

A Comparative Study on How Emotional Intelligence and Organisational Culture Influence Stress Coping Mechanisms Among Male and Female Corporate Employees in Bangalore

Sumana Baruah¹, Vimala M Arun²

¹Student, Msc Clinical Psychology, Kristu Jayanti College Autonomous, Bengaluru

²Assistant Professor, Kristu Jayanti College Autonomous, Bengaluru

Abstract

In the fast-paced business world of today, fostering workplace productivity and well-being requires an understanding of how employees handle stress. This study examines how organisational culture, stress coping strategies, and emotional intelligence interact with one another among Bangalore's corporate workforce, both male and female. Data were gathered through an online survey using a quantitative methodology, and JAMOV software was used for analysis. In particular, the study looks at how coping strategies vary by gender, how emotional intelligence affects coping effectiveness, and how it mediates the relationship between stress coping and organisational culture. Important statistical analyses, such as multiple regression, correlation, and mediation analysis, showed that emotional intelligence mediates the impact of organisational culture on coping strategies and significantly predicts stress coping. Organisational culture had a statistically significant indirect impact through emotional intelligence, even though it did not directly predict coping strategies. The results provide important insights for creating organisational interventions that improve employee well-being and highlight the crucial role that emotional intelligence plays in promoting efficient stress management in business settings.

Keywords: Emotional Intelligence, Organizational Culture, Stress Coping Mechanisms.

Introduction

Stress at work has become a major problem in today's corporate environment, affecting not only workers' psychological health but also their productivity, relationships with others, and general level of life satisfaction. Scholars and professionals are investigating the psychological and cultural factors that affect how workers experience and cope with stress as a result of the growing complexity and competitiveness of organisational environments. Two important concepts that are at the heart of this investigation are organisational culture and emotional intelligence (EI), both of which have a big impact on how people view, understand, and manage work-related stress.

This study examines how organisational culture, stress coping strategies, and emotional intelligence relate to male and female corporate workers in Bangalore, India's leading centre for business and technology.

Workers in these urban corporate settings are especially susceptible to chronic stress and burnout because they frequently work under extreme pressure, with demanding schedules and dynamic performance expectations. With a focus on the potential mediating function of emotional intelligence in the relationship between organisational culture and stress coping strategies, the study seeks to understand both the independent and combined effects of organisational culture and emotional intelligence on coping.

According to Goleman (1995) and Salovey and Mayer (1990), emotional intelligence includes the capacity to identify, comprehend, control, and make use of one's own and other people's emotions. In high-stakes work situations, employees with high EI are frequently better at handling interpersonal conflicts, controlling their stress responses, and preserving psychological resilience (Bar-On, 2010). Effective stress management can be facilitated or hindered by the contextual backdrop created by organisational culture, which is the collective set of values, norms, and practices within a workplace. While rigid, high-pressure, or emotionally distant cultures may result in maladaptive coping behaviours and increased distress, cultures that are marked by trust, psychological safety, and open communication tend to encourage adaptive coping (Schein, 1992; Cameron & Quinn, 1999).

This study, which is based on the theoretical underpinnings of stress and coping (Lazarus & Folkman, 1984), acknowledges that coping mechanisms are diverse and complex, ranging from maladaptive reactions like avoidance or emotional suppression to adaptive strategies like planning, seeking support, and reframing. According to earlier research, the use of adaptive coping strategies is closely linked to emotional intelligence, and organisational culture influences which responses are accepted or rejected in a work environment (Folkman & Moskowitz, 2004).

This dynamic is further complicated by the cultural specificity of the Indian corporate environment. It is crucial to investigate how these cultural and psychological factors manifest in Indian workplaces as societal norms surrounding gender roles are changing and organisational values shift from hierarchical to more inclusive models. Additionally, gender-based differences in stress coping are still a significant factor to take into account because current organisational demands and gender expectations may not be compatible with traditional emotional expression patterns and coping preferences (Ravikumar, T. 2014; Kalbag & Shruthi Rose, 2023).

Therefore, this study aims to accomplish five main goals: (1) analysing how corporate employees' stress coping strategies differ by gender; (2) evaluating how emotional intelligence affects the efficacy of these strategies; (3) determining whether emotional intelligence mediates the relationship between organisational culture and coping mechanisms; (4) assessing how organisational culture directly affects coping strategies; and (5) examining the relationship between organisational culture and emotional intelligence in corporate settings.

The goal of this investigation is to offer a comprehensive understanding of how environmental and personal factors interact to affect stress reactions. It is anticipated that the results will guide the creation of organisational interventions like leadership development courses, Emotional Intelligence training, and employee support programs that take cultural sensitivity into account. The ultimate goal of this research is to close the gap between theory and practice by helping to develop psychologically sensitive workplaces that support equity, resilience, and long-term performance under duress.

Need and Significance of the Study

Given the rise in mental health issues and work-related stress in today's corporate environment, the influence of emotional intelligence and organisational culture on stress coping strategies is becoming more

and more important. Employees are expected to handle stress well without sufficient structural or emotional support because organisations expect high performance in the face of tight deadlines and constant change. Research on the interactions between environmental elements like organisational culture and personal skills like emotional intelligence can yield important information about enhancing resilience and well-being at work.

This study is important because it adds to the expanding corpus of research in workplace psychology, especially in the context of Indian corporations. This study provides context-specific findings that can direct organisational practices by concentrating on male and female corporate employees in Bangalore, a centre for high-pressure corporate environments. Businesses can create emotionally intelligent, psychologically secure, and productive work environments by comprehending how emotional intelligence mediates the relationship between organisational culture and stress coping.

The results of this study also have applications in leadership development programs, mental health treatments, and human resource policies. This study may aid in the creation of organisational frameworks that are sensitive to gender differences and emotionally responsive by illuminating the role of emotional intelligence in stress adaptation and gender differences in coping strategies. The study's ultimate goal is to close the knowledge gap between theory and practice in order to support long-term employee well-being and a more positive company culture.

Review Of Literature

In order to comprehend the importance of emotional intelligence (EI) in professional contexts, Kapur, R. (2018) carried out a study titled "Emotional Intelligence at the Workplace." The study covered a range of emotional intelligence models and how they relate to managerial and leadership roles in the workplace. The findings indicated that well-developed EI enables individuals to perform effectively, manage conflicts, and maintain self-control. The study concluded that enhancing EI contributes to achieving organizational goals and improving interpersonal relationships among employees.

Kalbag, M. & Rose, S. (2023) investigated the relationship between emotional intelligence (EI) and coping mechanisms in the workplace in their study, "Emotional Intelligence, Workplace Stress and Coping among Working Individuals." Data was gathered via online forms from 131 working people in a variety of industries using a descriptive survey method. The authors analysed variations in EI and stress coping strategies by gender and occupational sector using non-parametric statistics like Spearman correlation, Mann-Whitney U, and Kruskal-Wallis tests. The study found a strong positive correlation between workplace coping and emotional intelligence (EI), suggesting that people with higher EI are more adept at handling stress and preserving a healthy work-life balance. Despite limitations like a small and demographically limited sample, the research emphasized the necessity of incorporating EI-based training in corporate environments to foster healthier coping strategies and improve employee wellbeing.

To find out how emotional intelligence (EI) affects work-life balance among female employees in the IT industry, Ravikumar, T. (2014) conducted a study titled "Emotional Intelligence and Work-Life Balance of Women IT Professionals in Bangalore." 383 female IT professionals were selected using Krejcie and Morgan's (1970) sampling technique, and the study used a survey approach with a structured questionnaire. Using regression analysis, the findings indicated that older women with over 20 years of experience and lower annual income had higher emotional intelligence, while younger professionals with higher income and limited experience exhibited lower emotional intelligence. The study concluded that EI significantly impacts the ability of women IT professionals to maintain work-life balance, emphasizing

the need for targeted emotional support in such high-pressure environments.

The study "Exploring the Relationship Between Emotional Intelligence and Work-Life Balance of the Employees in IT Sector" by Chatterjee, S., Nandi, S., & Subha, K. (2022) looked into the relationship between work-life balance and emotional intelligence (EI) in the IT sector. A questionnaire measuring work-life balance and emotional intelligence was used to gather data from 103 respondents (40 women and 63 men). Using SPSS to analyse the data, the results showed that while EI is influenced by marital status and educational attainment, it is not affected by age, gender, or designation. The study came to the conclusion that EI has a major impact on workers' capacity to maintain work-life balance, underscoring the significance of EI development initiatives in organisations.

Shah, P. (2020) in her paper "A Study on Impact of Emotional Intelligence on the Overall Working in the Organization," qualitatively examined how emotional intelligence (EI) influences various aspects of organizational functioning such as HR practices, leadership, and employee development. Using a phenomenological approach and purposive sampling, the study gathered insights from owner-managers and employees to understand EI's role in areas like recruitment, training, and reward systems. The study concluded that emotional intelligence significantly enhances job performance and organizational effectiveness by improving self-awareness, adaptability, and interpersonal relations. It emphasized that EI develops over time with age, education, and experience, and must be integrated into organizational strategies to foster resilience and conflict resolution. However, the author also acknowledged that while EI can be developed, some traits like conscientiousness may be innate and better addressed during hiring.

Method Objectives

1. To examine the differences in stress coping mechanisms between male and female corporate employees.
2. To investigate the influence of emotional intelligence on the effectiveness of stress coping mechanisms among corporate employees.
3. To assess the impact of Organizational Culture on stress coping mechanisms among corporate employees.
4. To explore whether Emotional Intelligence mediates the relationship between organisational culture and stress coping mechanisms.

Variables and Operational Definition

Emotional Intelligence (Independent Variable/Mediator): The ability to recognize, comprehend, control, and effectively use emotions in oneself and in interpersonal relationships is known as emotional intelligence. A standardized self-report scale that evaluates traits like self-awareness, emotional control, empathy, and social skills is used in this study.

Organizational Culture (Independent Variable): The common values, attitudes, and customs that influence the social and psychological climate of a workplace are referred to as organizational culture. A validated questionnaire that assesses elements like goal alignment, supportiveness, leadership style, and communication patterns is used to operationalize it.

Stress Coping Mechanisms (Dependent Variable): The term "stress coping mechanisms" refers to the behavioural and cognitive techniques people employ to deal with stress at work. Using a coping inventory scale, these mechanisms are evaluated and classified as either maladaptive (e.g., avoidance, denial) or adaptive (e.g., problem-solving, seeking support).

Hypotheses

H₀₁: There is no significant difference in stress coping strategies between male and female corporate professionals.

H₀₂: There is no significant relationship between emotional intelligence and stress coping strategies among corporate professionals.

H₀₃: There is no significant relationship between organizational culture and stress coping strategies among corporate professionals.

H₀₄: There is no significant relationship between emotional intelligence and organizational culture among corporate professionals.

H₀₅: Emotional intelligence does not significantly mediate the relationship between organizational culture and stress coping strategies among corporate professionals.

Sample

The final sample consisted of 200 corporate workers, 100 of whom were men and 100 of whom were women, who were employed by companies in a variety of industries, including finance, marketing, human resources, sales, administration, information technology (IT), and marketing. The participants' ages ranged from 25 to 35 years, representing both professionals in their early and mid-career stages.

Inclusion Criteria

- Corporate workers who are currently employed by companies in Bangalore, India, are eligible to apply.
- Participants ranged in age from 25 to 35.
- At least one year of experience working for the current company.
- Study participants who give their informed consent.

Exclusion Criteria

- Self-employed people, freelancers, and part-time employees are excluded.
- Workers on long-term leave (maternity, sabbatical, medical, etc.).
- Individuals who fail to fill out all the necessary surveys or give partial answers.

Tools for the Study

Three standardized instruments were used in the study. Davies et al. (2010) created the Brief Emotional Intelligence Scale (BEIS-10), a 10-item self-report instrument that uses a 5-point Likert scale to evaluate emotional intelligence across five domains. Sashkin and Rosenbach (1996) developed the Organizational Culture Assessment Questionnaire (OCAQ), which uses 30 items with a 5-point rating system to assess the effectiveness and strength of an organization's culture. Last but not least, Hamby, Grych, and Banyard's (2013) Coping Scale uses 13 items on a 4-point Likert scale to assess behavioral, emotional, and cognitive coping strategies. All of the instruments have strong internal consistency, validity, and psychometric soundness, which makes them appropriate for evaluating corporate employees' coping strategies, organizational culture, and emotional intelligence.

Research Design and Statistical Technique

The impact of organisational culture and emotional intelligence on stress coping strategies among male

and female corporate workers was investigated in this study using a quantitative, correlational research design. The quantitative method made it possible to examine correlations between variables and evaluate mediation effects through the use of statistical analyses and structured instruments. To test whether emotional intelligence mediated the relationship between organisational culture and coping mechanisms, the design specifically included mediation analysis. Both direct and indirect effects among the constructs under study could be empirically investigated thanks to this method.

Results

Table 1: Shows the sample size as N, Mean, Median, Mode, Standard Deviation, Variance, IQR, Skewness, Kurtosis, Shapiro Wilk results for Stress Coping, Emotional Intelligence and Organizational Culture

Descriptives			
	STRESS COPING	EMOTIONAL INTELLIGENCE	ORGANISATIONAL CULTURE
N	200	200	200
Missing	0	0	0
Mean	38.3	40.2	124
Median	38.0	41.0	124
Standard deviation	4.62	3.70	8.30
Variance	21.4	13.7	68.9
IQR	6.00	4.00	6.00
Skewness	0.586	-0.0583	0.00230
Std. error skewness	0.172	0.172	0.172
Kurtosis	0.273	1.10	4.40
Std. error kurtosis	0.342	0.342	0.342
Shapiro-Wilk W	0.959	0.947	0.861
Shapiro-Wilk p	< .001	< .001	< .001

A small departure from normalcy was indicated by the Stress Coping distribution's platykurtic shape (kurtosis = 0.273) and slight positive skew (skewness = 0.586). The distribution of emotional intelligence was almost symmetric (skewness = -0.0583), with a slightly leptokurtic pattern (kurtosis = 1.10). The organisational culture had a leptokurtic shape (kurtosis = 4.40) but was highly symmetric (skewness = 0.00230). For all three variables—Stress Coping ($W = 0.959$, $p < 0.001$), Emotional Intelligence ($W =$

0.947, $p < 0.001$), and Organisational Culture ($W = 0.861$, $p < 0.001$)—the Shapiro-Wilk test verified significant departures from normalcy. Organisational culture had the most variability ($SD = 8.30$, Variance = 68.9), followed by stress coping ($SD = 4.62$, Variance = 21.4), and emotional intelligence ($SD = 3.70$, Variance = 13.7). These findings supported the need for additional analysis using non-parametric statistical techniques.

Table 2: Shows Mann-Whitney U test results for Stress Coping between Male and Female

Independent Samples T-Test

		Statistic	p
STRESS COPING	Mann-Whitney U	4712	0.690

Note. $H_a \mu_{\text{Female}} \neq \mu_{\text{Male}}$

The findings of a Mann-Whitney U test, which was used to determine whether male and female corporate employees cope with stress significantly differently are shown. With a p-value of 0.690 and a U-value of 4712, the test revealed that the difference is not statistically significant. This shows that corporate employees' capacity to cope with stress is not significantly influenced by their gender. As a result, participants who are male and female report stress coping levels that are comparatively similar, supporting the null hypothesis that there is no difference between the groups.

Table 3: Shows Spearman Correlation matrix for Stress Coping and Emotional Intelligence between Male and Female Corporate Employees

Correlation Matrix

		STRESS COPING	EMOTIONAL INTELLIGENCE
STRESS COPING	Spearman's rho	—	
	df	—	
	p-value	—	
EMOTIONAL INTELLIGENCE	Spearman's rho	0.356	—
	df	198	—
	p-value	< .001	—

The findings of a Spearman's correlation study looking at the connection between corporate employees' stress coping and emotional intelligence are shown. Higher emotional intelligence is associated with better stress coping mechanisms, according to the analysis, which shows a statistically significant positive correlation between the two variables (Spearman's $\rho = 0.356$, $p < 0.001$). This suggests that Emotional Intelligence plays a meaningful role in enhancing an individual's ability to manage and cope with stress

in the corporate environment.

Table 4:

Model Fit Measures						
Model	R	R ²	Overall Model Test			
			F	df1	df2	p
1	0.390	0.152	17.7	2	197	< .001

Note. Models estimated using sample size of N=200

Omnibus ANOVA Test

	Sum of Squares	df	Mean Square	F	p
EMOTIONAL INTELLIGENCE	496.0	1	496.0	27.09	< .001
ORGANISATIONAL CULTURE	39.2	1	39.2	2.14	0.145
Residuals	3606.7	197	18.3		

Note. Type 3 sum of squares

Model Coefficients - STRESS COPING

Predictor	Estimate	SE	t	p
Intercept	13.7277	5.0427	2.72	0.007
EMOTIONAL INTELLIGENCE	0.4407	0.0847	5.21	< .001
ORGANISATIONAL CULTURE	0.0553	0.0378	1.46	0.145

The multiple linear regression analysis revealed that the model explained 15.2% of the variance in stress coping ($R^2 = 0.152$) and was statistically significant ($F = 17.7$, $p < 0.001$). Emotional Intelligence was a significant predictor of stress coping ($\beta = 0.4407$, $p < 0.001$), suggesting that higher emotional intelligence leads to better stress coping. However, organisational culture was not a significant predictor ($\beta = 0.0553$, $p = 0.145$), indicating that while it plays a role in the overall model, emotional intelligence had a stronger impact on coping outcomes.

Table 5: Shows mediation analysis of Emotional Intelligence between Organizational Culture and Stress Coping

Mediation Estimates				
Effect	Estimate	SE	Z	p
Indirect	0.0500	0.0211	2.37	0.018
Direct	0.0553	0.0433	1.28	0.202
Total	0.1053	0.0533	1.98	0.048

Organisational culture has a positive effect on stress coping ($\beta = 0.1053$, $p = 0.048$), according to the mediation analysis. However, when emotional intelligence is taken into account, this relationship is no longer significant ($\beta = 0.0553$, $p = 0.202$). However, it was discovered that organisational culture had a significant indirect impact on stress coping through emotional intelligence ($\beta = 0.0500$, $p = 0.018$). This suggests that the relationship between organisational culture and stress coping is mediated by emotional intelligence, i.e., that a positive organisational culture improves emotional intelligence, which in turn improves stress coping techniques. These results demonstrate the value of emotional intelligence in the workplace and lend credence to the theory that it mediates the link between stress management and organisational culture.

Discussion

The present study aimed to explore the intricate relationships between organisational culture, emotional intelligence, and stress coping strategies among male and female corporate employees in Bangalore, with a particular focus on the mediating role of emotional intelligence. The statistical analyses and theoretical interpretations provided a multi-layered understanding of how internal psychological resources and external organisational environments jointly influence employee resilience.

A central aspect of the study was the examination of gender differences in stress coping strategies. The Mann-Whitney U test revealed no statistically significant differences between male and female corporate workers, suggesting that both genders employ similar mechanisms to manage stress in the workplace. This finding reflects the evolving dynamics of contemporary corporate environments, where gender roles are increasingly neutralised due to shared responsibilities and standardised performance expectations. Despite previous literature, such as that by Kalbag & Shruthi Rose, 2023 and Ravikumar, T. (2014), which points to gender-based emotional differences, the current results align with a modern interpretation that occupational roles—and the stressors they entail—are becoming more uniform across genders. Thus, the retained null hypothesis (H01) suggests that gender-specific interventions may not be essential in stress management programs for corporate employees operating within similar contexts.

One of the most significant findings of this research is the powerful role of emotional intelligence in predicting effective stress coping strategies. The regression analysis demonstrated a robust positive relationship between emotional intelligence and coping abilities, validating both Hypotheses 2 and 4. This underscores the importance of emotional self-awareness, empathy, regulation, and social skills—key components of Goleman's (1995) Emotional Intelligence Theory—in helping individuals adaptively manage workplace stress. These results resonate with the findings of Patil, S., & Sajjanar (2022), who

observed that individuals with high emotional intelligence are more emotionally resilient and inclined to use adaptive coping strategies. Similarly, Thomas, B. J., Valiyeva, A., & Rasna, T. P. P. (2022) highlighted how emotional intelligence enhances social support seeking and conflict resolution—two crucial coping techniques. These findings are further supported by the Transactional Model of Stress and Coping by Lazarus, R. S., & Folkman (1984), which asserts that personal attributes, such as emotional intelligence, significantly shape one's appraisal of and response to stressors. Accordingly, emotional intelligence emerges not only as a coping resource but also as a protective factor that buffers individuals from the harmful effects of stress.

Another compelling dimension of the findings pertains to the influence of organisational culture on employees' stress coping abilities. Although the direct effect of organisational culture on coping was not statistically significant, the total effect and especially the indirect effect—mediated through emotional intelligence—were meaningful. This reinforces the idea that a supportive and inclusive organisational culture contributes to better emotional development, which in turn equips employees to manage stress more effectively. These results validate Hypotheses 3 and 5, confirming emotional intelligence as a significant mediator in the relationship between organisational culture and stress coping.

The empirical support for these relationships is consistent with Schein's (1992) Organisational Culture Theory, which posits that shared organisational values, beliefs, and practices significantly shape employee behaviour. Organisational environments that promote psychological safety, openness, collaboration, and value-driven decision-making help foster emotional awareness and resilience among workers. Studies by Monica, M., & Vijayashree, L. (2020) and Shuet Ching Neong et al. (2022) support this claim, showing that inclusive and communicative work cultures enhance psychological well-being and reduce workplace stress. These findings position organisational culture as an essential environmental resource that, while not directly reducing stress on its own, creates conditions that enhance emotional intelligence and thereby indirectly improve stress coping.

Moreover, the study discovered a significant relationship between organisational culture and emotional intelligence, reinforcing the concept of mutual reinforcement. Organisational environments that encourage emotional expression, self-awareness, and interpersonal sensitivity are likely to develop and sustain emotionally intelligent employees. This is consistent with Bandura's (1986) Social Cognitive Theory, which emphasises the role of environmental learning and modelling in shaping personal characteristics. Employees learn and internalise emotional competencies by observing and interacting with the cultural values around them. Conversely, emotionally intelligent individuals contribute to the shaping of a healthier and more empathetic organisational environment, creating a feedback loop of growth and support.

Perhaps the most critical contribution of this study is the validation of emotional intelligence as a mediator in the link between organisational culture and stress coping. The mediation analysis revealed that while organisational culture may not always exert a direct influence on coping mechanisms, it plays a crucial role in cultivating emotional intelligence, which then enhances coping capacity. This layered influence underscores the necessity of addressing both internal and external factors in organisational interventions. As supported by Monica, M., & Vijayashree, L. (2020) and Kannaiah, D., & Shanthi, R. (2021), emotionally intelligent individuals are better equipped to benefit from a supportive organisational environment, thus promoting proactive and adaptive coping strategies. This holistic view aligns with the Transactional Model of Stress and Coping, which stresses the importance of both personal and contextual variables in stress outcomes.

To summarise, the study presents a nuanced and integrated understanding of stress coping among corporate employees. Four of the five null hypotheses were rejected, confirming that emotional intelligence significantly influences coping strategies, both directly and as a mediator. Organisational culture plays an important indirect role in shaping coping through its effect on emotional intelligence, while gender does not appear to significantly impact coping behaviours in this specific context.

These findings have both theoretical and practical implications. Theoretically, the results contribute to the growing body of literature in organisational psychology by empirically validating the interplay between personal and organisational factors in stress coping. Practically, they emphasise the need for organisations to implement interventions that promote emotional intelligence and develop supportive cultural environments. Corporate well-being programs would benefit from integrating emotional intelligence training modules and value-based leadership practices to foster resilience, adaptability, and long-term mental health. The synergistic combination of emotionally intelligent individuals and a psychologically nurturing organisational culture may thus be the cornerstone of a healthier and more effective workforce in today's demanding professional landscape.

Summary and Conclusion

The current study examined the connections between stress coping strategies, organisational culture, and emotional intelligence in Bangalore's corporate workforce, focussing on gender disparities, the individual influences of organisational culture and emotional intelligence, and the mediating function of emotional intelligence. The results showed that emotional intelligence and organisational culture both significantly improved stress coping, and that emotional intelligence mediated the relationship between organisational culture and coping, but gender had no discernible effect on coping mechanisms. These findings emphasise how crucial it is to develop supportive workplace cultures and emotional intelligence in order to improve employee well-being. The study suggests that improving personal and environmental resources can enhance stress management, which has practical implications for corporate training and wellness programs. It is important to acknowledge certain limitations, including the cross-sectional design, self-report methodology, and regional focus. To better understand the dynamics of stress coping in organisational settings, future research is advised to use more varied samples, employ longitudinal or qualitative methodologies, and investigate extra variables like personality or leadership styles.

Implications

The study's conclusions have important theoretical and applied ramifications. The findings theoretically support fundamental psychological models such as Schein's Organisational Culture Theory, Goleman's Emotional Intelligence Theory, Bandura's Social Cognitive Theory, and the Transactional Model of Stress and Coping. The study confirms the importance of both environmental and personal factors in workplace stress management by showing how emotional intelligence mediates the relationship between organisational culture and stress coping.

In practical terms, the study emphasises how critical it is to create work environments that are culturally supportive and emotionally intelligent. Organisations are urged to fund projects like mentoring programs, stress management seminars, and emotional intelligence training. Additionally, establishing welcoming, psychologically secure work environments that encourage candid communication and employee appreciation can boost coping mechanisms, lower stress levels, and enhance workers' general well-being. In order to improve job satisfaction, retention, and organisational performance, these findings support

comprehensive corporate mental health strategies that incorporate both structural and individual-level interventions.

Limitations

The study has a number of shortcomings even though it provides insightful information about how corporate employees' stress coping mechanisms, emotional intelligence, and organisational culture interact. First, a cross-sectional design limits the capacity to determine causality between variables; long-term effects would be better examined through longitudinal research. Second, the use of self-report measures might have led to erroneous self-evaluation or social desirability bias, particularly in domains like emotional intelligence and coping.

Third, the study only included corporate workers in Bangalore, which might limit the findings' applicability to other cities, areas, or industries with different workplace dynamics. Furthermore, the study might have overlooked the stress experiences of non-binary or gender-diverse people by concentrating solely on binary gender categories. Additionally, other potentially significant elements like personality traits, leadership philosophies, or work-life balance were not investigated, even though emotional intelligence was investigated as a mediator.

Finally, despite the use of standardised tools, there may still be issues with their contextual relevance and cultural adaptability in Indian corporate settings. A fair assessment of the results and guidance for further study are provided by acknowledging these limitations.

Suggestion for Future Research

To better understand the changing relationship between coping, emotional intelligence, and organisational culture, future research should use mixed-method and longitudinal designs. Generalisability will be enhanced by increasing sample diversity and incorporating non-binary participants. It is advised to investigate other moderators or mediators, such as personality traits or leadership style. Lastly, assessing the results of focused organisational interventions can provide useful information for improving the resilience and well-being of staff members.

Ethics Followed

The American Psychological Association's (APA, 2020) ethical guidelines were followed when conducting this study. All participants gave their informed consent after being fully informed about the study's goals, methods, risks, and rewards. By limiting access to identifiable information and anonymising data, confidentiality was guaranteed. Participants were free to leave at any time without incurring any fees. There was no dishonesty, and by providing debriefing and researcher contact details, possible psychological risks were reduced.

References

1. Bar-On, R. (2010). Emotional intelligence: An integral part of positive psychology. *South African Journal of Psychology*, 40(1), 54–62. <https://doi.org/10.1177/008124631004000106>
2. Cameron, K. S., & Quinn, R. E. (1999). *Diagnosing and changing organizational culture: Based on the competing values framework*. Addison-Wesley.
3. Chatterjee, S., Nandi, S., & Subha, K. (2022). Exploring the relationship between emotional intelligence and work-life balance of the employees in IT sector. *International Journal of Advanced*

- Multidisciplinary Research, 9(12). <https://doi.org/10.22192/ijamr>
4. Folkman, S., & Moskowitz, J. T. (2004). Coping: Pitfalls and promise. *The Annual Review of Psychology*, 55, 745–774. <http://dx.doi.org/10.1146/annurev.psych.55.090902.141456>
5. Goleman, D. (1995). Emotional intelligence: Why it can matter more than IQ. <http://www.affirmativeactionhoax.com/pdfs/Goleman.pdf>
6. Kalbag, M., & Rose, S. (2023). Emotional intelligence, workplace stress and coping among working individuals. *The International Journal of Indian Psychology*, 1819. <https://ijip.in/wp-content/uploads/2023/04/18.01.183.20231101.pdf>
7. Kannaiah, D., & Shanthi, R. (2015). A study on emotional intelligence at workplace. *European Journal of Business and Management*, 7(24), 147–148. <https://researchonline.jcu.edu.au/40340/1/40340%20Kannaiah%20and%20Shanthi%202015.pdf>
8. Kapur, R. (2018). Emotional intelligence at the workplace. *ResearchGate*, 1–10.
9. Lazarus, R. S., & Folkman, S. (1984). Stress, appraisal, and coping. Springer Publishing Company.
10. Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings and implications. *Psychological Inquiry*, 15(3), 197–215. http://www.unh.edu/emotional_intelligence/EI%20Assets/Reprints....EI%20Proper/EI2004MayerSaloveyCarusotarget.pdf
11. Monica, M., & Vijayashree, L. (2012). A study of emotional intelligence at a public sector unit in Bangalore. *The International Journal's Research Journal of Commerce & Behavioural Science*, 1(3). <https://www.academia.edu/33387850>
12. Neong, S. C., Isa, Z. M., & Abdul Manaf, M. R. B. H. (2022). Emotional intelligence and organisational culture: A systematic literature review. *Journal of Pharmaceutical Negative Results*, 13(5).
13. Patil, S., & Sajjanar, S. (2024). Emotional intelligence as a predictor of effective stress management in corporate environments. *International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)*, 7(9). <https://doi.org/10.15680/IJMRSET.2024.0709007>
14. Ravikumar, T. (2014). Emotional intelligence and work life balance of women IT professionals in Bangalore. *Adarsh Journal of Management Research*, 7(2), 19. <https://doi.org/10.21095/ajmr/2014/v7/i2/88288>
15. Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences*, 25(2), 167–177. [https://doi.org/10.1016/S0191-8869\(98\)00001-4](https://doi.org/10.1016/S0191-8869(98)00001-4)
16. Schein, E. H. (1992). *Organizational culture and leadership*. Jossey-Bass.
17. Shah, P. (2020). A study on impact of emotional intelligence on the overall working in the organization. *International Journal of Creative Research Thoughts (IJCRT)*, 8(4). <https://www.ijcrt.org/papers/IJCRT2004548.pdf>
18. Thomas, B. J., Valiyeva, A., & Rasna, T. P. P. (2022). Emotional intelligence and stress coping: An organizational perspective. *Journal of Positive School Psychology*, 6(5). https://www.researchgate.net/publication/362058422_Emotional_Intelligence_and_Stress_Coping_An_Organizational_Perspective