Emotional Intelligence Amongst Millennials:
Male vs. Female Leaders in the IT and ITES Sectors

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ABSTRACT

The millennial generation constitutes the majority of the present day workforce. As per the birth year and age group they presently belong to, many millennials are already in managerial roles and many shall occupy key leadership roles in their respective organizations. Leadership being an emotion-laden process requires the millennials to be adaptable so that they can motivate their team members or followers, understand their requirements, and reduce their stress levels. Emotional intelligence plays a crucial role in addressing these workplace issues and correlates positively with leadership. The study is focused on Indian information technology (IT) and ITES organizations as it is one of the biggest employers and contributes majorly towards the country's economy. The present study tries to compare the level of emotional intelligence of millennials across gender, management levels, qualifications, and years of experiences. Practical implications related to gender diversity and inclusion of women in leadership roles has also been discussed.

KEYWORDS

Diversity, Gender, Generation, Generation Y, Generational Diversity, Information Technology-Enabled Services, Leadership, Millennial

INTRODUCTION

A "generation" is understood as a group of people sharing birth years, age and significant events of life. With no unanimity in general the span between two generations is roughly between 25-30 years. According to Centre for Generational Kinetics, currently there are five generations in the world namely, Traditionalists (born 1945 and before), Baby Boomers (born 1946–1964), Generation X (born 1965–1976), Generation Y (the millennials – born 1977–1995) and Generation Z (born 1996–2010). Individuals belonging to the same generation resemble similar values (Bogdanowicz & Bailey, 2002) and behaviors, however, factors such as gender, family background, geographical background may influence their characteristics but still generalizations are possible (Abrams &Frank,2013). This holds true in the context of workplace too, with individuals belonging to specific generation likely to have similar characteristics, values, ways of communication and outlook towards leadership (Gursoy et al., 2008). At present, there are four generations in the workforce worldwide with Baby Boomers being eldest who have already retired or about to retire soon and

Generation Z being the youngest (Prund,2021). With four generations working simultaneously in the workforce, their work related characteristics are worth studying for deeper insights to help their organizations to have desired performance.

The millennials currently occupying 35% of the global workforce are expected to represent 75% of the world's total working population by 2025 (Pathak, 2019). Many of the millennial generation employees are holding leadership roles or shall eventually occupy it in near future. Leadership is the process of influencing others and hence, leaders need to associate themselves closely with people, else the influence would cease to exist. Leaders are known to influence the attitudes and behaviors of employees (Kim et al,2018) and effectively manage the emotions of their followers or group members. A Leader's emotional manifestations are known to have significant impact on their followers or group members (Humphrey,2002). With Millennials playing or expected to play leadership roles in near future, it is worthwhile to study the impact of emotions and emotional intelligence on their leadership capabilities. Hence, the present study aims to find out whether any significant difference exists between the emotional intelligence of male and female managerial leaders belonging to the IT/ITeS sector.

LEADERSHIP AND THE MILLENNIAL GENERATION

Leadership is the ability to influence a group of individuals to work so that a common goal can be achieved (Northouse, 2007). The present study mentions that millennial are already in key leadership roles in many organizations and many soon to occupy it, there is a need to understand their leadership traits and styles. This shall help understand the values and perspective which they put forward at work. A leader is required to connect with the followers or team members and it has been found that millennial prefer meaningful relationships with peers and supervisors (Myers & Sadaghiani, 2010).

Also, one of the characteristics of the millennial employees is that they freely express their opinions and hence they prefer open communication with their leaders (Chou, 2012). The millennial leaders place importance to socialization and collaboration (Aruna & Anitha, 2015) which is a crucial element for effective leadership. Study has also shown that compared to leaders from other generations, Millennial leaders display more maturity and responsibility while handling relationships (Sriram, 2014). Leaders are required to be resilient. Millennial leaders are found to excel as they have the ability to bounce back from impediments and hindrances (Bargavi et al., 2017). Millennial as compared to any other working generation are more tech savvy and using technological devices for engaging in communication & decision making (Murray,2011). Millennial leaders also display the quality of multitasking which at times is counterproductive, with stress coming in (Myers & Sadaghiani, 2010; Murray, 2011).

Millennial leaders are affirmative towards diversity and inclusion realizing significant tasks can be achieved by collaborating individual from diverse background and characteristics (Kanoria & Seth, 2014). In a study conducted by Suyanto, et al., (2019), it was observed that in a highly dynamic environment, human resource requires inspiration and support for their development with need for innovation and creativity in such an environment. These can be fulfilled through transformational leadership approach, optimizing the potential of the millennial leaders to inspire and motivate their followers. With limited studies regarding this aspect of millennial leaders, the present study adds to the existing literature and attempts to highlight the importance of emotional intelligence towards enhancing the leadership capabilities of the millennial leaders with a special reference to gender.

SIGNIFICANCE OF EMOTIONAL INTELLIGENCE
FOR THE MILLENNIAL GENERATION

The millennial generation is characterized as optimistic, emphasizing on work-life balance, impatient, multitasking, and team oriented (De Vaney,2015). Driven by interesting and challenging work they have the willingness to contribute towards the society (Ng et al, 2010). These characteristic traits of

the millennial imply that, they shall experience a range of emotions at workplace which is required to be understood and managed well. The concept of emotional intelligence has gained popularity with its positive results on the performance of the employees at workplace (Goleman, 2006; Goleman & Boyatzis, 2008). Building relationships and networks are vital in today's corporate and emotional intelligence helps employees in achieving the same (Njoroge & Yazdanifard, 2014). In the current multigenerational workforce, emotional intelligence becomes highly essential, with possible conflicts across individuals belonging to different generations, other demands of work and guiding their thinking and behavior (Szekely et al 2016). A study conducted by Damayanti et al (2019) shows that emotional intelligence of the millennials has an impact on their career commitment. Millennial employees having high emotional intelligence are adept at managing others, have the ability to regulate their emotions and hence are highly satisfied in their jobs (Aydogmus,2016). Also, Millennial employees desire to have emotionally intelligent managers working with them in order to feel satisfied at work (Čemeljić,2019). Emotionally intelligent millennial leaders at workplace help in reducing the workforce attrition (Park,2017). Study within millennial generation state for increasing level of emotional intelligence with age, implying older millennials are more emotionally intelligent than their younger counterparts (Akduman et al, 2014). Emotional intelligence is regarded as one of the most important skills in the present age, and with millennials occupying a considerable percentage of the workforce, it becomes imperative that they are emotionally intelligent (Pollet,2019) as both traditional intelligence as well as emotional intelligence is required for success (Dulewicz & Higgs,2000). Study reveals that emotional intelligence helps millennial employees handle their stress level, in return keeping them satisfied at work (Kusuma, 2019). Owing to the shorter life expectancy of products and services, demanding customers and environmental pressures, the employees of IT/ITeS sector face tremendous stress. With an increase in the levels of EI among the employees of this sector, workplace stress can be effectively managed (Rathore,2018). With deadlines to be met and ensuring customer satisfaction, employees of IT/ITeS sector have to deal with a variety of job stressors and workplace bullying is one of them. EI helps in mediating the relationship between job burnout caused due to stress and workplace bullying (Srivastave & Dey,2020). Additionally, EI also moderates the relationship between organizational stress and deviant workplace behavior in the IT/ITeS sector(Yadav&Rai,2020). Hence, coaching employees to develop their emotional intelligence is imperative. A study conducted on 300 managers of select Indian IT firms reveal high levels of Emotional Intelligence helpful in making rational and intuitive decisions, which is an important characteristic of a leader(Ghosh,2021). A study on 31 management representatives of organizations belonging to Indian IT/ITeS sector revealed that organization give due importance to gender diversity as it is associated with different leadership styles, higher commitment and productivity levels on part of the female employees(Chakraborty,2019). Another study conducted on Indian IT Sector concluded that emotionally intelligent leaders are able to develop emotional bonds between organizations and employees. Hence, selecting and developing leaders with emotional capabilities is crucial for organizations (Bhalerao & Kumar,2016). A research on 2,080 IT professionals working in managerial leadership capacity found out that emotional intelligence is key to effective management of technical managers. Given the growth, uncertainty and rapid change of technology associated with IT industry, emotional intelligence helps in providing a guiding force for leadership development (Naik & Bisht,2015).

Research Gap

The literature surveyed emphasizes on the importance of emotional intelligence for the millennial employees, still not much evidence could be gathered for the impact of gender on the emotional intelligence of millennial leaders. Although few studies have shown that females are more emotionally intelligent (Pant & Prakash, 2004; Austin et al, 2005; Meshkat& Nejati, 2017). The reason for female being more emotionally intelligent in leadership roles is attributed to the fact that female perform better in self awareness and being empathetic (Kemppainen,2020). On the contrary few other studies concluded that males are more emotional intelligent (Ahmad et al,2009:

Khalili,2011). Men have been attributed as more effective leaders because earlier a larger proportion of workforce comprised of men and hence in all respects most of the leadership characteristics were attributed to male (Warner, 2014). Also, there have been studies which have concluded that gender has no role on emotional intelligence (Hopkins & Bilimoria, 2008; Das & Sahu,2015). It has been observed also that leadership effectiveness is present in both men as well as women, but societal roles have prevented women from being recognized and appointed as leaders. Emotional intelligence and its impact on leadership particularly from the lens of gender is also linked to the field of work. Depending on the type of industry or field of work, findings may be either in favor of men or women (Warner, 2014). The present study aims to find out any significant difference between the emotional intelligence of millennial male and female managerial leaders belonging to IT/ITeS sector. In absence of any specific study, the current research attempts to explore for any significant difference between male and female millennial leaders across the managerial levels (Lower, Middle and Upper levels of management), qualifications (Technical and Non-Technical education) and experience (0-5 years, >5-10 years and >10-15 years).

METHOD

Sample and Participants

The study was carried out on 391 millennial leaders and working in IT/ITeS sector across India. According to Ministry of Electronics & Information Technology, for the FY 2017-2018 the participation of women employees in the IT/ITeS sector in India was 34 percent (Gupta, 2020). In the year 2019, the Indian IT/ITeS sector employed 3 males against 1 female (BI India Bureau, 2019).

Disproportionate stratified random sampling was used as the sampling technique to provide a better precision as the sampling fraction differed from one stratum to other which was divided on the basis in sequence shown in Table 1.

India's IT sector is one of the largest private sector employers in the country with the largest qualified technical graduates in the world (ibef,2021). IT Industry in India contributes approximately 8% towards the country's Gross Domestic Product in the year 2020, with exports from IT sector anticipated to increase by 1.9% in FY 2021. Despite such promising statistics, the sector faces numerous challenges related to employees such as job stress, work life balance high turnover and employee commitment (Haque & Onio,2019; Agarwal et al.,2012). Hence, a study on emotional intelligence on IT sector becomes vital making employees more adaptable and efficient at work especially those playing leadership roles.

Table 1. Basis of Stratification

Category	Sub-Category	Frequency	Male	Female
Gender	NA	391	226	165
Levels of Management	Lower	137	87	50
	Middle	182	10	78
	Upper	72	35	37
Qualification	Technical	202	126	76
	Non-Technical	189	100	89
Experience	0 - 5 years	99	61	38
	>5 - 10 years	184	104	80
	>10 - 15 years	108	61	47

Hypothesis

$H_0 1$: There is no significant difference in the emotional intelligence of the millennial male and female managerial leaders

$H_0 2$: There is no significant difference in the emotional intelligence of the millennial male and female managerial leaders across managerial levels

$H_0 3$: There is no significant difference in the emotional intelligence of the millennial male and female managerial leaders having Technical Vs Non-Technical Qualifications

$H_0 4$: There is no significant difference in the emotional intelligence of the millennial male and female managerial leaders based on their experience tenure

Procedure and Measure

A self report measure was used to collect data required for the study. The Final questionnaire comprised of the demographic profiling of the participants and questions related to their Emotional Intelligence. Instrument used to measure Emotional Intelligence was The Trait Emotional Intelligence Questionnaire—Short Form (TEIQue-SF). The development of the TEIQue is credited to K. V. Petrides, which is a scientific instrument utilized to measure trait emotional intelligence. The questionnaire is based on the trait EI model which enjoys widespread empirical support and can be applied to a multitude of settings such as organizational, clinical, educational, social, health etc.(Petrides,2011). The questionnaire comprises of 30 questions, using 7 point likert scale where 1=strongly disagree and 7=strongly agree. The negative items of the TEIQue-SF were assigned reverse values of their scores provided by the participants. Further, reliability analysis was conducted to check for consistency of results and exploring relationships strength between individual questions. One of the most popular reliability statistics is Cronbach's alpha (Cronbach, 1951). Nunnally (1978) indicated 0.7 to be an acceptable reliability coefficient. A pilot study with sample size of 50 was conducted, wherein the Cronbach's Alpha value for 30 items came as 0.384 which is not considered reliable enough.

Further, the validity of the final instrument used was tested using face & content validity, with responses from 06 experts belonging to psychology and Organizational Behavior practitioners.

I-CVI (Item-level Content Validity Index) = No. of experts who gave a rating of either 3 or 4 / Total number of experts (Asun et al., 2015). With at-least 6 experts the acceptable value of I-CVI is 0.83 (Polit et al., 2007).

I-CVI of 19 items of the questionnaire were found to be 1.00 which were retained as final items and rest 11 were found to be less than 0.83 were eliminated (see Table 2).

Further, Cronbach's Alpha value for the 19 items came as 0.784, which is considered to be reliable to go ahead with the study.

Test of Hypothesis

A series of independent t-test and One-Way ANOVA were carried out to test the hypothesis at 0.05 which is the widely adopted standard in social sciences (Labovitz,1968).

Based on the results obtained in Table 3, it was found that the Emotional intelligence levels of female millennial leaders are higher than those of male. It was concluded that there exists a significant difference (sig 2 tailed <.05) for emotional intelligence between the millennial male and female managerial leaders belonging to IT/ITeS sector in India. Hence, the null hypothesis H01 was not accepted.

Further, One-Way ANOVA was carried out to test the significant difference of Emotional intelligence across managerial levels and a series of T-test were carried to test the same across gender.

The findings based on Tables 4 and 5, with Sig. level < 0.05 suggested that there exists a significance difference in the level of Emotional Intelligence across and between the millennial employees across the different managerial levels.

Table 2. I-CVI (Item-level Content Validity Index) of the TEIQue SF

Initial Item no.	Final Item No.	Item	Experts in Agreement	I-CVI	Interpretation
1	1	Expressing my emotions with words is not a problem for me.	6	1	Appropriate
2	2	I often find it difficult to see things from another person's viewpoint.	6	1	Appropriate
3	NA	On the whole, I'm a highly motivated person.	2	0.333333	Eliminated
4	NA	I usually find it difficult to regulate my emotions.	3	0.5	Eliminated
5	3	I generally don't find life enjoyable.	6	1	Appropriate
6	NA	I can deal effectively with people	2	0.333333	Eliminated
7	4	I tend to change my mind frequently.	6	1	Appropriate
8	5	Many times, I can't figure out what emotion I'm feeling.	6	1	Appropriate
9	NA	I feel that I have a number of good qualities.	2	0.333333	Eliminated
10	NA	I often find it difficult to stand up for my rights.	1	0.166667	Eliminated
11	6	I'm usually able to influence the way other people feel.	6	1	Appropriate
12	7	On the whole, I have a gloomy perspective on most things.	6	1	Appropriate
13	8	Those close to me often complain that I don't treat them right.	6	1	Appropriate
14	9	I often find it difficult to adjust my life according to the circumstances.	6	1	Appropriate
15	NA	On the whole, I'm able to deal with stress.	4	0.666667	Eliminated
16	10	I often find it difficult to show my affection to those close to me.	6	1	Appropriate
17	11	I'm normally able to "get into someone's shoes" and experience their emotions.	6	1	Appropriate
18	12	I normally find it difficult to keep myself motivated.	6	1	Appropriate
19	NA	I'm usually able to find ways to control my emotions when I want to.	4	0.666667	Eliminated
20	NA	On the whole, I'm pleased with my life.	3	0.5	Eliminated
21	NA	I would describe myself as a good negotiator.	4	0.666667	Eliminated
22	13	I tend to get involved in things I later wish I could get out of.	6	1	Appropriate
23	14	I often pause and think about my feelings.	6	1	Appropriate
24	15	I believe I'm full of personal strengths.	6	1	Appropriate
25	16	I tend to "back down" even if I know I'm right.	6	1	Appropriate
26	17	I don't seem to have any power at all over other people's feelings.	6	1	Appropriate
27	NA	I generally believe that things will work out fine in my life.	3	0.5	Eliminated
28	18	I find it difficult to bond well even with those close to me.	6	1	Appropriate
29	NA	Generally, I'm able to adapt to new environments.	3	0.5	Eliminated
30	19	Others admire me for being relaxed.	6	1	Appropriate

Table 3. Independent Sample Test (Study across Gender)

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	0.411	0.522	-2.438	389	0.015	-2.733	1.121	-4.936	-0.529
	Equal variances not assumed			-2.45	359.542	0.015	-2.733	1.115	-4.926	-0.539

Table 4. ANOVA (Across Managerial Levels)

EI					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10500.877	2	5250.438	55.331	0
Within Groups	36818.034	388	94.892		
Total	47318.91	390			

Table 5. Multiple Comparisons of Emotional Intelligence across Managerial Levels

		Dependent Variable: EI Tukey HSD			95% Confidence Interval	
(I) mgmt.	(J) mgmt	Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Lower	middle	-5.353*	1.102	0	-7.95	-2.76
	upper	-14.913*	1.418	0	-18.25	-11.58
Middle	lower	5.353*	1.102	0	2.76	7.95
	upper	-9.560*	1.356	0	-12.75	-6.37
Upper	lower	14.913*	1.418	0	11.58	18.25
	middle	9.560*	1.356	0	6.37	12.75

Further based on the results obtained in Table 6, 7 and 8, we get the different sample tests.

At Lower Level of Management, Emotional intelligence of female millennial leaders was found to be greater than of male millennial leaders and significantly different. At Middle Level of Management, Emotional intelligence of male millennial leaders was found to be greater than of female millennial leaders and significantly different. At Upper Level of Management, Emotional intelligence of female

Table 6. Independent Sample Test (Across Gender for Lower Level Management)

		of Variances		t-test for Equality of Means					Interval of the	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	7.643	.006	-2.206	135	.029	-3.74207	1.69599	-7.09622	-.38792
	Equal variances not assumed			-2.392	126.756	.018	-3.74207	1.56431	-6.83762	-.64652

Table 7. Independent Sample Test (Across Gender for Middle Level Management)

		of Variances		t-test for Equality of Means					Interval of the	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	.048	.827	.026	180	.979	.04167	1.59773	-3.11102	3.19435
	Equal variances not assumed			.026	165.175	.979	.04167	1.59987	-3.11717	3.20051

Table 8. Independent Sample Test (Across Gender for Upper Level Management)

		of Variances		t-test for Equality of Means					Interval of the	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	46.403	.000	-1.290	70	.201	-2.14517	1.66271	-5.46135	1.17101
	Equal variances not assumed			-1.315	50.123	.195	-2.14517	1.63146	-5.42187	1.13152

millennial leaders was found to be greater than of male millennial leaders and significantly different. Hence, the null hypothesis H02 was not accepted.

Based on the results obtained in Table 9, it was found that the Emotional intelligence level of Non-Technical millennial leaders are higher than those of Technical millennials, with significant difference (sig 2 tailed <.05) belonging to IT/ITeS sector in India.

Based on the results obtained in Table 10, it was found that the Emotional intelligence level of female millennial leaders having technical qualifications are higher than those of male having technical qualifications and significantly different (sig 2 tailed <.05). Hence, the null hypothesis H03 was not accepted.

Based on the results obtained in Table 11, it was concluded that no significant difference exists (sig 2 tailed >.05) between emotional intelligence amongst millennial male and female managerial leaders having technical qualifications in IT/ITeS sector in India. Hence, the null hypothesis H03 was not rejected.

Further, One-Way ANOVA carried out to test the significant difference of Emotional intelligence across years of experience and a series of T-test were carried to test the same across gender.

The findings based on Tables 12 and 13, with Sig. level < 0.05 suggested that there exists a significance difference in the level of Emotional Intelligence across millennials with different set of years of experiences and significant difference was found between:

Table 9. Independent Sample Test (Qualifications)

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
EI	Equal variances assumed	7.199	0.008	-4.191	389	0	-4.576	1.092	-6.723	-2.43
	Equal variances not assumed			-4.227	375.617	0	-4.576	1.083	-6.705	-2.447

Table 10. Independent Sample Test (Across Gender for Millennials having technical qualifications)

		of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Interval of the	
									Lower	Upper
EI	Equal variances assumed	1.465	.228	-2.454	200	.015	-4.23454	1.72542	-7.63690	-.83219
	Equal variances not assumed			-2.514	170.345	.013	-4.23454	1.68418	-7.55910	-.90999

Table 11. Independent Sample Test (Across Gender for Millennials having Non Technical qualification)

		of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Interval of the	
									Lower	Upper
EI	Equal variances assumed	2.581	.110	-.275	187	.783	-.37337	1.35599	-3.04837	2.30163
	Equal variances not assumed			-.272	167.971	.786	-.37337	1.37377	-3.08544	2.33870

Table 12. ANOVA (Across Years of Experience of Millennials)

EI					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5541.046	2	2770.523	25.730	.000
Within Groups	41777.864	388	107.675		
Total	47318.910	390			

Table 13. Multiple Comparisons of Emotional Intelligence of Millennials across Years of Experience

Dependent Variable: EI Tukey HSD						
(I) exp		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0-5	>6-10	-8.139*	1.293	.000	-11.18	-5.10
	>10-15	-9.333*	1.444	.000	-12.73	-5.94
>6-10	0-5	8.139*	1.293	.000	5.10	11.18
	>10-15	-1.194	1.258	.610	-4.15	1.77
>10-15	0-5	9.333*	1.444	.000	5.94	12.73
	>6-10	1.194	1.258	.610	-1.77	4.15

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

1. Millennials having 0-5 years of experience and >6-10 years of experience.
2. Millennials having 0-5 years of experience and >10-15 years of experience.

Further based on the results obtained in Table 14, 15 and 16, Emotional intelligence level of female and millennial leaders was found.

For 0-5 years of Experience: Emotional intelligence of female millennial leaders was found to be greater than of male millennial leaders and significantly different (sig 2 tailed >.05). For >5 -10 years of Experience: No significant difference was found between Emotional intelligence level of female and male millennial leaders. For >10 -15 years of Experience: No significant difference was found between Emotional intelligence level of female and male millennial leaders. Hence, the null hypothesis H04 was not accepted for 0-5 years and was not rejected for other two cases.

Table 14. Independent Sample Test (Across Gender for Millennials with 0-5 years of Experience)

		of Variances		t-test for Equality of Means					Interval of the	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	.001	.971	-2.511	97	.014	-5.43831	2.16602	-9.73726	-1.13936
	Equal variances not assumed			-2.479	75.351	.015	-5.43831	2.19412	-9.80889	-1.06773

Table 15. Independent Sample Test (Across Gender for Millennials with >6-10 years of Experience)

		of Variances		t-test for Equality of Means					Interval of the	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	.049	.825	-1.453	182	.148	-2.39231	1.64698	-5.64194	.85732
	Equal variances not assumed			-1.462	173.936	.146	-2.39231	1.63635	-5.62196	.83735

Table 16. Independent Sample Test (Across Gender for Millennials with >10-15 years of Experience)

		of Variances		t-test for Equality of Means					Interval of the	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EI	Equal variances assumed	.395	.531	.165	106	.869	.27625	1.66982	-3.03433	3.58682
	Equal variances not assumed			.160	84.632	.873	.27625	1.72496	-3.15365	3.70615

Item Wise Significance of Emotional Intelligence for Millennial Male and Female Managerial Leaders

Further Smart PLS was used for testing the final item wise contribution towards Emotional intelligence for male and female millennial managerial leaders. Figure 1 demonstrates the item wise contribution towards EI for Male millennials. The R square was found to be 0.711 and adjusted R square as 0.710, which is considered to be substantial (Hair et al., 2019).

Figure 2 demonstrates the Item wise contribution towards EI for Female millennial managerial leaders. The R square was found to be 0.718 and adjusted R square as 0.716, which is considered to be substantial (Hair et al., 2019).

Construct reliability and validity, Discriminant Validity: Fornell-Larcker Criterion, cross-loadings for the final items being part of the model and model fit were tested and found to be above acceptable level for both the above models.

Except for final Item No. 8 and 9 (listed in Table No.2) rest all other items contributing towards EI of male and female Millennial in IT/ITES sector in India were found to be different. Hence, we conclude that items contributing Emotional Intelligence for male and female millennial leaders are different to a great extent.

Figure 1. Item wise contribution towards EI of Male millennials

Figure 2. Item wise contribution towards EI of Female millennials
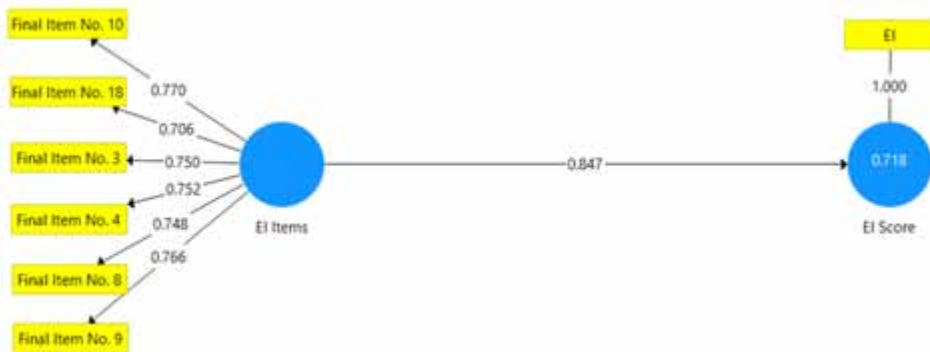
DISCUSSION

The objective of the study was to find out if there exists any significant difference between the Emotional Intelligence of Male and Female Millennial Managerial leaders belonging to Indian IT/ITeS sector. The analysis concluded that the level of Emotional intelligence of female IT millennial leaders was greater than those of men and there exists a significant difference. However, not many studies have been conducted exploring similar construct for millennial leaders. Similar results in IT sector were obtained in the study conducted by Sharma &Sharma (2018). The finding of the present study is also consistent with the studies conducted by Jorfi et al (2012) and Dhani and Sharma (2017) wherein it was observed that female managers are more emotionally intelligent than their male counterparts.

Further, Across Managerial Levels, significant differences were found amongst the millennial employees belonging to different managerial levels. With Top level millennials displaying highest Emotional intelligence and middle level millennials displaying higher emotional intelligence score than lower level. Differences amongst all of them were found to be significant. The outcome is in line with past research carried out by Gardner and Stough (2002) who conducted a study on 250 high level managers and concluded that emotional intelligence plays a key role in identifying effective leaders. In the same study the authors also highlighted the need for research examining relationships between emotional intelligence and leadership belonging to lower and middle level managers. The findings are also in line with the research conducted by Jamali et al (2008) wherein the authors concluded that EI levels increase significantly with managerial position. The outcome Contradicts findings of past research carried out by Srivastava and Ali (2016) who concluded that the level of emotional intelligence is found to be significantly the same in all three levels of management. In the same study they highlighted that the emotional intelligence for upper management is found to be significantly low. Since, no similar studies were found contradicting the findings, hence further research may be carried out in order to substantiate the findings.

Further, at Lower level of management, female millennial leaders were found to have higher level of emotional intelligence than their male counterparts with significant difference. No similar studies were found to support the findings; hence further research needs to be carried out in order to substantiate the findings. Further, at Middle level of management, male millennial leaders were found to have higher level of emotional intelligence than their female counterparts, with significant differences. No similar studies were found to support the findings although the outcome Contradicts findings of past research carried out by Kaifi and Noori (2010) who found out that found out that female middle managers have higher emotional intelligence skills when compared to male middle managers. Since, the study conducted was not on participants belonging to the IT sector; hence further research needs to be carried out in order to substantiate the findings. At the top level of management,

female millennial leaders were found to have higher level of emotional intelligence than their male counterparts, with significant differences. No similar studies were found; hence further research needs to be carried out in order to substantiate the findings.

Significant differences were found amongst the level of emotional intelligence of millennial leaders across their qualifications. Non- Technical millennials were found to have higher level of emotional intelligence than technical counterparts, with significant differences. The outcome is in line with past research carried out by Sood and Kaushal (2018) wherein it was concluded that Emotional intelligence traits differ significantly across the educational qualification of the respondents. The outcome Contradicts findings of past research carried out by Mishra and Mahapatra (2010), where it was mentioned that Educational qualification does not have any impact on emotional intelligence. The reason for contradictory findings can be attributed to the fact that the respondents belonged to diverse organizations and not to IT sector specifically. Since, not many studies were found exploring the similar constructs; hence further research needs to be carried out in order to substantiate the findings. Female millennial leaders with technical qualifications were found to have higher level of emotional intelligence than their male counterparts, with significant difference. No similar studies were found; hence further research needs to be carried out in order to substantiate the findings. Male millennial leaders with Non- technical qualifications were found to have higher level of emotional intelligence than their female counterparts, but with no significant difference. No similar studies were found; hence further research needs to be carried out in order to substantiate the findings.

Significant differences were found across the levels of emotional intelligence for millennial leaders having different set of years of experiences. The outcome is in line with past research carried out by Mishra and Mahapatra (2010), Khan and Minbashian (2017), Sood and Kaushal (2018) who in their respective studies have concluded that significant differences were observed in the levels of emotional intelligence with respect to years of work experience. Further, Female millennial leaders with 0-5 years of experience displayed higher level of emotional intelligence in comparison to their male counterparts, with significant difference. No similar studies were found; hence further research needs to be carried out in order to substantiate the findings. Male millennial leaders with more than >5 - 10 years and >10- 15 years of experience displayed higher level of emotional intelligence in comparison to their female counterparts, but with non-significant difference. No similar studies were found; hence further research needs to be carried out in order to substantiate the findings.

The findings of the present study shall help in providing valuable insights for the modern day managers, decision makers and IT/ITeS sector by adding to the existing literature on millennial leaders.

Implications

The present study has implications for Managers, employers as well as IT/ITeS sector in India as a whole. The findings revealed that female millennial leaders are more emotionally intelligent than their male counterparts. Despite having required skills and abilities, women leaders are still underrepresented in IT companies in leadership roles. Milennials comprise of the biggest chunk of working population presently both worldwide as well as in India. Even though, IT sector is the second largest employer in private sector in the country with 34% of their employees as women, still they are largely underrepresented in leadership positions (Chaudhary et al,2019). Organizations from IT/ITeS have adopted measures to ensure gender diversity and inclusion, still underrepresentation of women in leadership positions is noticeable. Emotional intelligence is a crucial leadership competency as already suggested by numerous studies. It has become even more important in today's unprecedented times. Hence, it is imperative on organization's part to mentor and develop female employees for leadership roles. Organizations should focus on finding ways through which they can help women reach leadership positions. Women employees too need to showcase their capabilities so that they can help themselves advance to the decision-making positions in the organization. Additionally, the study shall also help in addressing the issue related to "glass ceiling" which is an invisible barrier faced by many women employees while they progress in their careers. The study shall also provide insights

towards the issues related to diversity and inclusion as the findings suggest that female millennial leaders owing to their emotional intelligence capabilities are advantageous for the organizations and their financial performance. Hence, Organizations successful in tapping talent of female millennial shall certainly gain from the human resource capability perspective.

CONCLUSION AND LIMITATIONS

Emotional Intelligence has drawn significant attention in the past few years, with literature surveyed it was evident that Emotional Intelligence correlates positively with leadership. Regulating and Managing one's emotion is a crucial trait of an effective leader. In a highly competitive and rapidly expanding industry like the Indian IT/ITeS, competencies like emotional intelligence help the managerial leaders to perform and excel in their roles. The present study focuses on millennial leaders and their growing representation in the workforce. The Millennial were brought up in such times when the participation of women in the workforce was increasing. Also, the millennial women when compared with their counterparts have been found to receive the same kind of education. Hence, in order to be adequately represented in leadership positions they require to develop such traits and competencies which shall help them succeed (Stefanco, 2017). There has been plethora of debates and discussions related to gender differences in leadership. The present study further explores the impact of gender on Emotional intelligence and leadership and shall help in establishing the fact that female managerial leaders are equally, may be more effective as compared to their male counterparts. Studies have highlighted the benefits of gender diversity on the financial performance. Gender bias in leadership roles and lesser opportunities in career progression may result in millennial women leaders leave the organization as they value career progression as one of the desirable traits in their preferred employers. The findings may also help in encouraging the organizations take up the mentoring and leadership development of millennial women. The organizations can reap benefits if they are able to maximize the traits of the female millennial leaders by creating an inclusive climate, policies and programs which can by capitalizing their confidence and abilities. Although, the study is a sincere attempt to explore the constructs thus chosen, none the less it underlines the scope for further research. The present study has used a self report test for measuring the emotional intelligence of the participants. A 360-degree measure might provide some other valuable insights. The study is cross sectional in nature. Longitudinal studies might reveal new findings. Additionally, industry or sector wise comparison can also open new frontiers for the researchers, academicians, practitioners, and businesses.

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