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**R E V I E W**

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for the preliminary evaluation of a dissertation submitted for the award of the educational and scientific degree of "Doctor"
Doctoral Programme in "General Psychology (Personality Psychology)"

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Dissertation Title:

**"THE IMPACT OF EMOTIONAL AND COLLECTIVE INTELLIGENCE ON WORKPLACE RESILIENCE"**

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## 1. Relevance of the Research Problem

The relevance of the research problem under consideration is determined by the need for a deeper understanding of the psychological and social mechanisms that support the adaptation and resilience of the contemporary working individual. The study addresses real needs of both the scientific community and organizational practice, which makes it a significant contribution to the fields of personality psychology and organizational psychology.

Despite the considerable number of studies devoted to the individual constructs of emotional intelligence, collective intelligence, and resilience, the scientific literature reveals a lack of integrative approaches examining their combined influence within an organizational

context. Existing research frequently analyzes these phenomena in isolation or within limited frameworks, which does not allow for a comprehensive understanding of their interaction and combined effect on sustainable workplace functioning.

In this regard, the dissertation is positioned within an insufficiently explored research niche by proposing an integrative approach to the analysis of the interrelationships between emotional and collective intelligence and their role in building resilience in the work environment. This lends the study both theoretical significance, through the enrichment of existing conceptual models, and practical applicability related to the development of effective managerial and organizational strategies.

The relevance of the dissertation is further reinforced by the specific characteristics of the contemporary work environment, marked by high work intensity, uncertainty, and increasing demands for employee flexibility and resilience. Particularly illustrative is the context of the outsourcing industry and shared service centers, which have a significant presence in Bulgaria and are characterized by dynamic processes, high communication demands, and a constant need for adaptation. Under such conditions, the role of emotional and collective intelligence as resources for effective functioning and stress management becomes even more pronounced.

**2. Characteristics and Evaluation of the Dissertation**

The dissertation demonstrates a thorough understanding of the research problem and reveals the author's ability to critically evaluate existing explanatory models and the hierarchy of concepts upon which they are constructed. The text is well-written, logically structured, and analytically developed, directing attention toward possible empirical verifications and applied aspects of the theoretical constructs under consideration. The literature sources have been used appropriately and correctly.

The dissertation is organized in a logically coherent manner and complies with established academic standards for scientific research in the field of psychology. Its composition includes an introduction and three main chapters (theoretical, methodological, and empirical), followed by findings, a conclusion, practical implications, bibliography, and appendices, thereby ensuring clarity, systematic organization, and consistency of the scientific argumentation.

The exposition is thematically structured, initially examining emotional intelligence, its definitions, models, and dimensions, then logically proceeding to collective intelligence, and finally to resilience as an integrative construct. This sequence is methodologically justified, as it reflects the transition from the individual level to the group and systemic levels of analysis.

Particularly noteworthy is the systematic presentation of the different models of emotional intelligence — namely the ability model, the mixed model, and the trait model. The author demonstrates familiarity with both classical and contemporary theoretical perspectives, critically discussing their differences and limitations. The distinction between emotional intelligence as a cognitive ability and as a personality characteristic is emphasized, which is of essential importance for its proper operationalization within the empirical study.

In the section devoted to collective intelligence, the development of the concept is traced from organizational intelligence to contemporary models of team synergy and the "C-factor." The analysis is appropriately linked to the organizational context by emphasizing the importance of coordination, communication, and collaborative problem-solving. This provides a solid theoretical foundation for the subsequent examination of the relationships between individual and group resources.

The third major construct — workplace resilience — is presented as a dynamic and multidimensional process rather than as a static characteristic. The author substantiates the contemporary understanding of resilience as the result of the interaction between personal, social, and organizational factors, which is consistent with current scientific trends. The relationship between resilience and engagement, as well as the role of personality traits and value orientations, is clearly highlighted.

The second chapter contains the research framework and is structured clearly and methodologically soundly. The developed theoretical model is conceptually consistent and up to date. The research methodology is appropriately selected and corresponds to the stated aims and objectives. The study has an empirical, quantitative character and is based on a correlational and predictive approach, allowing for the analysis of the interrelationships among the examined constructs. The formulated hypotheses are logically derived from the theoretical model and are aimed at establishing both the relationships and the predictive role of emotional and collective intelligence with regard to workplace resilience.

A significant advantage of the model is that it overcomes the traditional isolated consideration of the examined constructs and proposes a conceptual framework emphasizing

their interaction. In this way, workplace resilience is interpreted as the result of the synergy between individual resources (emotional intelligence) and group resources (collective intelligence), which corresponds to contemporary trends in organizational psychology. The model is logically coherent and derives directly from the theoretical analysis conducted.

The sample consists of 297 participants from different organizations, positions, and demographic groups, ensuring relative representativeness and enabling comparative analyses. The heterogeneity of the sample constitutes an advantage, as it allows for the identification of the influence of contextual factors; at the same time, however, it requires careful interpretation of the results.

The methodological instruments were selected with precision and include established and widely used psychometric scales: the Workgroup Emotional Intelligence Profile – Short Version (WEIP-S), a collective intelligence scale, and the Resilience at Work Scale (R@W Resilience at Work).

The use of standardized instruments should be assessed positively, as they ensure the reliability and validity of the measurements. It is also commendable that the instruments were adapted to the Bulgarian organizational environment and subjected to verification of their psychometric properties, which increases the scientific value of the findings.

The methods for data processing and analysis include descriptive statistics, comparative analyses, and correlational and regression techniques, all of which are fully appropriate to the aims of the study. The attempt to examine the predictive role of the different variables is particularly valuable, as it extends beyond purely descriptive analysis and allows for the formulation of more in-depth conclusions regarding causal relationships.

As an opportunity for further improvement, the methodology could be complemented with qualitative methods (such as interviews or focus groups), which would enrich the interpretation of the findings and provide a deeper understanding of the mechanisms determining the established relationships. In addition, a longitudinal study would allow for a more precise examination of the dynamics over time.

The obtained results are characterized by a high degree of depth, deriving both from the complex research design and from the systematic approach to data analysis. The author does not limit the study to a descriptive presentation of the empirical indicators, but consistently proceeds through several analytical levels — from establishing the degree of expression of the

examined constructs, through the analysis of differences according to demographic and organizational characteristics, to the investigation of the interrelationships and predictive dependencies among them. This multilayered analysis demonstrates a profound understanding of the research problem and a high level of analytical competence.

A significant contribution of the study lies in establishing an interconnected system of individual and social resources that jointly determine workplace resilience. The findings demonstrate that the components of emotional intelligence (such as emotional awareness and emotion regulation) and the elements of collective intelligence (such as coordination and team synergy) function not in isolation, but in dynamic interaction, thereby supporting adaptation and effective coping with professional challenges. This conclusion possesses substantial theoretical value, as it confirms and expands contemporary understandings of the integrative nature of organizational resilience.

The analytical value of the findings is further reflected in the attempt to identify predictive dependencies rather than merely correlational relationships. Through the use of regression models, the author substantiates the role of emotional and collective intelligence as significant predictors of workplace resilience, thus allowing for a deeper understanding of the causal mechanisms involved. Particularly important is the finding of a cumulative effect of the two constructs, which supports the thesis of their complementary function.

Additional analytical value is provided by the consideration of demographic and organizational factors as contextual rather than leading determinants. The identified differences according to gender, age, position, and type of organization are interpreted carefully and without absolutization, which demonstrates scientific objectivity and avoids reductionism. This allows for a more precise understanding of resilience as a process that can be developed rather than as a fixed characteristic.

The conclusions are logically derived from the empirical findings and are clearly formulated. They reflect both the confirmation of the main hypotheses and broader generalizations regarding the role of socio-emotional resources within an organizational context. Particularly valuable is the emphasis on the possibility of developing resilience through targeted interventions, which has direct practical significance.

The practical applicability of the findings represents one of the major strengths of the study. The obtained data may be utilized in the development of programs for training and enhancing emotional intelligence, building effective teams, and improving organizational culture. The

results are applicable in the field of human resource management, particularly in organizations characterized by high dynamics and emotional demands, where employee resilience constitutes a critical factor for long-term effectiveness.

In conclusion, the findings of the dissertation are profound, analytically sound, and characterized by high scientific and practical value. They contribute to the expansion of knowledge concerning the mechanisms of resilience in the work environment and offer real opportunities for application in organizational practice.

**3. Remarks and Recommendations**

Despite the indisputable scientific merits of the dissertation, several remarks and recommendations may also be formulated with the aim of contributing to its further improvement:

1. In the theoretical section, a certain overlap may be observed among the different models of emotional intelligence (ability, trait, and mixed models), which is characteristic of the scientific field itself. However, within the text this could be overcome through a more clearly articulated authorial position. A stricter differentiation and a more explicitly justified choice of a particular conceptual framework would enhance the theoretical clarity of the study.
2. The conclusions could be further enriched through the inclusion of a comparative analysis with other studies or through a more detailed discussion of the practical interventions deriving from the findings.
3. The use of self-report questionnaires creates a risk of socially desirable responses and subjective distortions. The inclusion of additional data sources (such as evaluations from supervisors or colleagues) would increase the objectivity of the results.
4. In the section discussing the findings, the comparison with other international studies could be expanded in order to highlight more clearly the place of the obtained results within the contemporary scientific debate.

The above critical remarks do not diminish the scientific value of the dissertation; rather, they outline opportunities for its further development and for future research in the field under consideration.

**4. Scientific Contributions**

**Theoretical Contributions**

The dissertation contains substantial theoretical contributions that enrich contemporary scientific understanding in the fields of personality psychology and organizational psychology.

First, particular emphasis should be placed on the development and substantiation of an integrative theoretical model combining three key constructs — emotional intelligence, collective intelligence, and workplace resilience. This approach overcomes their traditional isolated consideration and proposes a systematic framework for analyzing their interaction.

Second, the study contributes through the conceptualization of workplace resilience as a dynamic process emerging from the interaction between individual and group resources. This understanding extends classical models that predominantly regard resilience as a personality trait and positions it instead as a multilayered organizational phenomenon.

Third, the dissertation contributes to the further development of the scientific debate concerning the role of emotional intelligence by examining it not only as an individual ability but also as a factor influencing collective processes and group effectiveness. In this way, a connection is established between the individual and the group levels of analysis.

Fourth, a contribution is also represented by the systematization and critical analysis of the existing theoretical approaches to the examined constructs. The author presents different models and concepts within a unified analytical framework and outlines their similarities and differences, thereby providing a synthesizing and generalizing contribution to scientific knowledge.

Fifth, the study contributes to clarifying the role of contextual factors (such as demographic and organizational characteristics) by interpreting them not as primary determinants but as conditions within which the examined psychological resources manifest themselves.

**Applied Contributions**

Alongside its theoretical value, the dissertation also possesses significant applied contributions directed toward organizational practice.

First, the findings of the study provide an empirically grounded basis for the development of programs aimed at enhancing emotional intelligence and the socio-emotional competencies of employees. This is particularly important under conditions of increased emotional demands and the need for effective communication within organizations.

Second, the study contributes through the possibility of applying the obtained findings to the formation and management of effective teams. The data concerning the role of collective intelligence may be utilized for optimizing team dynamics, improving coordination, and increasing group effectiveness.

Third, the dissertation provides a foundation for the development of organizational policies and practices aimed at enhancing workplace resilience. This includes interventions related to stress management, prevention of professional burnout, and promotion of employee engagement.

Fourth, the findings have practical application in the field of human resource management, including personnel selection, assessment, and training. The examined constructs may be used as criteria for evaluating the potential for adaptation and effectiveness within a dynamic work environment.

Fifth, an additional contribution lies in the adaptation and application of standardized psychometric instruments within the Bulgarian organizational context, thereby creating opportunities for future research and practical assessment.

In conclusion, the dissertation by Asen Trichkov achieves significant theoretical and applied contributions by combining conceptual enrichment of scientific knowledge with real possibilities for practical implementation in the organizational environment. This makes the study valuable both to the scientific community and to specialists in the field of human resource management and development.

I strongly recommend that the dissertation be admitted to public defense.

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