

Emotional Intelligence: A Demographic Analysis - An Assessment of IT-BPO Industry Employees in India

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ABSTRACT

This study investigates the indigenous emotional intelligence (EI) of IT-BPO company employees within their demographic profile. Profile variables such as age, work experience, and gender were explored. The sample data has a mean age of 29 years, with a gender distribution of 71% male and 29% female. Further, the employees had work experience ranging from 5 months to more than 120 months. Using ANOVA and post hoc analyses, the study uncovers that EI levels are influenced by employees, age, gender, and work experience. Age and work experience were found to have a positive association with EI. Further, male employees reported significantly higher EI scores compared to females. The findings are discussed in the context of the Indian emotional intelligence scale, and targeted HR interventions are suggested to foster indigenous emotional intelligence in the Indian workforce employed in the IT-BPO sector.

Keywords: *Emotional Intelligence, Intent-to-Quit, Gender, Work Experience, IT-BPO Sector*

INTRODUCTION

Emotional Intelligence is one of the skills that is popularly known for its linkage with professional success in any sector. In fact, most recently, the importance of EI as a skill has increased exponentially, as it is preferred over IQ. Research has shown that emotional intelligence can predict one's professional success more than Intelligence. Emotional Intelligence is

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the ability and competence of a person in identifying, understanding, and managing emotions well in oneself and in others. Although the western concepts of EI focus more on suppressing emotions (impulses) and finding methods and techniques to manage them, most importantly the negative ones (Goleman, 1995; Salovey & Mayer, 1990, 1997). On the other hand, Indian philosophers view Emotional Intelligence as an automated process that comes through practicing detached living, in which emotions get automatically managed (Bhawuk, 2003, 2011; Gayathri & Meenakshi, 2013). Although in the modern work environment, Emotional intelligence might not manifest itself through detached living, it is still exercised and experienced differently by Indian employees. Indian work systems are hierarchical, influenced by collectivist tendencies, social expectations, and family bonds (Singh, 2007). Therefore, it is critical to measure the levels of EI through indigenous measures, which makes it locally relevant. Furthermore, the Indian IT-BPO (Information Technology–Business Process Outsourcing) industry has emerged as a cornerstone of the country's economic development, contributing significantly to GDP, employment generation, and global service exports. Most of the work in this sector is emotionally demanding roles that require continuous client interaction, cross-cultural communication, and deadline-oriented service delivery (Gupta, 2020). In such high-pressure environments, emotional intelligence is a strong determinant of professional success, employee well-being, and organizational performance. Therefore, the current study attempts to measure the levels of EI of employees of IT-BPO companies in India. Furthermore, it attempts to analyse how indigenous emotional intelligence levels are influenced by the three important demographic factors: age, gender, and work experience.

LITERATURE REVIEW

The Western models of Emotional Intelligence focus more on monitoring, regulating, and using emotions to get desired results, and it is more goal-oriented in nature. The three most popular frameworks on emotional intelligence propose the construct as an ability, competence, and a trait (Salovey & Mayer, 1997; Goleman, 1995; Bar-On, 1997). Salovey and Mayer (1997) conceptualize emotional intelligence as the ability to understand and manage emotions. Goleman (1995) believed that EI is a result of mastering social and emotional competencies, whereas Bar-On (1997) proposes that EI is not an ability or a competency, but it is

a trait that includes interpersonal, intrapersonal, adaptability, and stress management. However, while the expression of their core elements may differ, the primary aim of all EI models remains consistent: to foster success. These models are result-oriented, in which EI is viewed as a tool to achieve effective leadership, employee well-being, enhance performance and productivity, and others. Distinctively, the Eastern perspective views it as a natural phenomenon and an intrinsic way of life. Emotions are not seen as issues that require management or regulation, but as transitory experiences that are observed with a detached mindset (Bhawuk, 2011; Srinivasan, 2007). It is believed that emotions are transient, and they are not a permanent part of the self, much in alignment with the Bhagavad Gita's principle of sakshi-bhava or the witness-like stance (Paranjpe, 1998). Therefore, there are no rigid frameworks or models that are continuously mastered to deal with emotional responses. Instead, Eastern philosophies enable individuals to balance their lives in which emotions are automatically managed through deep meditative living. Social interactions are navigated with equanimity, and behaviours are contextually adapted through detached engagement (Reddy & Srinivasan, 2015; Nair, 2016). Thus, within the Indian ethos, emotional intelligence is closely tied to spirituality, self-regulation, and dharmic living rather than external achievement (Bhawuk, 2022). The difference in these approaches is not only rooted in a distinctive understanding and management of emotions, but their modern applicability also differs. Singh (2006) developed the first framework to understand the Indian way of EI. This model focuses on aligning emotions with one's values, duties (Dharma), and collectivist culture. The three broad dimensions of emotional competencies, maturity, and sensitivity are not outcome-focused but more value and duty-focused, grounded in cultural collectivism and spiritualism. The situational approach in the measure covers various aspects of an individual's life in Indian culture. It covers the family-oriented dilemmas, women's emotions in a low-empowered society, one's perspective on his/her existence on earth, and others. These socio-cultural situational scenarios measure how Indians practice emotional competencies, maturity, and sensitivity.

As discussed, it becomes relevant to assess the construct EI through an indigenous measure and evaluate the levels of emotional intelligence that are present in the Indian work environment. In this context, the IT-BPO sector of India is considered one of the most challenging sectors to work in. Research indicates that employees in this sector often experience

elevated levels of occupational stress, which negatively impacts their emotional competencies, maturity, and sensitivity (Sharma & Sharma, 2014; Rathore, 2022). The shift jobs, stress, and strict deadlines make it difficult for employees in this sector to remain emotionally invested in their jobs, and hence, emotional maturity, competencies, and sensitivities required to be well managed in the highly stressed IT-BPO sector of India. Limited research in this area has already highlighted that emotionally intelligent employees in the IT-BPO firms exhibit higher levels of adaptability, resilience, performance, and engagement (Murugesan & Megavannan, 2018; Jain & Duggal, 2016; Padmashree & Avudaiammal, 2023). However, these studies predominantly employed Western EI measurement instruments, which may limit the cultural relevance and contextual applicability of their findings to the Indian work environment.

Furthermore, there have been assessments of EI levels through Western scales that depict varied levels of EI across demographic factors such as age, gender, educational background, and work experience. Female employees were found to score higher in empathy and interpersonal skills, whereas males tend to score better in stress tolerance (Singh, 2006). Sharma and Tiwari (2019) reported that with more exposure to the varied and complex interpersonal situations over the life of an individual, emotional intelligence levels were found to increase with age and experience. However, there are a few studies that conduct demographic analyses of EI specifically in the Indian IT-BPO context using an indigenous scale.

This research attempts to measure the construct EI through an indigenous instrument developed through incorporating culturally specific situations. It aims to assess the levels of EI in the Indian work population employed in the IT-BPO sector. Additionally, evaluating employees' levels of EI in the context of three critical demographic variables, which are age, gender, and work experience, is this research's other goal.

OBJECTIVES OF THE STUDY

EI has been shown to play an important role in achieving workplace effectiveness. However, every workplace is culturally different. The scales for measuring emotional intelligence are developed through Western lenses and, therefore, unable to capture the nuances of emotional understanding, management, and regulations in Eastern work environments. Hence, current research aims to analyse emotional intelligence through a scale developed in the Indian context. Further, it aims to explore the construct in the Indian IT-BPO sector, which is highly stressed, has high attrition rates,

is highly diverse, and in which work is structured around tight deadlines (Sharma & Kaur, 2019; Reddy & Rao, 2019; Singh & Sharma, 2018). It is essential to study how EI plays its dynamic role amongst employees of this sector to better manage their personal well-being and achieve job stability. Therefore, the present study seeks to explore the role of indigenous Emotional Intelligence (EI) in such a high-stress occupational setting. Current research focuses on the following questions:

- Measure the overall level of indigenous emotional intelligence in personnel employed in the Indian IT-BPO sector.
- To analyse the variation in emotional intelligence based on profile characteristics: age, gender, and work experience.

The following are the lists of hypotheses that are derived from the research objectives, which will be further tested.

- *Hypothesis 1:* No significant variation exists in indigenous emotional intelligence (EI) among personnel employed in IT-BPO companies across different age groups.
- *Hypothesis 2:* No significant variation exists in indigenous emotional intelligence (EI) among personnel employed in IT-BPO companies across different work experience groups.
- *Hypothesis 3:* No significant variation exists in indigenous emotional intelligence (EI) among personnel employed in IT-BPO companies across different genders.

RESEARCH METHODOLOGY

The present study uses a qualitative research design and collected primary data from people working in IT-BPO companies located in Delhi. The Emotional Intelligence Test developed by Chadha and Singh (2003) was used, which contains 22 scenario-based questions. The instrument has demonstrated high reliability (test-retest: 0.94; split-half: 0.89) and validity (0.89). Total Emotional Intelligence is measured as a summation of Emotional Competence (EC), Emotional Maturity (EM), and Emotional Sensitivity (ES). EC is derived from the scores of items 1, 3, 5, 7, 10, 13, 14, 15, 19, and 20; EM from items 4, 6, 9, 11, 12, 18, and 21; and ES from items 2, 8, 16, 17, and 22. Data was collected through randomized convenience sampling from employees working in companies, such as Barclays Shared Services Private Limited, American Express India Private Limited, EXL Services, WNS, Genpact, and others. Despite randomized sampling, the data had high representational value as

it included employees of varied gender, age group, job profile, and work experience. The participants reported and filled out the questionnaire in their individual capacity, and mentioned the names of the companies where they are employed. Although formal organizational permissions were not obtained, the study adhered to ethical research standards. All employees were informed about the purpose of the study, and they were assured that their information would be kept confidential. A total of 110 valid responses were analyzed, excluding a few incomplete questionnaires. Microsoft Excel and IBM SPSS Statistics Version 20 were used to analyse the collected data.

DATA ANALYSIS

The first step in the analysis of the data was to check its reliability and normality. To assess the internal consistency of the EI scales, Emotional Intelligence (EI) Cronbach's Alpha is calculated using SPSS. This statistical measure helps determine whether the items within each questionnaire (measuring a construct) reliably measure the same underlying construct. The EI scale, consisting of 22 items, yielded a Cronbach's Alpha of 0.716. This indicated acceptable reliability. Additionally, to test the goodness of fit between a sample distribution and a reference (normal) probability distribution, the K-S Test was administered. The test significance values were higher than 0.05, verifying that the sample is normally distributed.

For analysis, 110 respondents were bifurcated into test categories using the demographic information they provided. These test categories are summarized in Fig. 1. The mean age of all the 110 respondents is 29.15 years. More than 50% (n=58) of the respondents have experience working in the IT-BPO sector for over 6 years. Male respondents are approximately 2.5 times the number of female respondents. In the data collected, 7 percent of respondents reported their age group 22-24 years, 61 percent of participants belonged to the age group 25-30 years, 25 percent of participants belonged to the age group 31-35 years, and 7 percent of participants belonged to the age group 35 years and above. The absolute number of participants in each age group is mentioned in Fig. 1. Similarly, 12 percent of the participants had work experience between 5-24 months, 35 percent of the participants had work experience between 25-72 months, 44 percent of the employees in the sample reported having work experience of 73-120 months, and 9 percent of the employees in the sample had experience of more than 120 months.

The absolute number of participants in each work experience group is mentioned in Fig. 1.

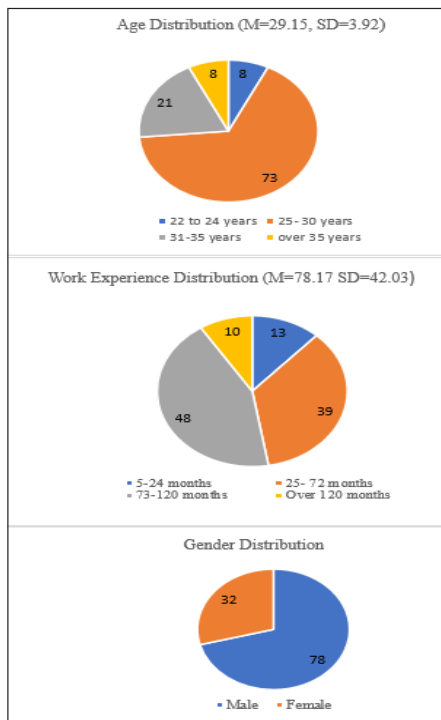


Fig. 1: Frequency Counts for Profile Variables (N=110)

This section presents the descriptive statistics, specifically the mean and standard deviation values. As shown in Table 1, employees' overall mean score for Emotional Intelligence (EI) is 375. This indicates a high level of the construct in respondents. Among the sub-scales, employees reported higher Emotional Competence (Mean = 172), followed by Emotional Sensitivity. Emotional Maturity recorded the lowest mean score (Mean = 113). EM was ranged moderate to high range, making it the least acquired dimension of EI among the participants.

Table 1: Mean and SD of Emotional Intelligence

Variables	N	Mean	S.D.
Emotional Intelligence	110	375.05	29.77
Emotional Sensitivity	110	89.14	8.80
Emotional Maturity	110	113.23	13.62
Emotional Competence	110	172.68	14.68

The interpretation table (Table 2) indicates that 49 employees exhibited high and 57 employees reported extremely high EQ scores, making 97% of the respondents fall within the high or extremely high emotional intelligence categories. Further, 65% of participants demonstrated extremely high levels of *Emotional Competence*, and 95 percent employees reported high and extremely high EC. *Emotional Sensitivity* and *Emotional Maturity* somewhat showed similar patterns, with 52% employees exhibiting high levels. The data also showed that approximately 60% employees have either high or extremely high both *Emotional Sensitivity* and *Emotional Maturity*. Overall, the results suggest that employees in the Indian IT-BPO sector generally possess high levels of emotional intelligence.

Further, the study tests the hypotheses postulating that Emotional Intelligence (EI) does not significantly vary across profile characteristics clusters categorized by work experience, age, and gender. These hypotheses are examined one by one in the following section, commenting on the mean scores of groups in terms of whether they are significantly different or not.

Table 2: Assessment and Interpretation of Total Emotional Intelligence, Emotional Competence, Emotional Maturity, and Emotional Sensitivity Scores

Variables	Frequency	Percent(%)	Interpretation	Rank
TEI	0	0	Low EQ	4
	4	3.6	Moderate EQ	3
	49	44.5	High EQ	2
	57	51.8	Extremely High EQ	1
	110	100		
ES	5	4.55	Low ES	4
	41	37.27	Moderate ES	2
	58	52.73	High ES	1
	6	5.45	Extremely High ES	3
	110	100		
EM	5	4.55	Low EM	4
	40	36.36	Moderate EM	2
	58	52.73	High EM	1
	7	6.36	Extremely High EM	3
	110	100		

Variables	Frequency	Percent(%)	Interpretation	Rank
EC	0	0	Low EC	4
	4	3.64	Moderate EC	3
	34	30.91	High EC	2
	72	65.45	Extremely High EC	1
	110	100		

Emotional Intelligence and Age of the Participants

The mean scores of EI on four age groups (“22–24 years,” “25–30 years,” “31–35 years,” and “Over 35 years”) are analysed to find whether the differences are statistically significant or not. The pre-assumption for deploying ANOVA is checking the homogeneity of variance, which, if present, indicates that the test can be administered. The Levene’s test, which assesses the homogeneity, yielded a significance value for EI as 0.883 ($p > 0.05$) (see Table 3). Further, in Table 3.1, the ANOVA results reveal a statistically significant variation in average EI scores across age groups ($p = 0.012$), indicating that EI scores vary significantly with age. For getting deeper insights, a post hoc analysis of the differences among the groups was done. Tukey’s test results for post hoc analysis are shown in Table 3.2.

Table 3: Homogeneity of Variance Analysis of Emotional Intelligence Based on Age

Variables	Levene Statistic	Sig.
TEI	0.219	0.883

Table 3.1: Summary of ANOVA of Emotional Intelligence Based on Age

Construct	Age Segments	N	Mean	F-Value	Sig.
TEQ	22-24 yrs	8	350.00	3.818	0.012**
	25-30 yrs	73	373.56		
	31-35 yrs	21	382.14		
	over 35 yrs	8	395.00		
	Total	110	375.05		

** . significant at the 0.05 level (2-tailed).

Table 3.2: Post Hoc Analysis of Emotional Intelligence Based on Age Multiple Comparisons

Variable	Comparison Between Age Categories		Mean Difference	Sig.
TEI	22-24 yrs	25-30yrs	-23.56	0.128
		31-35 yrs	-32.14*	0.040
		over 35yrs	-45.00*	0.012
	25-30 yrs	22-24yrs	23.56	0.128
		31-35 yrs	-8.58	0.623
		over 35yrs	-21.44	0.192
	31-35 yrs	22-24yrs	32.14*	0.040
		31-35 yrs	8.58	0.623
		over 35yrs	-12.86	0.703
	over 35 yrs	22-24yrs	45.00*	0.012
		25-30yrs	21.44	0.192
		31-35 yrs	12.86	0.703
*. significant at the 0.05 level.				

Significant differences were found between Group 1 (22–24 years) mean score of 350, and Group 3 (31–35 years) mean score of 395. Group 1 scores were also significantly different from Group 4 (over 35 years) mean score, which was 382. These findings suggest that emotional intelligence increases significantly with age among IT-BPO employees.

Emotional Intelligence and Work Experience of the Participants

The data across work experience groups were found to be suitable for ANOVA testing as the homogeneity of variances for Emotional Intelligence (EI) across four groups based on work experience (Group 1 (5–24 months), Group 2 (25–72 months), Group 3 (73–120 months), and Group 4 (over 120 months)) yielded p-values for EI (0.482) greater than 0.05. This indicated equal variances (see Table 4). Therefore, ANOVA was administered. The EI mean scores were significantly different across four work experience groups ($p = 0.007$) (Table 4.1). The trend indicates a steady increase in EI with more experience: 355 (high EI) with 5- 24 months of experience, 372 (high EI) with 25-72 months of experience, 377 (approaching extremely high EI) with 73 to 120 months of experience, and 397 (extremely high EI) with over 12 months of work experience, respectively.

Table 4: Homogeneity of Variance Analysis of Emotional Intelligence on Work Experience

Variables	Levene Statistic	Sig.
TEI	0.827	0.482

Table 4.1: Summary of ANOVA of Emotional Intelligence Based on Work Experience

Variables	Work Experience	N	Mean	F-Value	Sig.
TEQ	5- 24 months	13	355.38	4.309	0.007
	25-72 months	39	372.95		
	73 to 120 months	48	377.40		
	over 120 months	10	397.50		
	Total	110	375.05		

Tukey's test was administered to find precise group differences in emotional intelligence (EI) based on work experience. As shown in Table 4.2, a statistically significant difference was found between Group 1 (5–24 months) and Group 4 (over 120 months), with mean EI scores of 355 (high EI) and 397 (extremely high EI), respectively ($p = 0.004$). This result indicates that employees' levels of emotional intelligence increase significantly with more years of work.

Table 4.2: Post Hoc Analysis Emotional Intelligence Based on Work Experience

Variable	Comparison Between Categories		Mean Difference	Sig.
TEI	5-24 months	25-72 months	-17.56	0.224
		73-120 months	-22.01	0.071
		over 120 months	-42.11*	0.004
	25-72 months	5-24 months	17.56	0.224
		73-120 months	-4.45	0.887
		over 120 months	-24.55	0.078
	73-120 months	5-24 months	22.01	0.071
		25-72 months	4.45	0.887
		over 120 months	-20.10	0.184
	over 120 months	5-24 months	42.11*	0.004
		25-72 months	24.55	0.078
		73-120 months	20.10	0.184

*. The mean difference is significant at the 0.05 level.

Based on the analysis, the null hypothesis was rejected as the figures supported the differences in mean EI scores to be significant, ruling out the chance occurrence.

Emotional Intelligence and Gender of the Participants

The data comprised 78 males and 32 females and showed the mean scores of males to be 383 compared to female employees mean score which is 355 (Table 5). An independent sample t-test was conducted to determine whether the higher score of male employees is occurring by chance or is statistically significant. The findings reveal a statistically significant difference in EI scores between genders, as indicated by a p-value of 0.000. In this case, we also rejected the null hypothesis.

Table 5: Comparison of Emotional Intelligence Between Males and Females

Variables	Gender	N	Mean	Std. D.	F-Value	Sig.
TEI	Male	78	383.01	24.855	1.653	0.000**
	Female	32	355.63	32.148		
**. significant at the 0.05 level (2-tailed).						

Overall above analysis revealed a significant association with Emotional Intelligence (EI) and the profile variable.

RESULTS

The research yielded key findings about the IT-BPO company employees' levels of Emotional intelligence that are influenced by their age, work experience, and gender.

Profile variable age was found to show a modest positive correlation with emotional intelligence ($r = 0.25$). Analysis of variance suggested that EI significantly differed across age groups. While EI did not vary significantly between the "22–24 years" and "25–30 years" groups, it was significantly higher for the "31–35 years" ($M = 382$) and "over 35 years" ($M = 395$) groups compared to the "22–24 years" group ($M = 350$). This further supports a positive relationship between age and EI.

Further, employees' work experience was also found to impact emotional intelligence. Employees with over 10 years of experience ($n =$

10) had significantly higher EI scores ($M = 397$) than those with less than 2 years of experience ($n = 13$, $M = 355$). This indicates EI increases with more years of job experience.

Lastly, the gender differences were also observed in the employees' EI levels. Male employees ($n = 78$) exhibited significantly higher EI scores ($M = 383$, extremely high) than female employees ($n = 32$, $M = 355$, high EI). This reaffirms the earlier findings that gender-based influence exists on the levels of emotional intelligence of IT-BPO employees.

DISCUSSION

The investigation of indigenous emotional intelligence levels in IT-BPO companies' employees within key profile variables yielded some critical results. We will discuss these findings one by one.

In terms of emotional intelligence, age showed a relationship with EI, indicating that it tends to increase with age among IT-BPO employees. This finding is consistent with Goleman's (1995) foundational claim that emotional intelligence develops over time and with life experience. In the present investigation, the emotional intelligence scores were higher in the older participants (31-35 years and 35+years) compared to the younger age group (22-24years). The researchers using Western scales interpret these findings as a result of the gradual enhancement of emotional vocabulary, the ability to manage interpersonal challenges, with age as one experience, and varied social and emotional work scenarios repeatedly (Fariselli et al., 2021; Tripathi & Kumar, 2022). However, because the research used an indigenous scenario-based scale, we can say that EI in the socio-cultural setup of India is practiced not as a cognitive skill but as a way of life, which is grounded in detachment and inner balance. The gradual enhancement of EI is because of the socio-cultural learning and norms understanding that comes with experience, and at the same time, it comes with the skilled practice of detachment and inner balance (consciously or subconsciously) (Gayathri & Meenakshi, 2013). In collectivist societies, as individuals grow older, they develop a deeper understanding of social dynamics and the regulation of emotions within social contexts, as emotional competence is closely tied to maintaining harmony and relational balance (Markus & Kitayama, 1991).

The present study found that emotional intelligence demonstrated a more nuanced trend. Employees with over 10 years of work experience

reported significantly higher levels of EI compared to those with less than 2 years of experience. This corroborates earlier studies such as Mishra and Mohapatra (2010), who found that employees with longer tenure exhibit higher emotional competence due to greater exposure to complex interpersonal situations. Similarly, Abraham (2004) emphasized that maturation and work experience enhance emotional self-regulation and empathy, key components of EI. Further supporting this, Côté and Miners (2006) argued that EI interacts with cognitive ability to predict job performance, with experience facilitating greater emotional insight. Over the years of dealing with similar social and emotional challenges, one gradually learns the interpersonal dynamics of work. Repeated encounters of such situations enhance self-awareness and emotional expressions (Fariselli, Ghini & Freedman, 2006). Employees also improve their emotional labour, acculturation, stress, and conflict management abilities as a result, exhibiting higher EI (Singha & Narayan, 2023; Sarkar & Mehta, 2022). Therefore, work experience plays a significant role in enhancing emotional intelligence, which in turn may indirectly shape an employee's professional success.

Several earlier research investigations have found significant gender variances in emotional intelligence level, often reporting that women tend to score higher on measures of emotional awareness, empathy, and relationship management (Brackett et al., 2001; Mayer, Caruso & Salovey, 1999; Carmeli & Josman, 2006; Van Rooy, Alonso & Viswesvaran, 2005). However, the findings of the present study deviate from this trend in the specific context of the Indian IT-BPO sector. The Western perspective of this finding is that males tend to score higher on adaptability and stress tolerance (Bar-On, 1997). Additionally, it is understood that males are more equipped to employ task-oriented emotional strategies than women (Kumar & Aravind, 2023). However, the gendered nature of socialization in India's collectivist society expects greater emotional involvement from women in every sphere; therefore, practicing non-attachment and automated emotional regulation is more difficult for females than males (Chaudhary, 2013; Markus & Kitayama, 1991). In addition, women's social roles frequently require navigating competing relational demands, where maintaining harmony sometimes involves emotional compromise rather than transcendence of emotion.

CONCLUSIONS AND IMPLICATIONS OF THE STUDY

Current investigation exhibits that emotional intelligence (EI) in the Indian IT-BPO sector increases with age and work experience. This is explained through both the Western and the Eastern view of EI. In the Western literature, EI is considered as emerging over time (Goleman, 1995), and the Indian perspective emphasizes that EI rises because of detachment and socio-cultural learning (Bhawuk, 2011; Gayathri & Meenakshi, 2013). Further, employees with longer tenure exhibited higher levels of EI. This could be the result of developing emotional resilience due to persistent exposure to the more complex work situations over time. Gender differences revealed that men scored higher on EI than women, contrasting with many Western findings. In the Indian context, this may reflect women's socialization into emotionally expressive and interpersonal roles, in which they naturally find it challenging to follow the EI model founded in detachment (Chaudhary, 2013; Markus & Kitayama, 1991).

Furthermore, organisations can draw some implications for HR management. Firstly, EI training modules can leverage the culture-specific findings. Just as individuals in Indian families and communities learn emotional stability and effectiveness by observing and emulating elders, workplaces can adopt a similar approach by engaging senior or more experienced employees as mentors to guide younger colleagues in managing emotions and gaining emotional expertise. Secondly, employees with higher work experience and proven EI competencies who become part of recruitment processes in which they can incorporate EI-based assessments. This ensures that individuals with stronger empathy, emotional stability, and effectiveness are identified and hired. The same would also increase the effectiveness of the recruitment process and could enhance the retention levels, a critical challenge for the IT-BPO companies. Lastly, organizations should design training and support systems that help female employees in balancing empathy with emotional boundaries.

Lastly, as the study highlighted some critical findings, they must be examined in the light of the deficiencies of the study. As the study used convenience sampling, self-reported measures, and basic techniques, the results could not be effectively generalized, could be laced with personal bias, and may lack deeper assessments (studying regression, correlation,

or a multiple model approach). Additionally, the exclusion of other potentially relevant demographic and organizational variables narrows the scope of interpretation.

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