suggested by the literature include HRM practices designed to build resilience (Rodríguez-Sánchez, 2021), attention to whether resilience is being built or shaped through selection and development (Cheah et al., 2023), and the integration of emotional resilience into competency models and HR excellence initiatives (Hussain, 2025; Pawar, 2025). EI and AQ could be incorporated into induction, training and performance-development programmes for employees, and resilience-supportive practices could be built into workload and role design. At the policy level, embedding resilience-building in workforce development would support the human-capital agenda for Viksit Bharat@2047.

Limitations and Directions for Future Research

Limitations

Conceptual scope - The paper discusses propositions instead of empirical outcomes. Therefore the relations discussed along with direct paths and resilience acting as a mediator are logically justified but have not been tested, which means this framework can be thought of only as a starting point for hypotheses testing and not an evidence of influence.

Review approach - In this case, the review is thematic and not exhaustive. The sources were chosen according to the relevance to the suggested pathway (Table-1). However, there can be studies not covered by either search terms or language that can be quite essential and important, which is why this synthesis is just an interpretation of the authors.

Model scope - The proposed framework includes only one mediator on the individual level. Other mechanisms, such as workload and self-efficacy are not included in the model, although the literature proves their necessity to be included. (Calvin & Edalmen, 2022; Mahardiana et al., 2022).

Directions for Future Research

Empirical testing - The aim is to empirically test the model with organizational samples, preferably in various sectors, to make comparisons to banking, health care, service and retail sectors where empirical evidence exists. The tests should also check for the discriminant validity of AQ, EI and resilience due to the expected overlap among the constructs.

Competing models - Compare the proposed model with competing models (see Figure 4) such as EI as a mediator (Dhoopar et al., 2021) or EI preceding AQ (Mahardiana et al., 2022) in order to determine which order of the variables is supported by the data.

Research design - Adopt longitudinal or multi-source approaches when possible, such as performance ratings through supervisors and self-reported data obtained from the same respondents, in order to minimize dependence on one source and improve causal inference.

Moderators and additional mediators - Examine workload (Mahardiana et al., 2022), self-efficacy (Calvin & Edalmen, 2022), workplace spirituality (Joshi, 2019), psychological capital (Al-tahat et al., 2020), leadership style (Ansari & Kumar, n.d.) and gender (Pooja & Kumar, 2017), to explain when and for whom the proposed relationships hold.

Organisational supports. Study organisational-level supports for resilience (Dhoopar et al., 2021; Rodríguez-Sánchez, 2021), such as HRM practices, to show how organisations can build resilience beyond individual capabilities.

Intervention studies. Develop EI and AQ through interventions, then measure changes in resilience and effectiveness. Because AQ has been treated as a trainable capability (Shamim, n.d.) and resilience as something that can be developed (Cheah et al., 2023), such studies would provide the strongest evidence for practice.

Conclusion

Building a resilient workforce is integral to the Viksit Bharat@2047 agenda, yet adversity quotient, emotional intelligence and resilience have rarely been examined together in a single model of

workplace effectiveness. This paper has proposed a framework in which AQ and EI influence workplace effectiveness directly and through resilience, set out eight propositions, and outlined a design for empirical testing. The framework gives researchers a structured basis for investigation and gives institutions a starting point for developing the psychological capabilities that underpin adaptable, engaged and effective employees.

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