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Emotional Intelligence and Coping Mechanisms among Selected Call Center Agents in Cebu City

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Abstract

Aim: This study evaluated how call center agents manage their emotions when interacting with customers with different emotional states. The coping mechanisms employees develop through experience can impact their communication and satisfaction with customer service.

Methodology: A study was conducted using a descriptive-correlational design in three Business Process Outsourcing companies in Cebu City, Philippines. The study aimed to determine employees' agreement and effectiveness in self-awareness, self-management, social awareness, and relationship management. An online sample size calculator was used to gather data, and 150 respondents were chosen out of 243 call center agents. The data was analyzed using simple frequency, percentage, weighted mean, and ANOVA type III.

Results: The study indicates that age is crucial in the respondents' self-management (F ratio= 3,146, p= .412). This suggests that BPO employees become better at managing themselves as they get older. Additionally, the study respondents' monthly income significantly impacts their social awareness level (F ratio= 5,144, p= .040). This means that those with higher incomes tend to have greater social awareness than those with lower incomes.

Conclusion: The BPO industry should prioritize candidates with high emotional intelligence during hiring. They can better adapt to the fast-paced work environment. Graveyard shift workers should receive higher wages and benefits. Employees should attend workshops on management, leadership, and emotional intelligence. Annual team-building events should also be considered for a positive work environment.

Keywords: Emotional Intelligence, Coping Mechanisms, Call Center Agents, Business Process Outsourcing

INTRODUCTION

The Business Processing Outsourcing (BPO) industry in the Philippines has significantly contributed to the country's economic growth and has revolutionized how businesses operate. As per the article published by Nikkei Asia, the revenue increased by 10.3% to \$32.5 billion, with staff counts rising by 8.4% to 1.57 million (Venzon, 2023). Financial services, health care, retail, technology, and telecommunications drove growth. The industry is expected to see further expansion, with a workforce of 1.7 million and revenue of \$35.9 billion in the coming year. Organizations are using global business services to cut costs. Despite global challenges in 2022, Filipino BPO workers remained optimistic. According to Mileu Insight and Intellect, Filipinos have the best mental health compared to Indonesia and Singapore (USource Team, 2022). The deadline for returning to the office was extended and eventually eliminated for BPO WFH employees. Tax incentives for IT-BPM companies also continued under the BOI.

Cebu City has emerged as a significant contender in the BPO sector, offering numerous employment opportunities for its inhabitants. Cebu boasts a bustling business district that caters to a diverse mix of corporations, local businesses, and startups. The city has made significant investments in its infrastructure, resulting in many buildings and centers already hosting offshore operations by foreign companies, as well as multiple shared service centers (Ezy Outsourcing Hub, 2017).

However, despite the advantages of this industry, some employees may encounter emotional exhaustion and burnout due to the demanding nature of their work, which can potentially affect their emotional intelligence (EI). Emotional intelligence is a crucial aspect of success in the workplace, allowing individuals to effectively

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manage their emotions and build positive relationships with colleagues and clients. Several studies have explored the impact of BPO experience on employees' emotional intelligence in selected companies in Cebu City, with relevant findings highlighted below.

One issue in call center work is the potential effects of emotional labor rendered by call center agents on their workplace well-being and, ultimately, their tenure (Hilario, 2009). Business Process Outsourcing (BPO) in the Philippines has seen significant employment growth, but there are challenges to decent work (Errighi et al. (2016); Poor customer service can hurt businesses, including BPO companies (Innovature, 2023). Employee well-being is essential to HR trends for businesses and BPO companies. It includes emotional wellness (Innovature, 2023). According to a recent survey by employment center Mynimo, employees' reasons for leaving their BPO jobs in Cebu City include being underpaid, lack of company support, and poor work-life balance (Suroy Suroy, 2023). According to a report by Dagooc (2023) from Freeman, a recent job market survey revealed that out of the 4,500 BPO employees based in Cebu, 40% are considering leaving their current jobs. Additionally, it was found that 43% or two out of five workers in BPOs located in Cebu City are planning to resign within the next 90 days.

In this insightful article, the study delves into assessing call center agents' experience with emotional intelligence and adapted coping mechanisms among selected BPO companies in the vibrant city of Cebu. The findings shed light on the implications for both BPO companies and employees, and the study offers practical recommendations to enhance emotional intelligence in the industry. The researchers are confident that with these guidelines, the BPO industry can continue to flourish while ensuring the well-being and success of its employees.

Research Questions

This study was designed to assess the call center agents' way of dealing with their emotions when interacting with customers on a different emotional level. These coping mechanisms adapted by the employees based on experience may affect their communication and customer service satisfaction.

Specifically, it sought to answer the following research questions:

1. What is the socio-demographic profile of the respondents in terms of:
 - 1.1. Gender;
 - 1.2. Age;
 - 1.3. Civil Status;
 - 1.4. Employment Status;
 - 1.5. Tenure; and
 - 1.6. Monthly Income?
2. What is the level of agreement with the existing condition of the selected BPO employees' experiences concerning:
 - 2.1. Self-awareness;
 - 2.2. Self-management;
 - 2.3. Social awareness; and
 - 2.4. Relationship Management?
3. What is the level of effectiveness of the different coping mechanisms adopted by the selected BPO employees about the parameters mentioned above?
4. Is there a significant influence between:
 - 4.1. Profile and the existing condition of BPO employees' self-awareness;
 - 4.2. Profile and the existing condition of BPO employees' self-management;
 - 4.3. Profile and the existing condition of BPO employees' social awareness; and
 - 4.4. Profile and the existing condition of BPO employees' relationship management?
5. Based on the study's results, what recommendations can be developed and proposed to improve the employees' emotional intelligence in selected BPO companies in Cebu City?

Hypothesis

Given the stated research problem, the following hypotheses were tested on a 0.05 level of significance:

Ho1: There is no significant influence between the demographic factors (profile) and the existing condition of BPO employees' self-management.

Ho2: There is no significant influence between the demographic factors (profile) and the existing condition of BPO employees' self-management.



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Ho3: There is no significant influence between the demographic factors (profile) and the existing condition of BPO employees' social awareness.

Ho4: There is no significant influence between the demographic factors (profile) and the existing condition of BPO employees' relationship management.

METHODS

Research Design

This study utilized a descriptive-correlational design using a survey questionnaire to determine the demographic profile, the level of agreement, and the effectiveness of the given statement under the parameters of self-awareness, self-management, social awareness, and relationship management. Consequently, the study investigated the relationship between the profile of the respondents and the existing conditions of the selected BPO employees' experience.

Population and Sampling

This study was conducted at the selected Business Process Outsourcing (BPO) companies in Cebu City, Philippines. The researchers selected BPOs as the best industry to investigate, especially the high emotions of the employees working. Using Raosoft Software, an online sample size calculator with a margin of error of 5% and a confidence level of 95%, the study drew 150 respondents to participate in the study out of 243 call center agents presently working in three BPOs.

In addition to the selection of the respondents, the study followed the inclusion criteria set by the researchers: (1) the respondent should have at least a minimum of six months of working in the company; (2) 18 years old and above; and (3) willing to participate in the study. Furthermore, Table 1 presents the pseudonyms of the companies, the total population of each company, the sample per company, and respective percentages.

Table 1.
Respondents of the Study

BPO Companies	N	n	%
Firm Alpha	91	56	37.45
Firm Beta	88	54	36.21
Firm Charlie	64	40	26.34
Grand Mean	243	150	100.0

Instrument

The study's data was gathered by administering a survey questionnaire created internally. Experts in the field then reviewed and validated the survey questions for compatibility with the study's objectives.

The study examines three (3) aspects of the tool. The initial part collects demographic data from the respondents. The second part delves into the variables that represent the current state of call center agents' experience. Lastly, the third part evaluates the effectiveness of the coping mechanisms adopted by the respondents in response to the study's variables.

Data Collection

To perform this study, the researchers submit a letter to the College of Management, Business, and Accountancy (CMBA) dean at Cebu Institute of Technology- University. After the request was granted, the researchers sent another letter to the BPO companies involved in the study asking for authorization to conduct the research.

The required health regulations were scrupulously followed in data collection because of the ongoing pandemic. The researchers employed Google Forms to send questionnaires to lessen the risk that the target respondents would contract the Covid-19 virus. This was done in compliance with the company's mandate despite the local government's existing regulations.



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Treatment of Data

A simple frequency and percentage were employed for the respondents' profiles. Also, the study used a weighted mean to determine the level of agreement among variables related to emotional intelligence and the effectiveness of coping mechanisms. Furthermore, the study used Anova Type III to examine the possible relationship between demographic profiles and emotional intelligence variables such as self-awareness, self-management, social awareness, and relationship management.

Ethical Considerations

Ethics, mainly while collecting data, is the most significant priority throughout this study. The researchers applied the ideas of social responsibility, transparency, and data privacy. To avoid being unduly influenced by their interests, emotions, or affiliations, the researchers maintain fairness and objectivity when conducting the survey, including the questionnaires. By enhancing an understanding of the elements considered and highlighting their key benefits, the researchers ensured that this study significantly impacted the call center agents in the surrounding area.

After obtaining all necessary consent, everyone was informed of the researchers' identity, the study's significance, and its justification. The researchers carefully described the importance of the employee's role and all the anticipated benefits of the study.

RESULTS and DISCUSSION

This section houses the study's results, such as the demographic profile of the respondents, including gender, age, educational attainment, employment status, and tenure. Also, the result of the existing condition of the call center agents' experiences and the effectiveness of the identified coping mechanisms were included in this section. Moreover, a comprehensive discussion with pieces of related literature was added.

Table 2.
Demographic Profile of the Respondents

Gender	f	%
Male	60	40
Female	88	58.66
Transwoman	1	0.67
Pansexual	1	0.67
Total	150	100
Age	f	%
18-20	8	5.33
21-29	110	73.33
30-39	26	17.33
40-49	6	4.0
Total	150	100
Educational Attainment	f	%
High School Degree	11	7.33
College Level	71	47.33
College Degree	62	41.33
Post-graduate Degree	6	4.0
Total	150	100



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Employment Status	f	%
Project Base	10	6.66
Probationary	46	30.67
Regular Employee	94	62.67
Total	150	100
Tenure	f	%
Less than one year	59	39.33
1-2 years	59	39.33
3-5 years	22	14.67
6-9 years	5	3.33
10-14 years	5	3.33
Total	150	100

Regarding the respondents' gender, most are females, indicating they are the prevailing gender in the Business Process Outsourcing (BPO) industry. Additionally, call center agents aged 21-29 received the highest response. This suggests that the respondents belong to the millennial and Generation Z groups, who are still full of energy and have a high potential for productivity.

Based on the survey results from three BPOs, most respondents are college graduates or have completed a significant amount of coursework towards their degree. Additionally, most respondents are regular employees, indicating that they receive benefits and incentives as part of their employment. The highest number of responses came from those employed for less than one or two years, while the answers for those used for 3-5 years, 6-9 years, and 10-14 years were lower. This suggests that most respondents are still relatively new to their respective companies.

Several studies corroborate the study's results. As per Mercader-Rubio et al. (2022), gender serves as a mediating factor in the relationship between emotional intelligence. In the study of Beka (2022), individuals between the ages of 22 and 25 possess the highest levels of emotional intelligence. Another study claimed that an individual's education level could significantly impact their performance in standardized intelligence tests (MacCluskie et al., 1998).

Table 3.
Level of Agreement of the Existing Condition of the Call Center Agents' Experience

Parameters	Overall Mean	Descriptive Equivalent	Verbal Interpretation
Self-awareness	3.26	Agree	That is somewhat true of me
Self-management	3.19	Agree	That is somewhat true of me
Social Awareness	3.28	Strongly Agree	This is very similar to me
Relationship Management	3.12	Agree	That is somewhat true of me
Grand Mean	3.21	Agree	That is somewhat true of me

3.26 – 4.0 *Strongly Agree (This is very like me);*
 2.51 – 3.25 *Agree (That is somewhat true of me);*
 1.76 – 2.50 *Disagree (Somewhat not true of me); and*
 1.0 – 1.75 *Strongly Disagree (Not at all me).*



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Table 3 reveals the result of the existing condition of the call center agents' experience. It shows that social awareness is the only parameter that obtains a descriptive equivalent of 'strongly agree,' which means the respondents are socially aware of a society's societal setups, environment, and culture.

Emotional intelligence is a good indication of regulating emotions flexibly (Double et al., 2022). This is because understanding and managing emotions are linked to different strategies, whereas just understanding emotions is linked to variation within a single strategy. According to Tiwari et al. (2022), emotional intelligence could accurately indicate management's leadership success. A dimension of emotional intelligence enhances employee performance in productivity and creativity, as per Tamunosiki-Amadi and Ogbise (2022). Mentoring and coaching on the importance of self-management should be a priority for administrators to improve productivity.

Table 4.

Level of Effectiveness of the Different Coping Mechanisms Adopted by the Call Center Agents

Parameters	Overall Mean	Descriptive Equivalent
Self-awareness	2.91	Effective
Self-management	2.75	Effective
Social Awareness	2.74	Effective
Relationship Management	2.51	Effective
Grand Mean	2.73	Effective
3.28 – 4.0	Very Effective;	
2.52 – 3.27	Effective;	
1.76 – 2.51	Less Effective; and	
1.0 – 1.75	Ineffective.	

Table 4 shows that the coping mechanisms used by call center agents have been evaluated for their effectiveness. The coping mechanisms include self-awareness, self-management, social awareness, and relationship management, and they have all been rated as effective, with an overall grand mean score of 2.73. This implies that the call center employees successfully implemented these coping mechanisms, resulting in positive outcomes.

Several studies have supported the findings above, asserting that coping mechanisms positively correlate and significantly impact an individual's emotional intelligence. These studies include those by Tur-Porcar et al. (2019), Thomas and Natarajan (2017), and Moradi et al. (2011). People with higher emotional intelligence are more likely to take active steps to address problems. In comparison, those with lower emotional intelligence tend to focus on coping with their emotions and avoiding problems (Wons & Bargiel-Matusiewicz, 2011). These findings could inform prevention projects for Business Process Outsourcing entities in the Philippines.

Table 5.

Result of the ANOVA in Relation to Self-Awareness

Cases (Profile)	Sum of Squares	df	Mean Square	F	p
Gender:	.248	3	.083	1.117	.344
	10.817	146	.074		
Age:	.215	3	.072	.963	.412
	10.851	146	.074		
Marital Status:	.087	3	.029	.387	.762
	10.978	146	.075		
Educational Attainment:	.133	3	.044	.591	.622
	10.933	146	.075		
Employment Status:	.002	2	.001	.014	.986
	11.063	147	.075		



Table 5.
Result of the ANOVA in Relation to Self-Awareness

Cases (Profile)	Sum of Squares	df	Mean Square	F	p
Tenure:	.390	4	.097	1.323	.264
	10.676	145	.074		
Monthly Salary:	.221	5	.044	.586	.711
	10.845	144	.075		

Note. Type III Sum of Squares

Table 5 presents the analysis results examining the influence of various demographic factors on the existing condition of BPO employees' self-awareness. The statistical analysis revealed that no demographic factors discussed significantly affected the employees' self-awareness levels.

Specifically, the analysis showed that gender (F ratio = 3,146, p = .344), age (F ratio = 3,146, p = .412), marital status (F ratio = 3,146, p = .762), educational attainment (F ratio = 3,146, p = .622), employment status (F ratio = 2,147, p = .986), tenure (F ratio = 4,145, p = .264), and monthly salary (F ratio = 5,144, p = .711) did not have a statistically significant influence on the existing condition of BPO employees' self-awareness.

These findings suggest that, within the studied sample of BPO employees, none of the examined demographic factors were associated with variations in self-awareness. In other words, factors such as gender, age, marital status, educational attainment, employment status, tenure, and monthly salary do not play a significant role in determining the level of self-awareness among BPO employees.

According to the study of Selvi (2023), for every output in the organization, the work engagement or performance, there is an emotion behind every individual. The person cannot put his/her whole effort at work and concentrate without his/her self-awareness and management; at the same time, socializing is also very important to maintain good relationships at work; without these influences, one cannot have engagement in his/her work, which ultimately leads to job satisfaction. It improves the robust attitude and behavior that intend to be engaged at work.

This study would benefit in focusing more on rewards and recognition, empowering employees, and strategically building a bond between the organization and employees. The management can utilize the employee's engagement and make various financial outcomes, such as profitability and growth, increasing the share value, and productivity turnover. It improves the communication between business leaders and the organization, which benefits the business practices more effectively, leading to positive social change. Employee engagement strategies could fill the gap between job involvement and productive outcomes. Overall, employees' work engagement makes them invest themselves wholeheartedly cognitively, physically, and emotionally on the job.

Table 6.
Result of the ANOVA in Relation to Self-Management

Cases (Profile)	Sum of Squares	df	Mean Square	F	p
Gender:	.916	3	0.305	2.634	.052
	16.930	146	.116		
Age:	.941	3	.314	2.708	.047
	16.905	146	.116		
Marital Status:	.311	3	.104	.862	.462
	17.535	146	.120		
Educational Attainment:	.126	1	.126	1.050	.307
	17.720	148	.120		
Employment Status:	.265	2	.133	1.109	.333
	17.581	147	.120		
Tenure:	.880	4	.220	1.881	.117
	16.966	145	.117		



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Table 6.
Result of the ANOVA in Relation to Self-Management

Cases (Profile)	Sum of Squares	df	Mean Square	F	p
Monthly Income:	1.207	5	.241	2.088	.070
	16.639	144	.116		

Note. Type III Sum of Squares

The analysis results, as shown in Table 6, indicate that among the demographic factors examined, only age significantly influences the self-management level of BPO employees (F ratio = 3,146, p = .412). This implies that as employees grow older, their ability to self-manage improves or changes meaningfully.

On the other hand, the analysis revealed that gender (F ratio = 3,146, p = .052), marital status (F ratio = 3,146, p = .462), educational attainment (F ratio = 3,146, p = .307), employment status (F ratio = 2,147, p = .333), tenure (F ratio = 4,145, p = .117), and monthly salary (F ratio = 5,144, p = .070) did not have a statistically significant influence on the existing condition of BPO employees' self-awareness.

The lack of statistical significance suggests that these demographic factors may not play a significant role in determining the self-awareness level of BPO employees in the studied sample. However, it is essential to note that other factors not considered in this analysis could still contribute to their self-awareness. Further research and exploration are warranted to identify additional factors that may influence the self-awareness of BPO employees.

Overall, these findings highlight the importance of age in understanding and addressing self-management among BPO employees. Organizations can consider incorporating age-specific interventions or strategies to enhance self-management skills among their employees, considering the specific needs and challenges associated with different age groups.

Table 7.
Result of the ANOVA in Relation to Social Awareness

Cases (Profile)	Sum of Squares	df	Mean Square	F	p
Gender:	.669	3	.233	1.756	.158
	18.537	146	.127		
Age:	.041	3	.014	.103	.958
	19.165	146	.131		
Marital Status:	.655	3	.218	1.719	.166
	18.551	146	.127		
Educational Attainment:	.127	3	.042	.349	.790
	17.719	146	.121		
Employment Status:	.265	2	.133	1.109	.333
	17.581	147	.120		
Tenure:	.880	4	.220	1.881	.117
	16.966	145	.117		
Monthly Income:	1.207	5	.241	2.048	.040
	16.639	144	.116		

Note. Type III Sum of Squares

The analysis results in Table 7 suggest that among the demographic factors examined, only monthly income (F ratio=5,144 p=.040) significantly influences the social awareness level of BPO employees. This finding implies that BPO employees with higher monthly incomes tend to have a higher social awareness than those with lower incomes. It indicates that financial stability and higher income may shape an individual's social awareness within the BPO industry.



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On the other hand, the analysis did not find a significant influence of gender (F ratio = 3,146, p = .158), marital status (F ratio = 3,146, p = .166), educational attainment (F ratio = 3,146, p = .790), employment status (F ratio = 2,147, p = .333), and tenure (F ratio = 4,145, p = .117) on the existing condition of BPO employees' social awareness. This suggests that these demographic factors may be weak predictors or determinants of social awareness among BPO employees. Other factors not included in the analysis might have a more substantial impact on self-awareness within this context.

It is important to note that these findings are specific to the studied sample of BPO employees and may not necessarily generalize to the entire population. Further research and investigation are recommended to understand better the factors influencing social awareness in the BPO industry. These findings can be valuable for organizations in the industry to consider when designing interventions or programs to enhance employee social awareness.

Multiple studies shared the same conclusion of the findings indicated in Table 3. Income plays a significant role in moderating the relationship between social influence and environmental concern, as stated in the study by Teoh and Gaur (2019). Additionally, Boroojeni et al. (2013) discovered that monthly income is linked to perceived social support, suggesting that higher-income individuals may perceive more incredible social support when dealing with Multiple Sclerosis. Moreover, a study revealed that lower-income individuals socialize more with their neighbors than those with higher incomes. Finally, Zhang and Xiang (2019) found a positive correlation between income and health-related quality of life.

Table 8.
Result of the ANOVA in Relation to Relationship Management

Cases (Profile)	Sum of Squares	df	Mean Square	F	p
Gender:	.669	3	.233	1.756	.158
	18.537	146	.127		
Age:	.041	3	.014	.103	.958
	19.165	146	.131		
Marital Status:	.655	3	.218	1.719	.166
	18.551	146	.127		
Educational Attainment:	.084	3	.028	.214	.886
	19.122	146	.131		
Employment Status:	.136	2	.068	.525	.593
	19.070	147	.130		
Tenure:	.370	4	.092	.712	.585
	18.836	145	.130		
Monthly Income:	1.219	5	.244	1.952	.089
	17.987	144	.125		

Note. Type III Sum of Squares

As presented in Table 8, the analysis results indicate that none of the demographic factors examined significantly affected the existing condition of BPO employees' relationship management. This means that gender (F ratio = 3,146, p = .158), age (F ratio = 3,146, p = .958), marital status (F ratio = 3,146, p = .166), educational attainment (F ratio = 3,146, p = .886), employment status (F ratio = 2,147, p = .593), tenure (F ratio = 4,145, p = .585), and monthly salary (F ratio = 5,144, p = .089) did not demonstrate a statistically significant influence on the employees' relationship management level.

According to the literature of Wang (2014), the commitment of service employees to an organization is a critical concern that affects the success of an organization. This paper aims to investigate whether the social bonds between the supervisor and the employee, and among employees, foster organizational commitment in employees. The study subsequently explored the moderating role of work status (full-time vs. part-time) and employee individualistic values in the relationship between social bonding and commitment.



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The results show that social bonding is an antecedent to organizational commitment, and work status and individualistic values moderate the social bonding-commitment relationship. The effect of social bonding on organizational commitment is stronger for full-time and less individualistic employees than for part-time and more individualistic employees.

The study by Kundi (2021) revealed that interpersonal conflict relates positively to counter-productive work behavior, but this relationship is weaker at higher levels of emotional intelligence. The negative buffering role of emotional intelligence is decisive among women compared to men. Given that individuals high in emotional intelligence are better at regulating their negative emotions, emotional intelligence training may be a powerful tool for reducing the hostility elicited among organizational members in response to interpersonal conflict and, consequently, their engagement in CWB.

The findings suggest that in the studied sample of BPO employees, these demographic factors do not play a significant role in determining the employees' ability to manage relationships effectively. Other factors not included in the analysis might have a more prominent impact on relationship management in the BPO industry. It is important to note that these results are specific to the sample of BPO employees analyzed and may not be generalized to the entire population. Further research and exploration are encouraged to understand better the factors influencing relationship management in the BPO industry.

Organizations in the industry can consider these findings when developing strategies or interventions to improve employee relationship management. However, it is crucial to consider other relevant factors that may contribute to effective relationship management within the specific organizational context.

Conclusions and Recommendations

Business Process Outsourcing is crucial to the country's economic growth, especially in Cebu City. It generates significant revenue, contributing to the city's financial resources for current and future plans. On the one hand, it yields employment opportunities that cater to people who venture to work in this industry and earn an above-minimum salary and numerous benefits. On the other hand, as per gathered literature, this industry also has a high attrition rate that causes companies to perform hiring from time to time. One primary reason is the employees' emotional well-being, leading them to resign and hunt for another job.

This study delved into the emotional intelligence and coping skills of BPO employees in Cebu City. The results demonstrated a positive correlation between self-awareness, self-management, social awareness, and relationship management (all aspects of emotional intelligence) and the call center agent's job satisfaction. Additionally, the study found that age plays a role in an individual's self-management ability, with older employees being more adept at managing themselves. Furthermore, the employees' monthly income significantly impacted their social awareness, indicating that financial stability and higher income can shape an individual's social awareness within the BPO industry.

Based on the findings above, it has been concluded that the BPO industry should include an emotional intelligence test in its applicant screening process. Candidates with high emotional intelligence should be given priority during the hiring process as they are better suited to adapting to the fast-paced work environment. Employees with high levels of emotional intelligence are considered key factors in organizational success due to their ability to adjust to varying work schedules and environments within the BPO industry. It is also suggested that employees who work during the graveyard shift should receive higher monthly wages and additional benefits. Additionally, it is recommended that BPO employees attend seminars, workshops, and training sessions related to management, leadership, and emotional intelligence. Annual employee team-building events should also be considered to foster a positive work environment.

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