

Resilience in the Tech World: Psychological Well-Being and Adversity Quotient Among IT Professionals in Pune Region

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Abstract: The current global economic climate, featured by widespread recession, is affecting countries worldwide. The repercussions of this global recession are evident, with numerous companies reducing their workforce to alleviate financial strain. In light of this challenging environment, securing and maintaining employment has become increasingly difficult. Consequently, employees must possess the resilience and capacity to navigate various obstacles to attain job satisfaction and overall well-being. After the global pandemic, many countries faced recession, due to which employees perceive numerous challenges in their jobs, especially IT professionals. Individuals with higher levels of adversity quotient are likely to face obstacles and are more likely to achieve their goals. The purpose of the research is to understand the relationship between psychological well-being (PWB) and adversity quotient (AQ) among IT professionals in Pune, and to gain a better understanding of the concepts. A sample of 157 IT employees was considered for data collection. The primary data was collected through a questionnaire and personal interviews. The PWB and AQ were measured through the structured questionnaire (Ryff et al., 1989; Stoltz, 1999), respectively. Secondary data was collected from various existing sources such as newspapers, articles, and reports. The analysis found a significant relationship between PWB and AQ. This research also determined that AQ is a strong predictor of employees' psychological well-being. So, the organisation should work on strategies that help employees to increase their adversity quotient.

Keywords: Adversity Quotient (AQ), IT Professionals, Psychological Well-Being (PWB), Resilience, Tech World.

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I. INTRODUCTION

Psychological well-being (PWB) is a state of mind that makes individuals feel happy (Gechman & Weiner, 1975; and Jamal & Mitchell, 1980). It is most commonly known as a state of peace, happiness, self-actualisation, and satisfaction with all the elements of life. There are several reasons for an individual's happiness, but for fresh graduates, achieving a job or starting a career is a milestone (Gander et al., 2021; Neve & Ward, 2017; and Boehm & Lyubomirsky, 2008). In developing countries like India, economic conditions and global recessions are highly

influential factors on the demand and supply ratio in the labour market. This results in the retrenchment of the workforce to reduce financial burden and sustain in the competitive environment. Additionally, Artificial Intelligence (AI) is reducing the demand for employees in the workplace. With due consideration of the current scenario, it is highly difficult to manage all setbacks in personal and professional life and remain happy. Adversity Quotient (AQ) plays a vital role in such scenarios, enabling individuals to understand the challenges and equip them to make their own choices in life. It is an individual's ability to overcome challenges or setbacks (Stoltz, 1999). It is also

recognised as the “*science of resilience*”. Researchers (Zhao & Sang, 2023; Dewi et al., 2022 and Kurniawan et al., 2020) found that a person with high AQ is generally more successful and an achiever than a person with low AQ. It helps individuals develop maturity, guides them and helps them find solutions to their problems. Numerous researchers (Sarran, 2025; Alabadi et al., 2022; and Nikolaienko & Simakhova, 2022) found that the last few years were challenging for the technology sector (IT) due to massive losses in tech firms. These losses were attributed to Covid-19 disruption, the Russian invasion of Ukraine and inflationary pressures. As a result, India’s IT industry also slows, and an IT industry veteran predicts a cautious outlook for the coming years. Major tech companies have already announced workforce reductions in the coming years. On the contrary, many multinational organisations focused on employees’ well-being and designed employee-friendly practices and policies (Guares, 2025; Elufioye et al., 2024; Randall, 2023; Wu et al., 2021). Researchers (Pudjiati et al., 2023 and Mohammed et al., 2019) explained that the psychological well-being of an individual in an ideal workplace is determined by their motivation, involvement, synergy, satisfaction and their ability to manage life. Psychological well-being has been an increasingly widespread topic in the past two decades across various domains. Briefly, it is understood that AQ manages the challenges of an individual’s life and develops psychological well-being or vice versa. Based on this, the current research was conducted to understand the relationship between psychological well-being (PWB) and adversity quotient (AQ) among IT professionals in Pune.

II. THEORETICAL BACKGROUND

Adversity is a condition that all people face at some point in their lives. It is defined as “*a difficult or unfortunate situation or event*”. The different challenges, disappointments, setbacks, sorrow and hopelessness are different phases of life. In a high-pressure working environment, employees generally face work pressure and difficulties. Employees who fail to manage job stress and anxiety can harm their physical and psychological well-being. In such an adverse environment, resilience and pressure resistance seem especially important. Researchers (Egan et al., 2024; Sanchez, 2018; Gloria & Steinhardt, 2016; Luthar et al., 2014; and Fletcher & Sarkar, 2013) defined an important part of positive psychology, known as **Resilience**. They describe resilience as a person’s ability to cope with stress and grow stronger. It plays an important role in an individual’s life, enabling them to understand the challenges and carry on with their life choices. The main aim of this measurement is not only to increase the individual’s resilience but also enhance optimism, attitude, and problem-solving skills. Furthermore, research found that employees with strong pressure resistance are better at tolerating work pressure and contribute more to organisational goals (Yehuda & Yoyo, 2025; Mitchell et al., 2019; and Shatté et al., 2017). Additionally, researchers (Bawar et al., 2023 Lu et al., 2024; Abate et al., 2024; and Hu et al., 2015) proven that AQ is closely associated with PWB and has a significant impact on it. Furthermore, they

found that high AQ helps to develop a strong PWB. Finally, it resulted in high confidence, improved ability and motivation in individuals, enabling them to face setbacks and perform better in their lives.

Based on the above theoretical analysis, it has been observed that PWB and AQ were effectively contributing to shaping an individual’s life. It is also found that countries are facing numerous difficult situations, such as recession, which resulted in the retrenchment of employees. Considering the current scenario, it becomes necessary to understand the relationship between AQ and PWB among IT professionals in Pune. Therefore, the following research questions and hypotheses were constructed under this study for further analysis and discussion-

- RQ-1: To explore how the adversity quotient influences psychological well-being among IT professionals in the Pune region, reflecting resilience in the tech work environment.
- H₀₁- There is no relationship between adversity quotient and psychological well-being among IT professionals in the Pune region.
- RQ-2: To assess the role of adversity quotient in shaping psychological well-being among IT professionals in the Pune region.
- H₀₂- Adversity quotient does not have a significant impact on the psychological well-being of IT professionals in the Pune region.

III. RESEARCH METHODOLOGY

The current research adopts a descriptive research design to describe the relationship between these two variables. This study specifically focuses on analysing the relationship between psychological well-being and adversity quotient among IT professionals in Pune. A convenience sampling method was used to take a sample of 157 IT professionals from Pune. Primary data was collected through a structured questionnaire. The secondary data was collected from various sources such as books, journals, research papers, websites and newspapers. The collected data have been statistically analysed by using SPSS. The current research study has several limitations. Firstly, it covered only IT professionals from Pune. So, the findings cannot be generalised to other sectors or regions. Secondly, psychological well-being is influenced by various other factors, but in the current study, only the adversity quotient is considered a predictor for psychological well-being. Thirdly, a self-administered questionnaire was used as a data collection tool, which may affect the accuracy of data due to personal bias in responses. Lastly, this study was conducted for a structured time period, which cannot clearly show the relationship between adversity quotient and psychological well-being.

IV. DATA ANALYSIS AND INTERPRETATION

A descriptive statistical analysis was applied to the collected data, as shown in Table 1. The total sample size for this study was n=157. As denoted in Table 1, out of 157, 89 (56.7%) were male, and 68 (43.3%) were female. This

showed that male respondents are slightly higher than female respondents.

Table 1: Descriptive Analysis

Variable	Category	N	Percentage
Gender	Male	89	56.7
	Female	68	43.3
Age (Years)	21-30	84	53.5
	31-40	59	37.6
	41-50	11	7.0
	51-60	2	1.3
	>60	1	0.6
Marital Status	Married	85	54.1
	Unmarried	72	45.9
Education	Graduate	60	38.2
	Postgraduate	97	61.8
Experience (Year)	1-5	70	44.6
	6-10	52	33.1
	>10	35	22.3
Monthly Income	30,000-50,000	48	30.6
	51,000-80,000	64	40.8
	>80,000	45	28.6

The age bracket 21-30 years participated more (n=84, 53.5%), followed by 31-40 years (n=59, 37.6%), and only n=11 (7%), n=3(1.3%) and n=1(0.6) respondents participated from the age brackets of 31-40, 41-50 and above 60, respectively. This indicated that employees aged 21-40 years are more concerned about their adversity quotient and psychological well-being. Furthermore, 54.1% respondents were married, and 45.9% were unmarried. 38.2% (n-60) of participants are graduates, while 61.8% (n-97) are postgraduates in the current data set. The n-70 respondents have less than 1 year of experience, n-52 respondents have between 6-10 years of experience, and the

remaining n-35 have more than 10 years of experience. Table 1 also revealed 30.6% (n-48) of respondents earned between 30,000-50,000 per month, 40.8% (n-64) earned between 51,000-80,000 per month, and 28.6% (n-45) earned more than 80,000 per month.

Furthermore, Table 2 revealed a moderate positive relationship between adversity quotient and psychological well-being. The correlation coefficient (r=0.598; p<0.01) indicated that individuals with a higher adversity quotient tend to report better psychological well-being.

Table 2: Correlation Analysis

Variables	Adversity Quotient (AQ)	Psychological Well-Being (PWB)
<i>Adversity Quotient (AQ)</i>	1	.598**
<i>Psychological Well-Being (PWB)</i>	.598**	1

Additionally, Table 3 highlights the regression model that the adversity quotient (AQ) is a significant predictor (F= 86.03, p < .001) of psychological well-being (PWB). The values (R = .598, R² = .357) explaining 35.7% of the variance in psychological well-being. This finding postulated a moderate predictive relationship, supporting that individuals with a higher adversity quotient tend to experience better psychological well-being.

Table 3: Regression Analysis and Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.598 ^a	.357	.353	.47990	86.083	p < 0.05

- a) Dependent Variable: Psychological Well-Being
- b) Predictor: Adversity Quotient
- c) p < .005

Based on the above analysis, the findings of this study can be shown in Table 4 as follows-

Table 4: Summary of Findings

Research Questions	Hypotheses	Hypothesis Testing (Accept/Reject)	Findings
RQ-1: To explore how the adversity quotient influences psychological well-being among IT professionals in the Pune region, reflecting resilience in the tech work environment.	H₀₁- There is no relationship between adversity quotient and psychological well-being among IT professionals in the Pune region.	H₀₁-Rejected	There is a significant relationship between adversity quotient and psychological well-being among IT professionals in the Pune region.
RQ-2: To assess the role of adversity quotient in shaping psychological well-being among IT professionals in the Pune region.	H₀₂- Adversity quotient does not have a significant impact on the psychological well-being of IT professionals in the Pune region.	H₀₂-Rejected	There is a significant impact of the adversity quotient on the psychological well-being of IT professionals in the Pune region.

V. DISCUSSION

Resilience and psychological well-being help employees to manage job stress and anxiety. It is linked to having positive expectations, enabling individuals to view challenges from a hopeful perspective, which helps them to manage stress and recover from tough situations (Egan et al., 2024; Chadha, 2021; Sanchez, 2018; Gloria & Steinhardt, 2016; Luthar et al., 2014; Fletcher & Sarkar, 2013). Moreover, it found that tough situations such as economic recession, wars and other setbacks can affect an employee's psychological well-being (Amsalem et al., 2025; Ventriglio et al., 2024; Mucci et al., 2016; Frasilho et al., 2015). Additionally, researchers face the complexity of assisting employees in overcoming the issues they have in their lives (Duari & Sia, 2013). During this time, AQ helps employees to maintain psychological well-being and overcome job stress and anxiety. The current research study found a relationship between psychological well-being and adversity quotient among IT professionals in the Pune region. This study also found AQ as a predictor of PWB. It indicated that employees with high AQ have a high psychological well-being. Furthermore, suggests that people with a high adversity quotient tend to experience better psychological well-being. In other words, a high level of psychological well-being indicates a similar level of resilience to adversity. IT professionals require both psychological well-being and an ability to handle adversity to manage stress effectively (Singh & Sharma, 2017). Therefore, IT professionals working in a corporate environment during a recession are in a crucial position. They are confronted with a double challenge: dealing with the economic downturn and maintaining their employment. The findings of this study indicated that the adversity quotient significantly impacted employees' psychological well-being. The more adversity one encounters, the higher their psychological well-being tends to be.

VI. CONCLUSION

The current study concludes that the adversity quotient is significantly related to psychological well-being among IT professionals in the Pune region. The overall results indicated that individuals with the capacity to cope with adversities tend to experience better psychological well-being. Furthermore, regression analysis revealed that AQ is

a significant predictor of PWB, explaining a substantial proportion of variance. These results indicated the importance of resilience and adaptability in managing the demands of the IT work environment, which is often characterised by high pressure, rapid change, and performance expectations. The study suggests that strengthening employees' adversity quotient can contribute positively to their overall well-being. Overall, the research emphasises the need for organisations to focus on resilience-building initiatives, supportive work practices, and well-being-focused HR strategies. By doing so, IT organisations can promote healthier, more balanced, and sustainable professional lives for their employees.

VII. FUTURISTIC IMPLICATIONS

The current study develops a significant relationship between AQ and PWB. This study will help from various perspectives. *Firstly*, this study helps organisations develop AQ-based resilience frameworks for IT employees, enabling them to incorporate well-being strategies in the workplace. *Secondly*, this study will provide a basis for employees to design their personalised career development and a leadership readiness model for technology-based organisations. *Thirdly*, organisations can position psychological well-being as a core, sustainable Human Resource Management and Environmental, Social and Governance (ESG) oriented practice. *Lastly*, researchers-academics can study unexplored areas such as how predictive, data-driven interventions increase psychological well-being in high-stress digital work scenarios.

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