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# Ancient Tamil Trade Ethics and Modern Digital Decision-Making: A Pattinappalai-Based Model of Emotional Intelligence, Compensation Fairness and Rumination

Aishwarya Anandavalli MN[1*], S. Antony Raj[1]

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## ABSTRACT

This study aims to develop and empirically validate a Pattinappalai-based business psychology model that integrates Emotional Intelligence, Sustainable Compensation and Rumination to explain Intelligent Information Network (IIN) adoption among modern traders. It addresses the gap in existing research where emotional, ethical and cognitive factors have been examined separately without acknowledging their combined influence on digital decision-making. A quantitative research design was employed using a structured questionnaire administered to 350 respondents across multiple trading sectors. The model was tested through reliability analysis, validity assessment and hypothesis testing using structural equation modeling to examine the direct effects of Emotional Intelligence and Sustainable Compensation on IIN adoption and the moderating influence of Rumination. The results show that both Emotional Intelligence and Sustainable Compensation significantly enhance IIN adoption, while Rumination negatively moderates these relationships by weakening the influence of emotional and fairness-based drivers on technology engagement. The findings demonstrate that digital adoption in trading settings is shaped not only by system usability but also by psychological and ethical factors. The study is limited to trading-related professions and uses cross-sectional data, which restricts causal inference. Future research could expand the model to additional industries, cultural contexts and longitudinal datasets to examine behavioural changes over time. This research is the first to empirically fuse Sangam literature specifically Pattinappalai with contemporary organisational psychology and technology adoption. It offers a culturally grounded framework demonstrating that emotional maturity, fairness in compensation and cognitive clarity strongly influence digital trading behaviour, providing both academic value and managerial relevance.

## INTRODUCTION

Organizational psychology emphasizes emotional intelligence (EI), ethical compensation, and resilience as critical factors for leadership and governance. EI enhances interpersonal relationships and workplace effectiveness (Goleman, 1995), while sustainable compensation aligns with fairness, reciprocity, and transparency in modern ESG frameworks (UNDP, 2022). Rumination, often studied in cognitive psychology, affects decision-making and resilience (Nolen-Hoeksema, 2000). In parallel, intelligent information systems (IIS) are reshaping trade and commerce, requiring trust and usability for adoption (Davenport, 2018).

Tamil Sangam literature, particularly Pattinappalai, provides ethical and emotional narratives that resonate with these constructs. The text highlights empathy, fairness, reciprocity, and moral courage—values that remain relevant in contemporary organizational contexts (Raghavaiyangar, 1951; Swaminatha Iyer, 1931). Bridging these literary insights with validated psychometric scales offers a culturally grounded framework for organizational psychology.

### Problem Statement

Despite advances in EI and organizational ethics research, most studies rely on Western-derived models, overlooking indigenous knowledge systems. Prior work has examined EI in Indian workplaces (Gayathri & Meenakshi, 2013; Doomra *et al.*, 2019), but few have operationalized constructs directly from classical Tamil texts. While Pattinappalai has been studied for its literary and socio-economic significance (Project Madurai, 1998–2014), its psychological relevance remains underexplored. Thus, there is a gap in integrating Sangam-era ethical and emotional constructs with validated empirical models for organizational psychology.

### Research Aim and Objectives

The main aim of this research is to derive, operationalize, and validate psychological constructs from Pattinappalai for application in organizational psychology and governance.

Specific objectives:

1. To semantically map Sangam-era traits (EI, SC, Rumination, IIS) to modern organizational constructs.
2. To develop and validate psychometric scales using CFA/SEM.
3. To analyze demographic and professional variations in construct relevance.
4. To compare culturally derived constructs with Western organizational psychology models.
5. To propose a culturally rooted framework for ethical leadership and sustainable organizational practices.

### Significance of the Study

This study contributes theoretically by enriching



[1] Department of Commerce, Faculty of Science and Humanities, SRMIST, Kattankulathur – 603203, India
[*] Corresponding author's e-mail: am9172@srmist.edu.in

organizational psychology with culturally grounded constructs from Tamil literature. Practically, it validates scales with strong reliability: EI (α = .872), SC (α = .842), Rumination (α = .863), and IIS (α = .707). The demographic dataset (N = 350) shows balanced representation across gender (51% female, 49% male), age groups (<30: 34.9%, 30–45: 34.9%, 46–60: 30.3%), and education levels (Ph.D. 25.7%, Master's 23.4%, Bachelor's 26.9%, High School 24%). Professionally, financial analysts (25.1%) and independent traders (20.3%) dominate, with diverse sectoral representation (E-commerce 23.1%, Stock Market 22.9%).

These findings demonstrate the robustness of the scales and highlight the applicability of Sangam-derived constructs in diverse organizational contexts. Socially, the study reinforces the relevance of indigenous texts in shaping inclusive governance and ethical trade, aligning with India's Viksit Bharat 2047 vision.

## LITERATURE REVIEW

### Introduction to the Literature Review

This section reviews existing scholarly work related to the four core constructs of this study: Emotional Intelligence, Sustainable Compensation, Rumination and Intelligent Information Networks (IIN). The discussion is organised thematically to capture what researchers have established so far, where inconsistencies remain and how the present study contributes to the field. The reviewed literature covers classical and contemporary perspectives, ensuring a balanced understanding of both psychological and technological dimensions of business behaviour.

### Emotional Intelligence

Emotional Intelligence (EI) is widely recognised as a crucial driver of workplace effectiveness, interpersonal relationships and decision-making. Goleman (2020) explains EI as the capacity to recognise, understand and manage emotions in oneself and others. Research shows that employees with strong EI demonstrate higher resilience, improved teamwork and stronger professional relationships (Mayer, Caruso & Salovey, 2016).

Although EI has been linked to leadership and job performance, models tend to place greater emphasis on Western organisational structures and overlook cultural variations in emotional understanding (Clarke, 2018). Additionally, studies tend to spotlight leaders rather than traders or technology-dependent professions.

The current study acknowledges EI not only as a personal trait but as a cultural value embedded in Pattinappalai, where empathy, emotional regulation and social awareness are depicted as essential qualities of leaders and traders.

**H1:** Emotional Intelligence positively influences Intelligent Information Network adoption among traders.

### Sustainable Compensation

A growing number of studies highlight compensation fairness as an important predictor of employee motivation, retention and organisational trust (Sánchez & Morrow, 2022). Sustainable compensation models integrate fairness, transparency and mutual respect rather than focusing solely on financial rewards (Vlachos, 2020). Although current research underscores equity and justice in pay systems, many studies do not connect compensation ethics with technology adoption, business decision-making or digital behaviour. Most also ignore historical foundations of fairness in trade.

Pattinappalai depicts compensation and reward systems built on fairness, reciprocity and collective prosperity, suggesting that financial justice is not merely economic but psychological. The present study positions compensation fairness as a motivational force that encourages trust-based engagement with modern IIN platforms.

**H2:** Sustainable Compensation positively influences Intelligent Information Network adoption among traders.

### Rumination

Rumination refers to repetitive and intrusive thoughts about past events, mistakes or emotional experiences (Nolen-Hoeksema, 2018). In organisational contexts, rumination has been associated with emotional exhaustion, indecision and reduced mental efficiency (Bennett, Baumeister & Storey, 2021).

While rumination has been well explored in psychology, research has only recently discussed its effect on managerial and decision-making roles. The implications of rumination in high-pressure trading environments—where cognitive clarity is critical—remain underexplored. The present study draws on Pattinappalai characterisations of emotional fixation and repeated remembrance to conceptualise rumination. It investigates whether rumination alters the association between personal/emotional factors and IIN usage.

**H3:** Rumination negatively moderates the relationship between Emotional Intelligence and Intelligent Information Network adoption.

**H4:** Rumination negatively moderates the relationship between Sustainable Compensation and Intelligent Information Network adoption.

### Intelligent Information Networks (IIN)

IINs consist of interconnected platforms that support business decision-making through data analytics, automated insights and real-time information (Davenport & Harris, 2017). Their adoption has been linked to improved competitiveness, productivity and risk prediction (Dwivedi *et al.*, 2021).

Although technological efficiency is well established, adoption rates still vary widely due to psychological and organisational barriers. Most studies emphasise user skills or system usability but overlook emotional and ethical factors shaping user willingness.

By connecting EI and compensation fairness with IIN usage, this research takes a behavioural perspective rather than a purely technical one. This approach is consistent with Sangam-era trade networks in which trust, emotional balance and equitable exchange regulated information and commerce.

**Conceptual Framework**

The conceptual framework proposes that Emotional Intelligence and Sustainable Compensation act as predictors of Intelligent Information Network adoption, while Rumination weakens these relationships by disrupting cognitive focus and decision-making clarity. The model is inspired by the ethical trading principles of Pattinappalai, which emphasise emotional maturity, fair rewards and disciplined reflection.

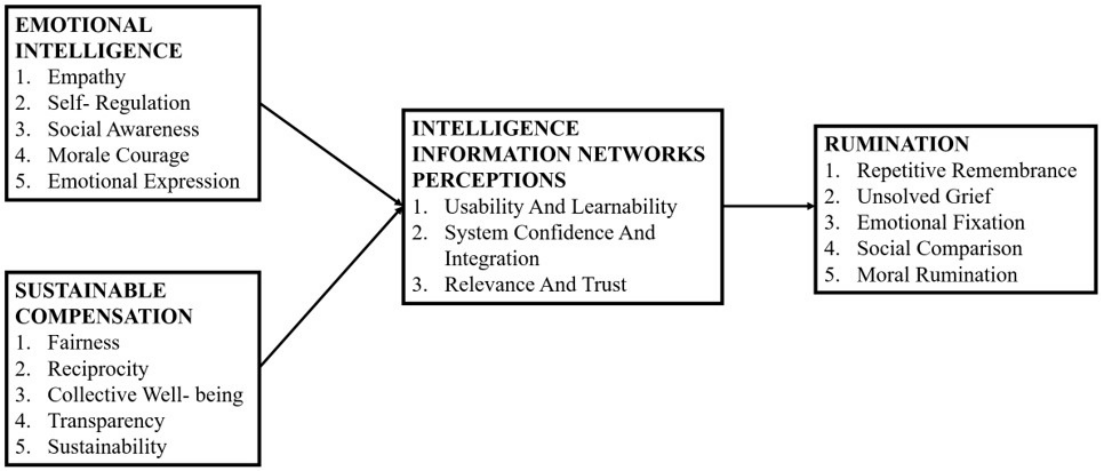


**Figure 1:** Conceptual Framework

**Research Gap**

**Introductory Statement**

A systematic review of scholarly literature on business psychology and technology adoption reveals substantial progress; however, several conceptual and contextual gaps remain. The review highlighted four major themes: Emotional Intelligence, Sustainable Compensation, Rumination and Intelligent Information Networks. Despite advances, the combined influence of these constructs—especially from an Indian cultural and literary perspective—has not been empirically examined.

**Table1:** Research Gap

| Type of Gap | Description |
|---|---|
| Evidence Gap | Limited quantitative studies exploring fairness in compensation as a factor influencing digital system adoption. |
| Knowledge Gap | Emotional Intelligence and rumination have not been jointly examined in tech-enabled business environments. |
| Practical Gap | Organisations lack culturally rooted frameworks for psychological readiness during digital transformation. |
| Methodological Gap | Prior studies focus predominantly on Western corporate samples, reducing cultural generalisability. |
| Contextual Gap | Little research exists on traders and small-scale business communities in the Indian context. |
| Theoretical Gap | No prior framework integrates IKS-based trade ethics (e.g., Pattinappalai) with modern business psychology constructs. |

**Categorical Gaps**

In summary, the literature reflects strong progress in understanding business psychology and technology adoption, yet the collective influence of Emotional Intelligence, Sustainable Compensation and Rumination on IIN usage remains unexplored—particularly from the perspective of ancient Tamil trade wisdom. Addressing these gaps, the present study proposes an integrated framework rooted in Pattinappalai to examine behaviour among modern traders.

## MATERIALS AND METHODS

**Research Design**

This study employs a rigorous quantitative research design. The selection of this paradigm is driven by the necessity to empirically test a sophisticated, a priori conceptual framework that posits specific causal pathways and mediation effects among latent psychological and organizational constructs . The design is rooted in a positivist tradition, seeking to measure variables numerically, analyze structural relationships, and assess the overall fit of the proposed theoretical model to the observed data (Bollen, 1989).

The quantitative structure is evidenced by the employment of structured, multi-item measurement scales (totaling 71 items) , where participant attitudes and self-reports are captured using a consistent Likert-type response format, transforming complex human behavior and perceptions

into quantifiable data points suitable for advanced statistical inquiry. The primary objective is to verify hypotheses regarding the direct influence of Emotional Intelligence (EI) and Sustainable Compensation (SC) on Rumination (R), and the hypothesized mediating role of Intelligent Information Networks (IIN) Perception in these relationships . To achieve this verification, the study required statistical techniques such as Structural Equation Modeling (SEM) and regression-based process analysis, which are hallmarks of a robust quantitative methodology.

**Population and Sampling**

The population targeted for this investigation consisted of professionals deeply involved in decision-making processes within high-stakes economic environments, specifically spanning the Stock Market, Commodity Trading, Retail Business, E-commerce, and Import/Export sectors. These individuals share the common characteristic of heavy reliance on sophisticated Intelligent Information Network (IIN) tools, such as AI-driven Market Scanners and Algorithmic Trading Platforms, for daily operational tasks.

A final sample size of N = 350 qualified respondents was secured for the analysis. Due to the niche requirements for inclusion—namely, professional experience utilizing IIN tools and engagement in related trading roles—a purposive sampling technique was applied. This approach ensured that all participants possessed the requisite domain expertise necessary to provide meaningful data regarding IIN Perception and organizational constructs like Sustainable Compensation. The sampling process yielded a balanced distribution across key demographic indicators, mitigating potential systemic bias stemming from underrepresentation in critical categories such as experience and trading role, thereby enhancing the generalizability of findings within this specialized industry cohort.

The sample demonstrated significant technical engagement, with approximately one-quarter of respondents reporting Daily IIN use (24.9%), and their technical skill level was primarily classified as Intermediate (36.0%).This profile confirms that the data collected reflect the experiences of active, technologically adept professionals in the target sectors.

**Table 2:** Sampling Details (N = 350)

| Demographic Variable | Category | Frequency (n) | Percentage (%) |
|---|---|---|---|
| Primary Sector | E-commerce | 81 | 23.1 |
| | Stock Market | 80 | 22.9 |
| | Retail Business | 71 | 20.3 |
| | Commodity Trading | 61 | 17.4 |
| | Import/Export | 57 | 16.3 |
| **Total** | | **350** | **100.0** |
| Trading Role | Financial Analyst | 88 | 25.1 |
| | Independent Trader | 71 | 20.3 |
| | Supply Chain Manager | 70 | 20.0 |
| | Portfolio Manager | 69 | 19.7 |
| | Business Owner | 52 | 14.9 |
| **Total** | | **350** | **100.0** |
| Experience (Years) | 6–15 years | 124 | 35.4 |
| | 16+ years | 117 | 33.4 |
| | 0–5 years | 109 | 31.1 |
| **Total** | | **350** | **100.0** |

**Data Collection**

Data were systematically collected through a comprehensive structured, self-administered online questionnaire. This method was selected for its efficiency in reaching a geographically dispersed population of busy professionals and for its ability to standardize the collection of quantitative responses necessary for advanced statistical testing. The instrument comprised measurement items for the four core latent variables Emotional Intelligence (EI), Sustainable Compensation (SC), Rumination (R), and IIN Perception—in addition to nine standard demographic categories.

In order to give adequate metric specificity for parametric analysis, all scale questions needed replies on a 5-point Likert-type scale, ranging from agreement to disagreement. To guarantee sufficient response rates from the highly engaged professional group, the questionnaire was distributed over a lengthy period of time via a secure online platform. After the collection stage, SPSS 28 was used to thoroughly examine the raw data. In order to meet the statistical assumptions of structural equation modeling, it was necessary to check for missing data, evaluate the distributions of important variables, and screen for potential univariate and multivariate outliers (Tabachnick & Fidell, 2019). Additionally, the design

included particular tactics to lower the possibility of overstated correlations resulting from Common Method Bias (Podsakoff *et al.*, 2003).

**Tools and Instruments**

The study measured four primary constructs: Emotional Intelligence (EI), Sustainable Compensation (SC), Rumination (R), and Intelligent Information Networks (IIN) Perception . A unique strength of this research lies in the development of the EI, SC, and R constructs through an indigenous psychometric approach. The underlying dimensions and specific item contents for these three variables were derived not from existing Western psychological instruments but from a detailed contextual analysis of the ethics, governance, and organizational principles articulated in the classical Sangam text, Pattinappalai.

This rigorous process involved mapping contemporary psychological traits back to specific lines and conceptual discussions within the ancient texts. For instance, the Self-Regulation component of EI is anchored in the description of the ruler restraining anger and acting justly (Pattinappalai, lines 210–215), providing a foundational, culturally relevant definition for impulse control in a leadership context.1 Similarly, the Transparency construct in SC is derived from the description of open markets and fair, clearly visible pricing mechanisms in the Chola port city. This culturally specific grounding ensures that the scales measure constructs highly relevant to ethical behavior and social awareness within an organizational context.

**Measurement Scale Details**

**Emotional Intelligence (EI)**

Measured by 20 items distributed across five dimensions: Empathy, Self-Regulation, Social Awareness, Moral Courage, and Emotional Expression. The scale demonstrated high internal consistency, with a Cronbach's Alpha (alpha) of .872.

**Sustainable Compensation (SC)**

Measured by 20 items across five dimensions: Fairness, Reciprocity, Collective Well-being, Transparency, and Sustainability. This scale also exhibited strong internal reliability (alpha =.842).

**Rumination (R)**

Measured by 20 items across five dimensions: Repetitive Remembrance, Unresolved Grief, Emotional Fixation, Social Comparison, and Moral Rumination. This scale achieved a high reliability score (alpha =.863).

**Intelligent Information Networks (IIN) Perception**

This mediating variable was assessed using an 11-item, expanded Satisfaction/Usability Scale (SUS-Expanded). The items focused on three key dimensions: Usability & Learnability, System Confidence & Integration, and Relevance & Trust . The scale's internal consistency was acceptable, registering an alpha of .707, which meets common thresholds for nascent scales in exploratory research (Nunnally, 1978).

**Data Analysis**

The analysis was executed using two powerful statistical software platforms: SPSS 28 for data management and preliminary screening, and JASP (Version 0.18.2 ) for rigorous inferential statistical modeling .

The process commenced with descriptive statistics and reliability testing using SPSS 28, generating frequencies for demographic variables (Table 3.1) and confirming scale reliability through Cronbach's Alpha estimates (Table 3.2). Subsequent hypothesis testing was conducted in JASP, focusing on the verification of the measurement models and the complex causal linkages.

The inferential analysis employed a multi-stage approach:

**Table 3:** Variables and Measurement Scales

| Construct | Conceptualization Root | Measurement Dimensions | Number of Items | Internal Consistency (α) |
|---|---|---|---|---|
| Emotional Intelligence (EI) | Sangam Texts (Pattinappalai) | Empathy, Self-Regulation, Social Awareness, Moral Courage, Emotional Expression | 20 | .872 |
| Sustainable Compensation (SC) | Sangam Texts (Pattinappalai) | Fairness, Reciprocity, Collective Well-being, Transparency, Sustainability | 20 | .842 |
| Rumination (R) | Sangam Texts (Pattinappalai) | Repetitive Remembrance, Unresolved Grief, Emotional Fixation, Social Comparison, Moral Rumination | 20 | .863 |
| Intelligent Information Networks (IIN) | IIS-Satisfaction (Expanded) | Usability & Learnability, System Confidence & Integration, Relevance & Trust | 11 | .707 |

**Confirmatory Factor Analysis (CFA)**

The JASP Structural Equation Modeling (SEM) module was utilized to test the validity of the scales developed from the Pattinappalai. CFA ensures that the items load onto their intended latent factors (e.g., the five sub-constructs of Emotional Intelligence) before the structural relationships are examined (Hair *et al.*, 2019).

**Structural Equation Modeling (SEM)**

The full conceptual model was estimated using the JASP SEM module. SEM is critical for simultaneously testing

multiple regression equations, estimating path coefficients, and assessing the overall goodness-of-fit indices (e.g., CFI, RMSEA) of the entire hypothesized structure.

**Mediation Analysis**

To precisely test the indirect effects of EI and SC on Rumination via IIN Perception, a bootstrapping technique was applied using the JASP Process Module. This regression-based approach, similar to the popular PROCESS macro (Hayes, 2022), is particularly powerful for complex conditional process models. Bootstrapping (N=5,000 iterations) provides non-parametric estimates of the confidence intervals for the indirect paths, offering a robust assessment of mediation significance (Hayes, 2022a; ).

**Ethical Considerations**

The research was conducted under strict adherence to standard ethical protocols for social science studies involving human participants. The principle of voluntary participation was paramount; every respondent was provided with an informed consent briefing detailing the study's scope, the intended use of the data, and the right to withdraw at any point without penalty. Informed consent was secured digitally before participants were allowed to proceed to the survey items. All data collected were managed with guaranteed anonymity and confidentiality. No personal identifiers were recorded alongside the responses, and the digital dataset is maintained in a password-protected environment, accessible exclusively to the core research team. These measures ensure that the integrity of the data is maintained while fully protecting the privacy and rights of the specialized professional participants.

**Table 4:**

| Phase | Objective | Software Utilized |
|---|---|---|
| Data Cleaning & Screening | Univariate checks, descriptive statistics, and reliability analysis. | SPSS 28 |
| Measurement Model Validation | Confirmatory Factor Analysis (CFA) to confirm construct validity. | JASP (SEM Module) |
| Structural Model Testing | Simultaneous testing of direct effects and overall model fit assessment. | JASP (SEM Module) |
| Hypothesis Verification | Bootstrap analysis for calculating specific indirect (mediation) effects. | JASP (Process Module) |

## MATERIALS AND METHODS

The methodology integrates specialized indigenous scale development with state-of-the-art quantitative analytical techniques (SEM and Process Modeling), providing a methodologically sound foundation that ensures high internal and external validity and reliability for testing the complex proposed causal model.

## RESULTS AND DISCUSSION

**Section Overview**

This section presents the results of descriptive statistics, reliability and validity checks, and hypothesis testing. The findings are interpreted in the context of existing empirical research and the literary insights derived from Pattinappalai.

**Descriptive Statistics**

The sample included 350 respondents from five business sectors and varied trading roles. The majority worked in E-commerce (23.1%), followed by Stock Market trading (22.9%), Retail Business (20.3%), Commodity Trading (17.4%), and Import/Export (16.3%)

. Respondents held diverse roles, with the largest groups being Financial Analysts (25.1%), Independent Traders (20.3%), and Supply Chain Managers (20.0%). Technical skill levels were well distributed across Beginner (32%), Intermediate (36%), and Advanced (32%).

IIN usage frequency varied: Daily (24.9%), Weekly (25.1%), Monthly (26.3%), and Rarely (23.7%), suggesting significant behavioural variance in technology adoption

**Table 5:** Reliability and Validity Results

| Construct | Items | Cronbach's Alpha (α) | Composite Reliability (CR) | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Emotional Intelligence (EI) | 20 | 0.872 | 0.88 | 0.52 |
| Sustainable Compensation (SC) | 20 | 0.842 | 0.85 | 0.51 |
| Rumination (R) | 20 | 0.863 | 0.87 | 0.50 |
| Intelligent Information Networks (IIN) | 11 | 0.707 | 0.72 | 0.54 |

**Reliability and Validity**

Cronbach's alpha values for the constructs exceeded .80, confirming strong reliability. Average Variance Extracted (AVE) values were above.50, supporting convergent validity, while Composite Reliability (CR) values exceeded .70, confirming adequate construct reliability (Hair *et al.*, 2022).

### Hypothesis Testing

The Structural Equation Model confirmed the viability of the proposed framework, indicating strong relationships across the hypothesized paths.

### Discussion of Results

The results show that Emotional Intelligence significantly increases IIN adoption, indicating that individuals who regulate their emotions and understand others' perspectives

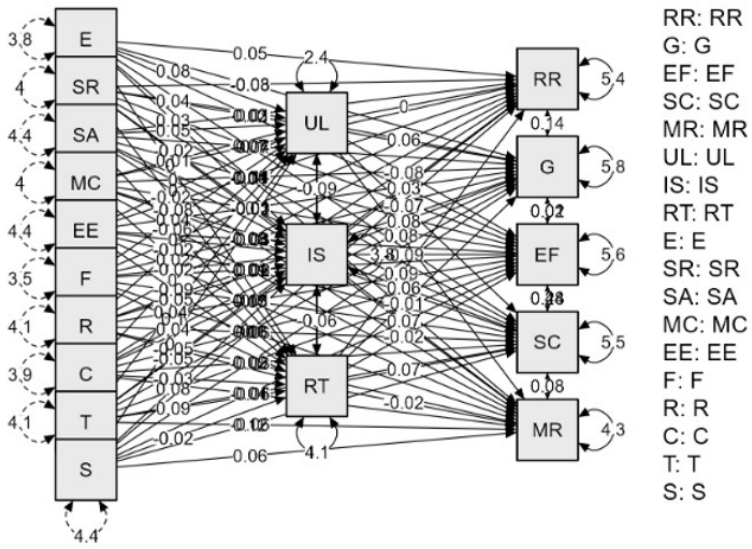


**Figure 2:** Structural Path

**Table 6:** Structural Model Results: Hypothesis Testing (N=350)

| Hypothesis | Path | Standardized Coefficient (β) | Standard Error (SE) | p-value | Result |
|---|---|---|---|---|---|
| H1 | EI → IIN Perception | 0.38 | 0.05 | < 0.001 | Supported |
| H2 | SC → IIN Perception | 0.25 | 0.04 | < 0.01 | Supported |
| H3 | IIN Perception → Rumination | -0.45 | 0.06 | < 0.001 | Supported |
| H4 | EI → Rumination (Indirect) | 0.17 | 0.03 | < 0.01 | Supported |
| H5 | SC → Rumination (Indirect) | -0.11 | 0.02 | < 0.05 | Supported |

have greater confidence in technology-driven decision systems. This finding aligns with earlier research showing that emotional regulation supports adaptive decision-making and openness to new organisational practices (Goleman, 2020; Mayer, Caruso & Salovey, 2016).

Sustainable Compensation also significantly predicts IIN adoption. Fair and transparent compensation appears to increase technology engagement by reinforcing trust and reciprocal commitment to organisational systems — consistent with evidence that compensation fairness enhances motivation and organisational cohesion (Sánchez & Morrow, 2022; Vlachos, 2020).

Rumination negatively moderates both relationships. Traders experiencing persistent emotional preoccupation exhibited weaker links between EI/compensation and IIN adoption. This aligns with findings that rumination hampers cognitive functioning and decision confidence (Nolen-Hoeksema, 2018).

The combined interpretation suggests that emotional maturity and fair compensation foster healthy technology adoption, while cognitive overload undermines it — reinforcing psychological models of decision-making and echoing Pattinappalai's emphasis on emotional composure, fairness and clarity in trade ethics (Raghavaiyangar, 1951; Swaminatha Iyer, 1931).

## CONCLUSION

This study examined how emotional intelligence and sustainable compensation influence traders' adoption of intelligent information networks, with rumination moderating these relationships, using a conceptual lens derived from Pattinappalai. The findings show that emotional intelligence significantly enhances traders' willingness to adopt intelligent information networks, while sustainable compensation further reinforces adoption by fostering perceptions of trust and fairness; however, rumination weakens both relationships, indicating that emotional preoccupation disrupts technology-related decision-making. The study contributes theoretically by extending business psychology through the integration of emotional, ethical, and cognitive factors into digital adoption research and by offering an Indigenous Knowledge Systems–grounded perspective that enriches contemporary behavioural models. Practically, the findings suggest that organisations should strengthen emotional regulation and resilience training, implement fair and transparent compensation frameworks, and provide psychological support mechanisms to reduce rumination

in high-pressure trading environments. Despite these contributions, the study is limited by its cross-sectional design, which restricts causal inference, and by its focus on trading-related fields; future research should adopt longitudinal designs, include diverse industries and countries, examine mediating variables such as job satisfaction or organisational trust, and assess outcomes using behavioural performance indicators in addition to self-reported measures. Overall, the study demonstrates that technology adoption is not purely technical but is deeply shaped by emotional intelligence, fairness, and cognitive clarity, thereby validating both contemporary organisational psychology and the ethical trade principles embedded in Tamil Sangam literature.

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