THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND OCCUPATIONAL STRESS: A STUDY ON BPO SEGMENT IN INDIA

Ridhi Sharma*, Keshav Sharma**

**Lecturer, International Centre for Cross Cultural Research and Human Resource Management, University of Jammu, Jammu & Kashmir, India. Email: ridhisharma@yahoo.com*
***Professor, The Business School, University of Jammu, Jammu & Kashmir, India. Email: keshavju@gmail.com*

Abstract *The Business Process Outsourcing (BPO) industry in India has been able to create tremendous employment opportunities and has offered lucrative remuneration packages, but this industry has also been in news for certain contradictory issues. While this industry is able to create tremendous employment opportunities, at the same time it is facing the problem of employee attrition and stress management. In context of research on stress management it has been found that most of the organisations tend to focus on the symptoms of stress. Many stress management programmes have also focused on the theory of stress, its symptoms and its reactions rather than attempting to forestall the reactions of stress by encouraging an awareness of emotional intelligence as a prerequisite to understand the reaction to stress. This exploratory study attempts to find out the relationship between emotional intelligence and occupational stress so as to assist managers in their development and stress management. Participants of the study were 250 employees of one of the leading outsourcing firms located at Gurgaon. Emotional Intelligence has been measured by the scale provided by Swinburne University Emotional Intelligence Test and Occupational Stress has been measured by using The Occupational Roles Questionnaire from the Occupational Stress Inventory.*

Keywords: *Business Process Outsourcing, Occupational Stress, Emotional Intelligence*

Introduction

The liberalisation of the Indian telecom sector in 1994 has led to the emergence of information technology enabled industry which is popularly known as business process outsourcing (BPO). In India, the business process outsourcing industry started off in early 1990s and in less than a decade it has witnessed phenomenal growth. In just a decade this industry has grown from zero base to nearly US$ 11 billion in export revenues, employing more than 700,000 people, and accounting for a market share of more than 35 percent of the worldwide business process outsourcing market (NASSCOM, 2011).

The growth witnessed by business process outsourcing industry has considerably changed the lives of young workforce. It is ranked as the most preferable source of employment for the youngsters. This sector offers job to fresh graduates from any discipline and has brought a new work culture characterized by luxurious work environment, attractive lifestyle, high disposable incomes and self-efficacy. These changes fuel the rapid upward socio-economic mobility.

Although the information technology enabled sector in India has contributed considerably to changing India's image from a slow developing economy to a global player in providing world class technology solutions yet there are host of challenges faced by this industry. This industry can be regarded as a Human Resource (HR) centric industry, as it involves the use of broad skill sets and also there is direct interaction of employees with client's customer. This complete dependence on human–technology interface puts a lot of challenges to human resource professionals of this industry. The major challenges being faced by the business process outsourcing industry in India is the shortage of competent managers for the middle and senior management, the high attrition rates, and the occupational stress. With regard to these many challenges, a lot of research work has been done in the past decade addressing various issues. Currently the focus area to be addressed is the increased level of occupational stress among employees working in Indian business process outsourcing companies.

Stress- Generator Factors for Employees in the BPO Industry

Occupational stress is one of the major health hazards of the modern workplace. It accounts for much of the physical illness, substance abuse, and family problems experienced by millions of blue and white-collar workers. Also, occupational stress and stressful working conditions have been linked to low productivity, absenteeism, and increased rates of accidents on and off the job. The National Institute for Occupational Safety and Health (NIOSH), states that job stress, now more than ever, poses a threat to the health of workers – and the health of organisations.

In context of stress among BPO employees, Vaid (2009) explored the life of young workers working in Indian outsourcing companies. The study revealed that the Indian outsourcing sector has had both positive and negative effects on the lives of young adults; this sector offers high disposable incomes which results in an increase in employee's self-efficacy and independence at young age but the repetitive nature of work, closely monitored work environment and pressure to meet performance targets, create a feeling of job dissatisfaction and stress among employees due to which they start quitting the job.

In 2007, Shanthi and Bhargva, in their research study on Indian business process outsourcing industry, have analyzed the impact of outsourcing industry on society and individuals. It has been revealed that the quality of life and work has improved, but on the other hand it has also been found that young workforce (both male and female) have developed certain bad habits like alcohol, smoking etc. The authors pointed out that job in BPOs are stressful and cause host of new challenges particularly those related to mental and social health. Goodweni (2004) reports that increased workload, constant changes at work, reduced staff and long working hours affect not only employees but also the employers. In a study on top level managersof information technology enabled industry, Rogers (2004) have found that these employers have not been able to maintain a healthy work-life balance. It has been reported that around 83 percent of them were not able to sleep and 70 percent remained constantly worried about the instability of their IT system. The most significant stressors reported are work overload, career opportunities, role ambiguity, role conflict and working with diversified personalities. Conditions of changing technology, redundancy, and resource inadequate (Engler, 1998, Aziz 2003) also place a high demand along with financial pressure, budget constraints, and other resource inadequacy problems (Vowler, 1995; Aziz 2004).

Further in context of research on stress management it has been found that most of the organisations tend to focus on the symptoms of stress and also many stress management programmes have also focused on the theory of stress, its symptoms and its reactions rather than attempting to foresee the reactions of stress by encouraging an awareness of emotional intelligence as a prerequisite to understand the reaction to stress. Many research studies have focused on the role of emotions in the workplace and have conceptually examined the relationship between cognition and emotions. This movement has largely been attributed to new research around the construct of Emotional Intelligence (EI).

Emotional Intelligence involves behaviours related to the experience of emotion; specifically it involves expressing, recognizing, understanding and managing emotions. With respect to organisational context, emotional intelligence was popularized by Goleman (1998) who described emotional intelligence as a yardstick for recruiting and developing employees. Emotional intelligence as a yardstick predicts the technical and intellectual abilities in workforce to do their jobs and focusses on their emotion related skills. In 2007 Ramos, Fernandez-Berrocal & Extremera have pointed out that individuals with higher emotional clarity have more adaptability to stressful situations. Thus there is a strong need for systematic research on the relationship between emotional intelligence and occupational stress so as to assist managers in their development and stress management.

Theoretical Foundation and Study Hypotheses

In the present study an attempt has been made to find out the relationship between emotional intelligence and stress management. Therefore it has become imperative to undertake a synoptic view of researches conducted on emotional Intelligence and work stress. In fact the topic of emotional intelligence (El) has recently awakened great interest in researchers and mental health professionals. The research on emotional intelligence has increased in the last three decades resulting in various conceptualizations and measures (Salovey & Mayer, 1990; Petrides & Furnham, 2000; Weisinger, 2005; Steiner, 2005; Singh, 2006; Bhattacharya & Sengupta, 2007). Furthermore, in researching theories on emotional intelligence and its relationship to occupational stress, it has been found that there have been very few theoretical and empirical studies that pertained solely to these two constructs.

Spector and Goh (2001) investigated the role of emotions specific to the occupational stress process; the researchers outlined an emotion-centered occupational stress model and suggested that a focus on emotions can enhance employee well-being. Spector and Goh's emotion-centered model of occupational stress is also consistent with Lazarus' (1966) transactional model of stress. The model proposes that perception plays an important role when an employee is exposed to an event in the work environment. If the

event is perceived as stressful then negative emotions will arise, leading to one or more of the three forms of stress (psychological, physical and behavioural). It has been noted that the continual experience of negative emotions in the workplace is likely to induce job dissatisfaction, a decline in organisational commitment, and increased withdrawal. The model proposed by Spector and Goh is important as it is one of the first models of occupational stress to include the experience of emotion.

Further Lazarus (1999) suggested that stress and emotions are interdependent – where there is stress there is also emotion. Most employees undergo stress as a normal part of their jobs. Stress can be defined as an imbalance between an individual's perceived environmental demands and their perceived ability to deal with these demands, and is generally thought to be subjective in nature, rather than objective (Cox, 1978; Lazarus & Folkman, 1984; McGrath, 1970).

Applicability of Emotional Intelligence in Coping with Stress

Many research studies have identified that emotional intelligence has an impact on individual well-being (Lenaghan, Buda, & Eisner 2007), stress tolerance (Chapman & Clarke 2003; Dulewicz, Higgs, & Slaski 2003; Nikolaou & Tsaousis 2002; Lopes, Grewal, Kadis, Gall, & Salovey 2006), leadership qualities (Rosete & Ciarrochi 2005), organisational commitment (Nikolaou & Tsaousis 2002; Carmeli 2003), performance (Shaffer, Hom Hung, Hong Kong, & Shaffer 2005; Dulewicz, Higgs, & Slaski 2003; Lam & Kirby 2002; Lopes *et al*., 2006), work-family balance (Lenaghan *et al*., 2007; Carmeli, 2003). In one of the first studies to examine the relationship between emotional intelligence and stress, Slaski and Cartwright (2002) investigated emotional intelligence, stress and health in a group of managers. The researchers reported that there has been a significant relationship between emotional intelligence, stress and health and that emotional intelligence plays an important role in moderating the stress process and increasing an individual's resilience to stress. In fact in many research studies emotional intelligence has consistently been related to and predictive of positive outcome measures, such as life satisfaction, work performance, healthy relationships, physical health, and psychological well-being (e.g., Ciarrochi, Forgas, Mayer, 2001; Salovey*et al.*, 1999). People high in emotional intelligence seem to possess skills that allow them to cope effectively with the challenges they face which in the long-run contribute to such positive outcomes.

Schutte*et al.* (2001) found that low emotional intelligence is a predictor of alcohol and drug use. Ciarrochi*et al.* (2002) found that emotion perception, a component of emotional intelligence, moderated the relationship between daily hassles and psychological health (e.g., depression, hopelessness, suicidal ideation). The ability to manage ones' emotions (another EI component), moderated the relationship between hassles and suicidal ideation in the opposite direction, such that the relationship was stronger for people low in managing emotions than for people high in managing emotions.

Therefore in the present study, an attempt has been made to examine the role of emotional intelligence in coping with occupational stress. Hence, the following objectives have been formulated for the study.

Objectives of the Study

1. To measure the level occupational stress among the employees working in Indian business process outsourcing industry.
2. To analyze the causal factors of stress among the employees working in Indian business process outsourcing industry.
3. To measure the emotional intelligence of the employees working in Indian business process outsourcing industry.
4. To explore the relationship between emotional intelligence and occupational stressors.

Hypotheses

H_1: Emotional recognition and expression are significantly related to occupational stress variables.

H_2: Ability to identify and understand the emotions of others is negatively related to occupational stress.

H_3: There exists a significant relationship between emotions direct cognition and occupational stress variables.

H_4: Emotional management is significantly correlated with occupational stress variables.

H_5:There exists a significant relationship emotional control and occupational stress variables.

Research Methodology

The dependent variable occupational stress has been measured by the Occupational Roles Questionnaire (ORQ) from the Occupational Stress Inventory – revised edition (OSI-R; Osipow, 1998) developed by Cooper and Marshall (1978). The ORQ has been used extensively in occupational stress research and comprises six major sub-scales each assessing work roles known to be associated with stress; (1) Role Overload (RO) – when job demands exceed resources and whether the individual is able to accomplish workloads;

(2) Role Insufficiency (RI) – whether the individual's training, education, skills, and experience are appropriate to job requirements; (3) Role Ambiguity (RA) – whether priorities, expectations, and evaluation criteria are clear to the individual; (4) Role Boundary (RB) – whether the individual is experiencing conflicting role demands and loyalties at work; (5) Responsibility (R) – whether the individual has, or feels, a great deal of responsibility for the performance and welfare of others in the workplace; (6) Physical Environment (PE) – whether the individual is exposed to high levels of toxins or extreme physical conditions.

Table 1: Demographic Profile of Respondents

Characteristics	No. Respondents	Percentage
Hierarchal Level		
Trainees	110	44
Customer Care Executive	85	34
Senior Customer Care Executive	55	22
Age		
Below 20 yrs	80	32
20-25 yrs	159	63.60
26-30 yrs	11	4.4
Education		
Under Graduate	94	37.60
Graduation	115	46
Post-Graduation	41	16.4

The predictor variable - emotional intelligence has been measured by The Swinburne University Emotional Intelligence Test (SUEIT; Palmer & Stough, 2001). This measure of emotional intelligence has been specifically developed for use in the workplace. The SUEIT consists of five major subscales of emotional intelligence and measures the way an employee thinks, feels and acts using emotions and emotional information; (1) Emotional Recognition and Expression (ERE) – ability to identify feelings and emotional states, and to express those to others; (2) Understanding Emotions (UE) (external) – ability to identify and understand the emotions of others and those that manifest in external stimuli; (3) Emotions Direct Cognition (EDC) – extent to which emotions and emotional information is incorporated in decision making and problem solving; (4) Emotional Management (EM) – ability to manage positive and negative emotions within oneself and others; (5) Emotional Control (EC) – ability to control strong emotional states experienced at work.

Study Site and Sample

The present study was conducted on a sample of 250 respondents (sample size 10% of employee strength 2500) from one of the leading Global Business Process Outsourcing firms in Gurgaon. The respondents consisted of employees working at entry level and first level managers. A total of 300 questionnaires were distributed and 250 completed questionnaires were received. The data obtained have been analyzed statistically by using percentages, mean, standard deviation, inter-correlation and regression. Table 1 shows the demographic profile of respondents.

It has been observed that 44% respondents are Trainees; 34 % were Customer Care Executive and 22% respondents are Senior Customer Care Executive. The maximum number of respondents (63.60 %) falls in the age group of 20-25 years; followed by below 20 years of age (32 %) and then (4.40 %) respondents fall in the age group of 26-30 years. As far as qualification of respondents is concerned 46% respondents were graduates, 37.6 % were undergraduates and remaining 16.4 % were postgraduates.

Results and Discussion

Descriptive Statistics for all variables including mean, standard deviation and Cronbach's alpha are presented in Table 2. Participants indicated high levels occupational stress. The stressor 'role insufficiency' (4.01) contributes maximum to the occupational role stress, followed by role ambiguity (3.88) and role overload (3.84). Also stress level of participants due to responsibility factor has been found to beat a higher side (3.78).

With respect to physical environment the respondents exhibit low stress (2.06) this may be due to the fact that the Indian business process outsourcing companies provide luxurious work environment and attractive lifestyles.

Table 2: Descriptive Statistics

Variables	Mean	Std. Deviation	Cronbach's alpha coefficient
Role Overload	3.84	.34	.71
Role Insufficiency	4.01	.38	.73
Role Ambiguity	3.88	.43	.77
Role Boundary	3.75	.44	.81
Responsibility	3.78	.32	.70
Physical Environment	2.06	.26	.78
Emotional Recognition and Expression	2.42	.79	.91
Understanding Emotions	2.69	.79	.94
Emotions Direct Cognition	1.92	.48	.93
Emotional Management	1.89	.42	.90
Emotional Control	2.02	.57	.92

Table 3: Correlation Analysis

	RO	RI	RA	RB	R	PE
ERE Pearson correlation	-.128*	-.216**	-.159*	-.081	-.110	.092
Sig.(2 tailed)	.044	.001	.062	.193	.045	.148
N	250	250	250	250	250	250
UE Pearson correlation	-.056	.001	-.140*	-.050	-.124*	.034
Sig.(2 tailed)	.363	-985	.063	.449	.102	.592
N	250	250	250	250	250	250
EDC Pearson correlation	-.522**	-.432**	-.553**	-.497**	-.519**	.081
Sig.(2 tailed)	.000	.000	.000	.000	.000	.137
N	250	250	250	250	250	250
EM Pearson correlation	-.595**	-.462**	-.588**	-.574**	-.542**	.147*
Sig.(2 tailed)	.000	.000	.000	.000	.000	.020
N	250	250	250	250	250	250
EC Pearson correlation	-.693**	-.451**	-.604**	-.541**	-.555**	.119
Sig.(2 tailed)	.000	.000	.000	.000	.000	.061
N	250	250	250	250	250	250

**Correlation is significant at 0.05 level (2 tailed)

The mean scores for emotional intelligence of participants has been found to be at lower side, indicating a very low score for 'emotional management' (1.89) followed by emotions direct cognition (1.92) and emotional control (2.02). Also the participants scored low for emotional recognition and expression (2.42) and understanding emotions (2.69). All of the variables were over the Nunnally's (1978) recommended minimal internal consistency threshold of .70. This suggests that the scale scores are relatively reliable for respondents in this study.

5.1 Relationship between Emotional Intelligence and The Occupational Stress

To test the relationship between emotional intelligence and occupational stress, Pearson product–moment correlation analyses were conducted. The results of correlation analyses are presented in Table 3.

The results of the correlation analysis indicate that emotional recognition and expression (ability to identify feelings and emotional states, and to express those to others) have a significant negative correlation with the stressor role insufficiency (-.216**, p<0.05). Therefore hypotheses $\mathbf{H_1}$ is accepted.

Emotions direct cognition has been found to be significantly correlated with all dimensions of occupation stress vis-à-vis role overload (-.522**, p<0.05), role insufficiency (-.432**, p<0.05), role ambiguity (-.553**, p<0.05), role boundary (-.497**, p<0.05) and responsibility (-.519**, p<0.05). Therefore hypotheses $\mathbf{H_3}$ is supported.

Further emotional management has been found to have significant negative correlation with role overload (-.595**, p <0.05), role insufficiency (-.462**,p<0.05), role ambiguity (-.588**, p<0.05), role boundary (-.574**, p<0.05) and responsibility (-.542**, p <0.05).Therefore hypotheses $\mathbf{H_4}$ is accepted.

Finally emotional control has also been found to be significantly correlated with all occupational stress variables vis-à-vis role overload (-.693**, p <0.05), role insufficiency (-.451**,p<0.05), role ambiguity (-.603**, p<0.05), role boundary (-.541**, p<0.05) and responsibility (-.555**, p <0.05).Therefore hypotheses $\mathbf{H_5}$ is supported.

The variable understanding emotions (ability to identify and understand the emotions of others and those that manifest in external stimuli) has not been found to be significantly correlated with any of the dimensions of occupational stress. Therefore hypotheses $\mathbf{H_2}$ has not been supported.

Regression Analysis

In order to explore which of the specific dimensions of emotional intelligence were important as predictors of occupational stress, several standard regression analyses were undertaken with each of the six stress variables as the dependent variable, and each of the five emotional intelligence dimensions as the independent variables. The results of regression analyses are presented in Table 4.

Table 4: Standard Regression Analyses showing each Dependent Stress Variable with the Emotional Intelligence Predictor Variables

Regression Model	Beta Value (b)	Significance
1. Role Overload		
Emotions Direct Cognition	-.086	.039
Emotional Management	-.156	.003
Emotional Control	-.303	.000
2. Role Insufficiency		
Emotional Recognition and Expression Emotions Direct Cognition	-.054	.046
Emotional Management	-.135	.018
Emotional Control	-.189	.008
	-.132	.011
3. Role Ambiguity		
Emotions Direct Cognition	-.201	.000
Emotional Management	-.250	.000
Emotional Control	-.236	.000
4. Role Boundary		
Emotions Direct Cognition	-.157	.008
Emotional Management	-.328	.000
Emotional Control	-.177	.001
5. Responsibility		
Emotions Direct Cognition	-.148	.001
Emotional Management	-.167	.002
Emotional Control	-.155	.000

As shown in Table 4 emotions direct cognition, emotional management and emotional control emerged as significant predictor for all regression models. Within those emotional management was the strongest predictor of role overload (β = -.156, $p<.05$), role insufficiency (β = -.189, $p<.05$), role ambiguity (β = -.250, $p<.05$), role boundary (β = -.328, $p<.05$) and responsibility (β = -.167, $p<.05$).

Conclusion

The present study examined the level of occupational stress among employees working in Indian business process outsourcing industry and also makes an attempt to understand the reasons of such stress and its relationship with emotional intelligence. The results of descriptive analysis indicated that the stressor 'role insufficiency' (4.01) contributes maximum to the occupational role stress. The high scores on role insufficiency indicated that the respondents feel that their career is not progressing and also the need for recognition and success have not been met. The possible reason for such stress is the fact that the internal organisation structure of the business process outsourcing company is flat. There are few hierarchal levels in the organisation thus the employees perceive that promotion opportunities for them are very few and thus experience a feeling of role insufficiency. Also with respect to work load in business process outsourcing companies, it has been found that the employees are exposed to high work demands such as long working hours, odd work timings, insufficient holidays, pressure to perform on matrix and handling irate customers which is opposite to their expectation of luxurious lifestyle and attractive work environment. This mismatch of expectations causes occupational stress and thus employees describe their work load as increasing, unreasonable, and unsupported by needed resources.

With respect to emotional intelligence of employees it has been found that four dimensions of emotional intelligence were significant in the occupational stress process vis-à-vis emotions direct cognition, emotional management and emotional control. As suggested by Lazarus (1999) stress and emotions are interdependent - where there is stress there is emotion, therefore it is important to understand the value of being able to effectively manage emotions at work, particularly those that arise from the experience of occupational stress. In 2001, Spector and Goh suggested that focussing on emotions in the workplace may enhance employee well-being, similarly, Slaski and Cartwright (2003) suggested that emotional intelligence training programs could result in resilience to occupational stress. Collectively the results of study provided a rationale for the development of an emotional intelligence training program - A program to teach employees how to utilise the dimensions of emotional intelligence more effectively in the workplace and how to deal with the negative emotions that arise from the experience of occupational stress.

References

Aziz, M. (2003). Organisational role stress among Indian information professionals. *Asian-Pacific Newaletter on Occupational Health and Safety,* 10(2), 31-33.

Baroudi, J., & Orlikowski, W. (1989). A short form measure of user information satisfaction: A psychometric evaluation and notes on use. *Journal of Management Information Syst*ems, 45-59.

Bhattacharya, S. M., & Sengupta, N. (2007). *Emotional Intelligence myth or reality.* New Delhi: Excel Books.

Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes – An examination among senior managers. *Journal of Managerial Psychology,* 18(8), 788-813.

Chandramohan, A., & Vasanth Kumari, K. (2006). Attrition: A predicament for ITES in India. *Journal of Management Matters,* 1(6), 25-31.

Chapman, M., & Clarke, R. (2003). EI is a concept that can be used in Stress Management. *Stress News,* 15(1).

Ciarrochi, J., Forgas, J. P., & Mater, J. D. (2001). *Emotional intelligence in everyday life.* Philadelphia, PA: Psychology Press.

Cooper, C. L., & Marshall, J. (1978). Sources of managerial and white collar stress. In C. L. Cooper & R. Payne (Eds.), *Stress at work*. (pp. 81-105). Chichester: John Wiley & Sons.

Cox, T. (1978). *Stress*. (Ed.). London: MacMillan.

Dulewicz, V., Higgs, M., & Slaski, M. (2003). Measuring emotional intelligence: Content, construct and criterion related validity. *Journal of Managerial Psychology,* 18(5), 405-420.

Engler N. (1996). Stressed. *Computer world*, 30(16), 86-87.

Goleman, D. (1998). Working with Emotional Intelligence. London: Bloomsbury

Goodweni, B. (2004). Don't close your eyes to workplace stress. *Computer weekly*, pp. 53.

Lam, T. L., & Kirby, L. S. (2002). Is emotional intelligence an advantage? An exploration of the impact of emotional and general intelligence on individual performance. *The Journal of Social Psychology,* 142(1), 133-143.

Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal and coping*. New York: Springer Publishing Company.

Lazarus, R. S. (1966). *Psychological stress and the coping process*. (Ed.). New York: McGraw-Hill.

Lazarus, R. S. (1999). *Stress and emotion: A new synthesis*. New York: Springer Publishing Company.

Lenaghan, A. J., Buda, R., & Eisner, A. A. (2007). An examination of the role of emotional intelligence in work and family conflict. *Journal of Managerial Issues*, 19(1).

Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema,* 18, 132-138.

McGrath, J. E. (1970). *Social and psychological factors in stress*. New York: Holt, Rinehart & Winston.

Nikolaou, I., & Tsaousis, I. (2002). Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment. *The International Journal of Organizational Analysis,* 10(4), 327-342.

NIOSH Working Group DHHS (NIOSH). Protect Worker Safety and Health, Publication, 99-101.

Orlikowski, D. T., & Baraudi, J. J. (1989). The information system profession: myth or reality? *Office, Technology & People*, (pp. 23).

Osipow, S. H. (1998). *Occupational Stress Inventory Revised Edition (OSI-R)*. USA: Psychological Assessment Resources.

Palmer, B., & Stough, C. (2001). Workplace SUEIT: Swinburne University Emotional Intelligence Test - Interim Technical Manual. AU: Organisational Psychology Research Unit, Swinburne University.

Petrides, K. V., & Furnham, A. (2000). On the dimensional structure of emotional intelligence. *Personality and Individual Differences*, 29, 313-320.

Ramos, N. S., Fernandez-Berrocal, P., & Extremera, N. (2007). Perceived emotional intelligence facilitates cognitive emotional processes of adaptation to an acute stressor. *Cognition & Emotion,* 21(4), 758-772.

Rogers, J. (2004). IT chiefs lose the work-life balance, *Computer weekly* p 4.

Rosete, D., & Ciarrochi, J. (2005). Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness. *Leadership and Organizational Development Journal*, 26(5), 388-399.

Salovey, P., Bedell, B. T., Detweiler, J. B., & Mayer, J. D. (1999).Coping intelligently: Emotional intelligence and the coping process.In C. R. Snyder (Ed.), *Coping: The psychology of what works*. (pp. 141-164). New York: Oxford University Press.

Salovey, P., Brackett, M. A., & Mayer, J. D. (2004). *Emotional intelligence: Key readings on the Mayer and Salovey model*. New York: Dude Publishing.

Schutte, N. S., Malouff, M. J., Bobik, C., Coston, D. T., Greeson, C., Jedlicka, C., Rhodes, E., & Wendorf, G. (2001). Emotional intelligence and interpersonal relations. *The Journal of Social Psychology*, 141(4), 523-536.

Slaski, M., & Cartwright, S. (2002). Health, performance and emotional intelligence: An exploratory study of retail managers. *Stress and Health*, 18(2), 63-68.

Shaffer, R. D., Hom Hung, K., Hong Kong, S., & Shaffer, A.M. (2005). Emotional intelligence abilities, personality, and workplace performance. *Academy of Management Best Conference Paper HR, M2*.

Shanti, B., & Bhargava, H. (2007). *BPOs processes and challenges*. The ICFAI University Press Hyderabad, 243-260.

Singh, D. (2006). *Emotional Intelligence at work – A professional Guide*. New Delhi: Response Books.

Spector, P. E., & Goh, A. (2001). The role of emotions in the occupational stress process.In P. L. Perrewe & D. C. Ganster (Eds.), *Exploring theoretical mechanisms and perspectives*. (pp. 195-232). New York: JAI.

Steiner, C. (2005). *Emotional intelligence*. New Delhi: Adarsh Books.

Vaid, M. (2009). Exploring the Lives of Youth in the BPO Sector: Findings from the study in Gurgaon. Health and Population Innovation Fellowship programme working paper No.10

Vowler, J. (1995). Under pressure?A survey of senior IT managers.*Computer Weekly*, 19, 32-34.

Weisinger, H. (2005). *Emotional intelligence at work.* New Delhi: Wiley India (P) Ltd.