

# Redefining HR Excellence: Integrating Emotional Resilience into Threshold Competency Models

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## Abstract

In the current volatile, uncertain, complex, and ambiguous (VUCA) business landscape, emotional resilience has become an essential characteristic for high-performing human resource (HR) professionals. Traditional threshold competency models in human resources focus on knowledge, skills, and baseline competencies, frequently neglecting emotional adaptability and mental toughness. This study investigates the integration of emotional resilience as a core component in HR threshold competency models. A quantitative survey of 230 HR professionals from various industries in India was performed to assess the significance, awareness, and efficacy of emotional resilience as a quantifiable competency. Data were gathered using structured questionnaires that comprised demographic and analytical sections. Descriptive analysis, correlation analysis, and regression analysis were utilized to interpret the data. The findings indicate a significant positive correlation between emotional resilience and key HR performance indicators, including conflict resolution, employee engagement, and leadership capability. The research proposes a revised competency framework that highlights emotional resilience as a critical trait for HR professionals prepared for the future. This model assists organizations in enhancing HR performance and employee well-being within high-pressure environments.

## Keywords

Emotional Resilience, Threshold Competency Model, HR Excellence, Employee Engagement, VUCA, HR Competencies, Psychological Adaptability, Organizational Performance, Human Capital, Workforce Agility

## 1. Introduction

Human Resource Management (HRM) has historically prioritized technical competencies and administrative efficiency as standards of HR excellence. In the last twenty years, the transformation of global work environments, the growing complexity of interpersonal dynamics, and swift technological advancements have required a more comprehensive understanding of competence in HR professionals. Emotional resilience has emerged as a crucial factor influencing both individual and organizational effectiveness. Although emotional resilience is increasingly acknowledged in leadership and wellness discussions, it is still inadequately represented in formal HR competency models, especially those categorized as threshold competencies—the essential skills required for effective performance by HR professionals.

Threshold competencies denote the fundamental qualities, skills, and behaviors necessary for employees to fulfill minimum performance standards. These encompass skills such as communication, teamwork, foundational HR knowledge, and adherence to regulations. Although these competencies are essential, they predominantly pertain to cognitive and

functional aspects. Human resources experts in modern-day VUCA (Volatile, Uncertain, Complex, and Ambiguous) environments want greater than just cognitive talents to deal with the mental and emotional demanding situations that emerge in the workplace. Emotional resilience is an important characteristic for human assets experts and bosses, characterised through the potential to hold intellectual properly-being, get over setbacks, and adapt definitely.

Emotional resilience is defined within psychological and behavioral science as an individual's ability to endure, recover from, and develop in response to stressors and evolving demands. In the realm of human resources, emotional resilience is essential not only as a personal attribute but also as a professional requirement. Human resource professionals serve as emotional regulators in organizations by facilitating dispute resolution, managing change processes, resolving employee issues, and improving the overall well-being of employees. These activities lead to reduced employee trust, compromised decision-making, and exhaustion in the absence of resilience.

The significance of competency models in human sources is important. These models serve as frameworks for talent acquisition, development, performance evaluation, and succession planning. They outline the attributes of "excellence" within an organizational framework. Conventional models have often prioritized technical competencies above emotional and behavioral characteristics. This paper posits that redefining HR excellence necessitates a critical reassessment of competency models to incorporate emotional resilience as a fundamental competency, rather than a supplementary one.

## **2. Review of Literature**

The significance of emotional resilience in organizational contexts is well-established, with workplace resilience characterized as the capacity to adapt, recover from setbacks, and sustain effective functioning under pressure (Cabrera-Aguilar et al., 2023). Researchers have emphasized essential psychometric instruments, like the Connor–Davidson Resilience Scale (CD-RISC) and the Brief Resilience Scale (BRS), for assessing this competence, especially pertinent for HR professionals who often face stressful and unclear organizational contexts.

Meta-analyses conducted by Joyce et al. (2018) and others demonstrate a significant correlation between elevated emotional intelligence (EI) and favorable workplace outcomes, including superior conflict resolution, enhanced well-being, reduced stress, and improved job performance (Joyce, Shand, Tighe, Laurent, & Bryant, 2018; Peña-Sánchez et al., 2024). Theoretical contrasts among ability emotional intelligence (EI), trait EI, and mixed models (Mayer & Salovey, 1997; Petrides & Furnham, 2001) provide insight into the assessment and development of emotional competencies, which is significant for human resource practices.

Emotional and social intelligence (ESI) competencies—namely self-awareness, emotion control, empathy, and social facilitation—are crucial for resilience. Liu and Boyatzis (2021) assert that these competencies promote not just stress recovery but also renewal and flourishing, endorsing behavioral competence models rather than solely trait-based approaches.

Strategic HRM literature highlights the extensive significance of fostering resilience. According to Lengnick-Hall and Beck (2011), resilient organizations arise when strategic

HRM systems foster individual cognitive and behavioral competencies, which together enhance adaptability. Studies in sustainable environments (e.g., Weiss, Malik, & Musielewicz, 2022) demonstrate that HR practices, particularly training and development, enhance organizational resilience and performance.

Moreover, studies on resilience-oriented HR competencies demonstrate significant organizational outcomes. Lee (2023) found that emotional evaluation skills markedly improve individual resilience and psychological safety, essential factors for organizational commitment. Similarly, data from the UAE oil and gas industry demonstrates that enhanced emotional intelligence alleviates fatigue and reduces turnover intentions, underscoring the significance of emotional intelligence competencies in high-stress sectors.

### **3. Research Objectives**

The primary objectives for the paper are:

- To analyze the importance and implications of emotional resilience as a fundamental competency in human resource management.
- To examine the correlation between emotional resilience and key HR performance indicators, including conflict resolution, employee engagement, and decision-making effectiveness.
- To investigate HR professionals' views on incorporating emotional resilience into current competency frameworks.
- To examine demographic differences in the acceptance and implementation of emotional resilience among HR professionals.

### **4. Research Methodology**

A quantitative cross-sectional survey approach was used to investigate the influence of emotional resilience on the redefinition of HR threshold competency models. This strategy was considered suitable for collecting comprehensive, real-time information from HR professionals across diverse industrial sectors and experience levels. The cross-sectional design facilitated the examination of various perspectives and contemporary trends in human resources, specifically concerning behavioral and psychological competencies.

This study selected a sample of 230 HR professionals from various sectors, including IT, manufacturing, education, healthcare, and banking. The participants were selected from public and private sector organizations functioning in urban areas throughout India. The sample size was deemed statistically sufficient for generalizing findings within the professional HR community.

A stratified random sampling technique was employed to guarantee proportional representation across various demographic groups, including age, gender, experience, and education level. Stratification facilitated the reliable detection and analysis of variations in emotional resilience across demographic variables.

Data collection was conducted using a structured online questionnaire comprising two sections. Section A collected demographic data, whereas Section B included 23 closed-ended questions utilizing a 5-point Likert scale to assess awareness, relevance, practice, and organizational integration of emotional resilience in HR roles. The inquiries were designed to

evaluate the behavioral, perceptual, and attitudinal aspects of emotional resilience among HR professionals.

The instrument underwent pre-testing with a limited group of respondents to evaluate its reliability and clarity, leading to significant adjustments based on the feedback received. The finalized poll was disseminated via email and HR professional networks over a period of 30 days. The responses were collected anonymously to enhance honesty and mitigate the impact of social desirability bias.

The research examined the following hypotheses:

**Hypothesis 1:**

H<sub>0</sub>: "No significant correlation exists between emotional resilience and HR performance effectiveness."

H<sub>1</sub>: "A significant relationship exists between emotional resilience and the effectiveness of HR performance."

**Hypothesis 2:**

H<sub>0</sub>: "There exists no significant disparity in perceptions of emotional resilience as a threshold competency across different levels of work experience."

H<sub>2</sub>: "Perceptions of emotional resilience as a fundamental competency vary significantly across different levels of work experience."

**5. Empirical Results**

**Section A: Demographic Questions**

**Table 1: Gender**

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	99	43.04%	43.04%	43.04%
Female	129	56.09%	56.09%	99.13%
Other	2	0.87%	0.87%	100.00%
Total	230	100.00%	100.00%	Total

**Interpretation:**

Out of 230 HR professionals, 56.09% were female, showing a strong female representation in the sample. Males accounted for 43.04%, while 0.87% identified as other genders. This indicates growing gender diversity in HR roles, although women continue to dominate the profession in this sample.

**Table 2: Age Group**

Age Group	Frequency	Percentage	Valid Percentage	Cumulative Percentage
18–29 years	61	26.52%	26.52%	26.52%
30–39 years	82	35.65%	35.65%	62.17%
40–49 years	55	23.91%	23.91%	86.08%
50 years & above	32	13.91%	13.91%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

The age group 30–39 years had the highest representation at 35.65%, suggesting that mid-career HR professionals were the most active respondents. This was followed by younger professionals (18–29 years) at 26.52% and those aged 40–49 at 23.91%. Only 13.91% were in the 50+ category, indicating that the majority of insights come from early- to mid-career HR professionals.

**Table 3: Education Level**

Education Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Graduate	46	20.00%	20.00%	20.00%
Postgraduate	104	45.22%	45.22%	65.22%
Doctorate	23	10.00%	10.00%	75.22%
Professional Certifications	41	17.83%	17.83%	93.04%
Other	16	6.96%	6.96%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A large portion of the respondents (45.22%) were postgraduates, reflecting the educational standard typically expected in HR roles. Graduates made up 20%, while 17.83% held professional certifications such as SHRM or HRCI. Only 10% had doctorate degrees, showing that while academic research credentials are present, practical certifications are equally valued in the profession.

**Table 4: Work Experience in HR**

Experience Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 2 years	34	14.78%	14.78%	14.78%
2–5 years	68	29.57%	29.57%	44.35%
6–10 years	73	31.74%	31.74%	76.09%
More than 10 years	55	23.91%	23.91%	100.00%
Total	230	100.00%	100.00%	—

**Interpretation:**

Respondents with 6–10 years of HR experience formed the largest segment (31.74%), closely followed by those with 2–5 years (29.57%) and those with over 10 years (23.91%). This distribution shows a healthy balance of perspectives from early-career to seasoned professionals, making the data valuable for insights across career stages.

**Table 5: Industry Sector**

Industry Sector	Frequency	Percentage	Valid Percentage	Cumulative Percentage
IT & ITES	52	22.61%	22.61%	22.61%
Manufacturing	37	16.09%	16.09%	38.70%
Healthcare	29	12.61%	12.61%	51.30%

Banking & Finance	41	17.83%	17.83%	69.13%
Education	38	16.52%	16.52%	85.65%
Others	33	14.35%	14.35%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

The IT & ITES sector had the highest participation (22.61%), followed by banking & finance (17.83%) and education (16.52%). The manufacturing and healthcare sectors were also well-represented. This distribution indicates a good spread across service-oriented and production-oriented industries, allowing for generalized insights across diverse HR environments.

**Section B: Quantitative Questions**

**(Choose the most appropriate option. Likert scale used where applicable: 1 = Strongly Disagree, 5 = Strongly Agree)**

**Category 1: Awareness of Emotional Resilience**

**Table 6: I am familiar with the concept of emotional resilience.**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	11	4.78%	4.78%	4.78%
2 – Disagree	17	7.39%	7.39%	12.17%
3 – Neutral	38	16.52%	16.52%	28.70%
4 – Agree	83	36.09%	36.09%	64.78%
5 – Strongly Agree	81	35.22%	35.22%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

Most respondents reported familiarity with the concept of emotional resilience, with 36.09% agreeing and 35.22% strongly agreeing. Only a small percentage (12.17%) expressed disagreement. This indicates a high level of conceptual awareness among HR professionals about emotional resilience, forming a strong foundation for competency model integration.

**Table 7: Emotional resilience is already a part of our HR competency model**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	23	10.00%	10.00%	10.00%
2 – Disagree	44	19.13%	19.13%	29.13%
3 – Neutral	69	30.00%	30.00%	59.13%
4 – Agree	57	24.78%	24.78%	83.91%
5 – Strongly Agree	37	16.09%	16.09%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

Only 40.87% of respondents agreed or strongly agreed that emotional resilience is part of their current HR competency models, while 29.13% disagreed and 30% remained neutral. This suggests that emotional resilience is not yet universally formalized in competency frameworks, even though many HR professionals acknowledge its importance.

**Table 8: Training programs in my organization include emotional resilience modules**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	29	12.61%	12.61%	12.61%
2 – Disagree	53	23.04%	23.04%	35.65%
3 – Neutral	59	25.65%	25.65%	61.30%
4 – Agree	61	26.52%	26.52%	87.83%
5 – Strongly Agree	28	12.17%	12.17%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

Only 38.69% of respondents agreed or strongly agreed that their organizational training includes emotional resilience modules, while 35.65% disagreed or strongly disagreed. This indicates a gap between awareness of emotional resilience and its practical incorporation into HR development programs.

**Table 9: I actively work on improving my emotional resilience**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	13	5.65%	5.65%	5.65%
2 – Disagree	18	7.83%	7.83%	13.48%
3 – Neutral	42	18.26%	18.26%	31.74%
4 – Agree	86	37.39%	37.39%	69.13%
5 – Strongly Agree	71	30.87%	30.87%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A strong majority (68.26%) of HR professionals reported that they actively work on their emotional resilience. This shows a proactive attitude toward emotional growth, even when organizations may not be offering formal training. It reflects individual commitment to personal and professional development.

**Table 10: HR leaders in my organization demonstrate emotional resilience**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	21	9.13%	9.13%	9.13%

2 – Disagree	28	12.17%	12.17%	21.30%
3 – Neutral	57	24.78%	24.78%	46.09%
4 – Agree	69	30.00%	30.00%	76.09%
5 – Strongly Agree	55	23.91%	23.91%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

More than half the respondents (53.91%) agreed or strongly agreed that HR leaders in their organizations display emotional resilience, while 21.30% disagreed. This suggests that while emotional resilience is recognized and practiced by some HR leaders, it has not become a uniform cultural trait across all workplaces.

**Category 2 – Relevance of Emotional Resilience in HR Functions**

**Table 11: Emotional resilience is essential in handling workplace conflicts**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	9	3.91%	3.91%	3.91%
2 – Disagree	14	6.09%	6.09%	10.00%
3 – Neutral	34	14.78%	14.78%	24.78%
4 – Agree	87	37.83%	37.83%	62.61%
5 – Strongly Agree	86	37.39%	37.39%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A combined 75.22% of respondents agreed or strongly agreed that emotional resilience is essential in conflict management, while only 10% disagreed. This highlights a strong consensus among HR professionals regarding the necessity of resilience in managing sensitive interpersonal issues at work.

**Table 12: HR professionals must exhibit emotional resilience during organizational change**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	7	3.04%	3.04%	3.04%
2 – Disagree	11	4.78%	4.78%	7.83%
3 – Neutral	29	12.61%	12.61%	20.43%
4 – Agree	94	40.87%	40.87%	61.30%
5 – Strongly Agree	89	38.70%	38.70%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

An overwhelming majority (79.57%) of respondents agreed that emotional resilience is vital during periods of organizational transformation. This reflects HR’s pivotal role as emotional facilitators during uncertainty, emphasizing the need for resilience in navigating transitions.

**Table 13: Emotional resilience improves employee engagement outcomes**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	12	5.22%	5.22%	5.22%
2 – Disagree	16	6.96%	6.96%	12.17%
3 – Neutral	41	17.83%	17.83%	30.00%
4 – Agree	88	38.26%	38.26%	68.26%
5 – Strongly Agree	73	31.74%	31.74%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

Approximately 70% of respondents believe emotional resilience has a direct impact on improving employee engagement. While 12.17% disagreed, the majority’s agreement underlines the connection between emotionally resilient HR practices and workforce motivation.

**Table 14: Resilient HR professionals handle employee grievances more effectively**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	10	4.35%	4.35%	4.35%
2 – Disagree	17	7.39%	7.39%	11.74%
3 – Neutral	43	18.70%	18.70%	30.43%
4 – Agree	79	34.35%	34.35%	64.78%
5 – Strongly Agree	81	35.22%	35.22%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

69.57% of respondents felt that resilience enhances grievance handling. While 11.74% disagreed and 18.70% remained neutral, the prevailing view confirms that emotional strength enables better empathy, composure, and resolution strategies in HR.

**Table 15: Emotional resilience contributes to better decision-making in HR**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	9	3.91%	3.91%	3.91%
2 – Disagree	13	5.65%	5.65%	9.57%
3 – Neutral	39	16.96%	16.96%	26.52%

4 – Agree	84	36.52%	36.52%	63.04%
5 – Strongly Agree	85	36.96%	36.96%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A combined 73.48% of HR professionals agreed that emotional resilience aids in better decision-making. Only 9.57% disagreed. These results validate the belief that emotional balance and cognitive clarity—hallmarks of resilience—are key contributors to quality HR judgments.

**Category 3: Integration into Competency Models**

**Table 16: Emotional resilience should be treated as a core threshold competency**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	8	3.48%	3.48%	3.48%
2 – Disagree	15	6.52%	6.52%	10.00%
3 – Neutral	36	15.65%	15.65%	25.65%
4 – Agree	88	38.26%	38.26%	63.91%
5 – Strongly Agree	83	36.09%	36.09%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

74.35% of respondents agreed that emotional resilience should be considered a core threshold competency in HR, while only 10% opposed the idea. This reflects widespread acknowledgment that emotional regulation and adaptability are essential for effective HR leadership and team success.

**Table 17: My organization is open to revising competency models to include emotional resilience**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	13	5.65%	5.65%	5.65%
2 – Disagree	18	7.83%	7.83%	13.48%
3 – Neutral	52	22.61%	22.61%	36.09%
4 – Agree	84	36.52%	36.52%	72.61%
5 – Strongly Agree	63	27.39%	27.39%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

63.91% of participants reported that their organizations are open to revising competency frameworks to integrate emotional resilience. With only 13.48% in disagreement and 22.61%

remaining neutral, the data signals both opportunity and momentum for adapting HR systems to include soft skills like resilience.

**Table 18: Current HR evaluation metrics consider emotional resilience**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	26	11.30%	11.30%	11.30%
2 – Disagree	41	17.83%	17.83%	29.13%
3 – Neutral	66	28.70%	28.70%	57.83%
4 – Agree	59	25.65%	25.65%	83.48%
5 – Strongly Agree	38	16.52%	16.52%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

Only 42.17% of respondents agreed or strongly agreed that emotional resilience is already part of their HR evaluation metrics, while 29.13% disagreed. A large neutral group (28.70%) suggests either lack of awareness or unclear criteria, indicating a need to formalize and communicate this competency in assessment systems.

**Table 19: HR hiring should assess candidates for emotional resilience**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	10	4.35%	4.35%	4.35%
2 – Disagree	17	7.39%	7.39%	11.74%
3 – Neutral	28	12.17%	12.17%	23.91%
4 – Agree	92	40.00%	40.00%	63.91%
5 – Strongly Agree	83	36.09%	36.09%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

76.09% of respondents supported integrating emotional resilience into HR hiring processes, indicating a strong push for behavioral attributes to complement technical and domain competencies. Only a small percentage disagreed (11.74%), highlighting consensus on the value of emotionally stable professionals.

**Table 20: Including emotional resilience will help build stronger HR teams**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	9	3.91%	3.91%	3.91%
2 – Disagree	13	5.65%	5.65%	9.57%
3 – Neutral	31	13.48%	13.48%	23.04%
4 – Agree	87	37.83%	37.83%	60.87%

5 – Strongly Agree	90	39.13%	39.13%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

With 76.96% of respondents agreeing or strongly agreeing, it is evident that emotional resilience is widely perceived as a foundational trait for team strength in HR. Low disagreement levels further reinforce that emotional resilience is not just a desirable trait, but a strategic necessity for building high-functioning HR teams.

**Category 4: Emotional Resilience in Practice**

**Table 21: I can remain calm under pressure**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	10	4.35%	4.35%	4.35%
2 – Disagree	13	5.65%	5.65%	10.00%
3 – Neutral	36	15.65%	15.65%	25.65%
4 – Agree	88	38.26%	38.26%	63.91%
5 – Strongly Agree	83	36.09%	36.09%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A majority of HR professionals (74.35%) agreed or strongly agreed that they remain calm under pressure, confirming emotional regulation as a well-developed trait in their work environments. Very few (10%) reported difficulty managing pressure, highlighting overall emotional resilience.

**Table 22: I bounce back quickly from stressful HR situations**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	12	5.22%	5.22%	5.22%
2 – Disagree	15	6.52%	6.52%	11.74%
3 – Neutral	39	16.96%	16.96%	28.70%
4 – Agree	85	36.96%	36.96%	65.65%
5 – Strongly Agree	79	34.35%	34.35%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A significant 71.31% of respondents agreed or strongly agreed that they bounce back quickly from stress. This shows strong emotional elasticity, which is a key element of personal effectiveness and sustainability in demanding HR roles.

**Table 23: I can compartmentalize personal emotions while working professionally**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	9	3.91%	3.91%	3.91%
2 – Disagree	14	6.09%	6.09%	10.00%
3 – Neutral	44	19.13%	19.13%	29.13%
4 – Agree	81	35.22%	35.22%	64.35%
5 – Strongly Agree	82	35.65%	35.65%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

70.87% of participants agreed or strongly agreed that they can compartmentalize personal feelings at work. This is essential for professional conduct and maintaining objectivity in emotionally complex HR situations.

**Table 24: I support colleagues during emotionally challenging times**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	7	3.04%	3.04%	3.04%
2 – Disagree	11	4.78%	4.78%	7.83%
3 – Neutral	29	12.61%	12.61%	20.43%
4 – Agree	94	40.87%	40.87%	61.30%
5 – Strongly Agree	89	38.70%	38.70%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A combined 79.57% of HR professionals affirm their willingness to support colleagues in emotional distress. This indicates a workplace culture that values empathy and mutual care, enhancing organizational cohesion and resilience.

**Table 25: I use mindfulness or stress-reduction techniques at work**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	17	7.39%	7.39%	7.39%
2 – Disagree	23	10.00%	10.00%	17.39%
3 – Neutral	52	22.61%	22.61%	40.00%
4 – Agree	69	30.00%	30.00%	70.00%
5 – Strongly Agree	69	30.00%	30.00%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

60% of respondents actively use mindfulness or stress-reduction techniques, showing good adoption of wellness strategies in HR. However, 22.61% were neutral and 17.39% disagreed, indicating room for promoting structured wellness training across organizations.

**Category 5: Organizational Culture & Support**

**Table 26: My organization supports emotional well-being initiatives**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	18	7.83%	7.83%	7.83%
2 – Disagree	21	9.13%	9.13%	16.96%
3 – Neutral	47	20.43%	20.43%	37.39%
4 – Agree	76	33.04%	33.04%	70.43%
5 – Strongly Agree	68	29.57%	29.57%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

62.61% agreed that their organizations support emotional well-being, but with 37.39% either disagreeing or remaining neutral, there's a clear opportunity for HR leadership to institutionalize emotional wellness initiatives more effectively.

**Table 27: Emotional resilience is appreciated as a performance strength**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	14	6.09%	6.09%	6.09%
2 – Disagree	18	7.83%	7.83%	13.91%
3 – Neutral	39	16.96%	16.96%	30.87%
4 – Agree	84	36.52%	36.52%	67.39%
5 – Strongly Agree	75	32.61%	32.61%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

69.13% of respondents believed their organizations recognize emotional resilience as a core professional strength. However, 30.87% did not confirm this recognition, indicating some organizations may still undervalue soft skills in performance assessments.

**Table 28: I would recommend integrating emotional resilience into the HR competency framework**

Response	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1 – Strongly Disagree	7	3.04%	3.04%	3.04%
2 – Disagree	13	5.65%	5.65%	8.70%

3 – Neutral	29	12.61%	12.61%	21.30%
4 – Agree	91	39.57%	39.57%	60.87%
5 – Strongly Agree	90	39.13%	39.13%	100.00%
Total	230	100.00%	100.00%	

**Interpretation:**

A strong 78.70% of respondents supported the integration of emotional resilience into the HR competency model, affirming its importance for professional excellence. Only 8.70% disagreed, showing wide acceptance across industries and roles.

**Hypothesis Testing**

**Hypothesis 1**

**Table 29: Chi-Square Test for Association Between Emotional Resilience and HR Performance Effectiveness**

Value	df	Asymp. Sig.
Pearson Chi-Square	22.547	4
Likelihood Ratio	23.812	4
N of Valid Cases	230	

**Interpretation:**

The Chi-Square test shows a Pearson Chi-Square value of 22.547 with 4 degrees of freedom, and an Asymptotic Significance (p-value) of 0.000, which is below the threshold of 0.05. This confirms a statistically significant relationship between emotional resilience and HR performance effectiveness, leading us to reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>).

**Hypothesis 2**

**Table 30: ANOVA Test for Differences in Perception of Emotional Resilience Across Work Experience Levels**

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	78.234	3	26.078	4.312	0.006
Within Groups	1369.100	226	6.060		
Total	1447.334	229			

**Interpretation:**

The F-value is 4.312 with a p-value of 0.006, which is below 0.05. This indicates that there is a statistically significant difference in how HR professionals with different experience levels perceive emotional resilience as a threshold competency. Therefore, we reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>2</sub>).

**6. Conclusion**

This study presents empirical evidence indicating that emotional resilience is crucial for improving HR performance effectiveness. A significant number of HR professionals reported that remaining composed under pressure, quickly recovering from challenges, and providing

emotional support to colleagues are essential for their daily success. The findings demonstrate that emotional resilience operates as both a personal trait and a strategic competency, significantly influencing decision-making, employee engagement, and conflict resolution—key elements of HR leadership.

The research indicates substantial endorsement for integrating emotional resilience into threshold competency frameworks, especially among professionals with varying levels of experience. Statistical data revealed notable variations in perceptions of emotional resilience among different age groups, industries, and levels of experience. Organizations are increasingly acknowledging the significance of soft skills in cultivating future-ready HR teams, as evidenced by their efforts to revise competency frameworks and support emotional well-being initiatives.

The study utilizes a substantial sample of 230 HR professionals; however, the findings predominantly rely on self-reported data, which may be subject to social desirability bias. The research is concentrated on Indian organizational contexts, potentially restricting its generalizability to other cultural or regional environments. A longitudinal design could have enhanced the comprehension of resilience development across time.

Future research may investigate the causal relationship between structured resilience training programs and HR performance outcomes through experimental or longitudinal methodologies. Conducting comparative studies across various countries, sectors, and organizational sizes would improve the generalizability of the findings. Additionally, the incorporation of qualitative methods, including interviews or case studies, may yield more profound insights into the practical application and perception of emotional resilience across various hierarchical levels within HR functions.

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