

Gender of the employee plays a part in whether they approach work systematically or impetuously [14].

H6: Number of years of experience of the respondents was observed to be associated with the personality factor of Conscientiousness. Further, this association was found to be a moderate one (p value (.005). Employees with less than 5 years of experience tended to be more responsible and work hard in a goal-oriented manner [15]. After this it was the group with experience between 6 to 10 years that exhibited conscientious behavior of doing work in an organized manner and strictly observing work norms [16,17].

H7: Income of the respondents was revealed to be associated with the personality factor of Conscientiousness [1]. It revealed a moderate strength (p value (.003). Those who earn between 6 to 10 lakh per year was found to be more diligent in discharging their duties in a timely manner and were disciplined in their approach to work. After this the category of those with 11 to 15 years of experience showed the same organized and systematic traits [18].

H8: Number of years of experience was depicted to be associated with the Personality Factor of Agreeableness [19]. Moreover, this association was found to be a strong one (p value .000). Employees with less than 5 years in the industry was found to be more polite, obliging to their colleagues as well as customers and more sympathetic to others' difficulties in work situations [20]. After this group those with 16 to 20 years of experience showed a greater tendency to encourage and promote social harmony by their co-operative behavior.

H9: The Income of the participants in the study was determined to be associated with their Agreeableness factor and it showed a moderate association (p value .001). Those in the 6 to 10 lakh per annum income bracket had the most prominent tendency to put other peoples' needs before their own and they found fulfillment in reaching out to those coworkers who needed their help. They were more trusting of others and in turn trustworthy themselves. They value their ability to get along with others and consequently are willing to compromise and be considerate [17,21].

H10: Age of the respondents was found to be associated with the Self Emotion Appraisal dimension of Emotional Intelligence. It was found to be a weak association (p value .030). Those in the 24 to 29 age group were found to be better able to perceive, understand and manage their emotions. The information processed from emotions result in certain adaptive behaviors perceived as beneficial in the social setting [22,23].

H11: The Age of the participants was revealed to be associated with the Others' Emotional Appraisal dimension of Emotional Intelligence. Moreover, this association was found to be a weak one (p value .020). Those employees who are in the 20-24 dominated in identifying and understanding the emotions of people around them. The

information gathered by recognizing and understanding the emotions of those around them in the workplace gives them an advantage in managing those emotions in a manner beneficial to the organization [10]. Those in the age group of 30 to 35 come next in being able to recognize and understand others' emotions.

H12: The income of the participants in the study was observed to be associated with their ability to do Others' Emotional Appraisal and it revealed a moderate association (p value .052). Those in the 6 to 10 lakh are the most dominant in appraising the emotions of those around them. This enhances their ability to process the emotional environment at their workplace and adopt behavior suitable for the better functioning of the organization [24]. Those with less than 5 lakh per year are next in exhibiting the ability to appraise others' emotions, followed by those in the 11 to 15 lakh bracket [25].

CONCLUSION AND LIMITATIONS

The study concluded that certain demographic factors do influence two of the Organizational Citizenship Behavior, Interpersonal Helping and Loyal Boosterism. Interpersonal Helping is the discretionary and non-remunerable work behavior of individuals which is beyond the job responsibilities specified in the job description where they go out of their way to help their colleagues. These behaviors are entirely voluntary and do not impact the compensation or monetary rewards that the employee is entitled to. It is shown that men are more inclined to offer help to new employees and those who have difficulties in discharging their duties. Those with less than 5 years' experience in the industry are more likely to go beyond the call of duty and help co-workers [26]. As one grows in the organization one may have more and more responsibilities which may hinder Interpersonal Helping. Those with less than five years in experience are also prominent in exhibiting Loyal Boosterism. They defend the organization in public and encourage use of organization products. Loyal Boosterism is exhibited by those in the income bracket of 6 to 10 lakhs per annum. Thus, it is those at the beginning of their career who dominate in Loyal Boosterism [27].

Demographic factors were also found to be associated with Emotional Intelligence dimensions [28]. Those in the age group of 24 to 29 are shown to be better able to perceive their emotions though the association is a weak one. This stage is crucial for career development and the recognition, and it can be surmised that they utilize their perception of emotions to make better career-oriented decisions. The same age group is shown to be more adept at perceiving the emotions of others as well though this is also a weak association; the income variable shows a moderate association with the ability to perceive others' emotions. Those in the 6 to 10 lakh brackets dominate in the ability to perceive others' emotions. This shows that the information synthesized for the perception of self and others' emotions

help those at the beginning of their career to better decision making [29,30].

Since Personality Factors are traits and not behavior their association with demographic variables throws valuable light on human nature [31]. Personality factors are one of the most important ingredients that define a human being. The association between different demographic units and personality factors has been a matter of great interest for management researchers and thinkers [32]. Goldberg's [32] taxonomy of personality factors as defined in the Five Factor model contains the most comprehensive collection of personality traits witnessed in the global population. Hence the findings from this research of the association between two of the Personality factors, Conscientiousness and Agreeableness to various demographic factors are of major significance. Gender is shown to be associated strongly with the personality factor of Conscientiousness. Number of years in experience and Income are also associated with moderate strength to Conscientiousness. It is seen that men are more planned and systematic in their approach to work. Social factors in India which free men from most domestic responsibilities may result in their greater ability to approach work in an organized manner [33]. Employees with less than 5 years' experience followed by those with 6 to 10 years dominate in conscientious behavior. This is crucial to their progress in the organization which triggers the behavior. For the same reason those who earn between 6 to 10 lakh per year was found to be more diligent in discharging their duties in time and with attention to detail [34]. Number of years in experience is strongly associated with Agreeableness and Income is moderately associated with Agreeableness. Those that have spent less than 5 years in the industry were prone to be more polite and accommodating with both colleagues and customers. This may be due to their need to generate goodwill as a means to advancing in the career path. Interestingly, the next demographic group who exhibited Agreeableness was those with 16 to 20 years of experience. This shows that by the time people reach the middle management levels they are once again conscious of the need for harmony in the workplace for increased productivity. Only these personality factors were shown to have a significant association with demographic factors.

There are of course, a few limitations which cannot be solved by any probabilistic approach. These include the Geographical area of the study is limited to metro like Bengaluru where IT industry is concentrated. Secondly, answers being influenced by personal biases cannot be ruled out.

Managerial Implications

The study proven this relationship can be used to adapt the recruitment process to select employees who are likely to express Organizational Citizenship Behaviors to increase the organization's effectiveness. The training process can also be made more effective if employees with the required

emotional temperament and personality factors predisposed to excel in client interaction can be selected. In fact, all the other Human Resource functions like, Talent acquisition and management, Compensation and Benefit management, Succession planning etc. can be made more effective and efficient if the proposed relationship between the variables can be proven. The data about the three studied variables for each employee can be collected at entry level and analyzed to predict and enhance desirable role behavior.

The finding that Demographic factors have a significant association with certain dimensions of Personality Factors, Emotional Intelligence, and Organizational Citizenship Behavior will be extremely useful in not only enhancing but also predicting task performance. Understanding the relationships between these variables will enable managers to generate positive workplace behaviors that can contribute to better service interactions. It will be extremely useful in most of the Human Resource functions as recruitment and selection, training and development, performance management, career management etc.

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