

“IMPACT OF EMOTIONAL INTELLIGENCE ON THE WORKPLACE EFFECTIVENESS OF EXECUTIVE - LEVEL EMPLOYEES IN THE BPO INDUSTRY”

SHOBHANA SRIVASTAVA¹ and Dr. MONIKA MAKHIJA²

^{1,2} Galgotias University, Greater Noida.

Email: ¹ shobhana.21GSOB3010014@galgotiasuniversity.edu.in, ² monika.makhija@galgotiasuniversity.edu.in

Abstract

Emotional intelligence the aptitude to identify, comprehend, govern, and synchronize one's own emotions as well as the emotions of other individuals—is becoming a growing component of success in the workplace. It also refers to the knack for successfully coping with emotional situations. Executives are essential to managing teams, controlling operations, and preserving customer connections in the BPO industry. Their success depends critically on their capacity to successfully negotiate complicated interpersonal dynamics, adapt to changing circumstances, and deal with high-pressure situations. This study analyses the association in the middle of emotional intelligence and work performance in the BPO sector through an extensive observation of the available literature and empirical research. It explores a range of emotional intelligence skills, such as self-awareness, self-control, empathy, and social skills, and how they affect executive-level workers' productivity, decision-making, leadership, and overall job satisfaction. The study also looks into any mediators that can strengthen the connection between emotional intelligence and job performance, such as organisational climate and job engagement. The idea that people with higher emotional intelligence may promote better teamwork, show stronger conflict resolution abilities, and show greater durability in the face of organisational challenges is examined. The findings of this research have the aim to offer useful information to all individuals interested in the BPO sector, including HR specialists, business executives, and executives themselves. Understanding the significance of emotional intelligence and its function in supporting workplace performance may impact talent recruitment and hiring processes, development and training programmes, and management techniques, ultimately enhancing individual and organisational outcomes. In conclusion, this study highlights the crucial function of emotional intelligence in shaping the work performance of executive-level employees in the BPO industry. It underlines the importance of fostering emotional intelligence competencies to promote individual growth, team synergy, and overall organizational success. By recognizing and harnessing the power of emotional intelligence, BPO executives can navigate the challenges of their roles more effectively and contribute to a thriving and harmonious work environment.

Keywords: Emotional Intelligence, Workplace Effectiveness, Executive Level Employees, BPO Industry, Work Performance, Self-Awareness.

INTRODUCTION

Emotional intelligence (EI) is now widely recognised as a critical component of workplace success in today's dynamic and competitive business environment. Nowhere is this more obvious than in the Business Process Outsourcing (BPO) sector, where executives are important in leading teams, making crucial choices, and supporting organisational growth. The efficacy of their performance and the workplace as a whole can be significantly impacted by these leaders' capacity to understand, control, and influence their own emotions as well as those of others. A group of abilities and talents known as emotional intelligence includes the magnitude to understanding acknowledge, and being able to command one's own emotions as

well as those of others. It includes managing relationships, social awareness, self-awareness, and one's own behaviour. Due to their tasks' complexity and high level of stress, executive-level workers in the BPO sector are in a situation where emotional intelligence is even more important. Executives in the BPO sector must skilfully manage their own emotions while establishing healthy connections with co-workers, subordinates, and clients given the fast-paced surroundings, high client expectations, and regular involvement with different teams and consumers. Executive-level workers must possess certain qualities in order to succeed in this field, including the capacity to empathise, communicate clearly, and maintain composure under pressure.

REVIEW OF LITERATURE

Dr. Ramar Veluchamy et al (2021)¹ in this study, researchers discovered that A person's talent to manage their emotions determines how they behave to perform well at work, an employee must be emotionally stable. The stability of emotional intelligence has a direct effect on an individual's and an organization's performance, making work-life balance a crucial component. Employee emotional intelligence would suffer as a result of stress at work, which would harm performance and raise concerns about organisational attrition. A worker's capacity to maintain a stable emotional state will be highly impacted by other factors, such as job rotation and work flexibility. In order for employees to perform better in an organisation, there needs to be a balance between EQ and IQ.

Mushk Qasim et al (2020)² According to this study's findings, WLB has a fruitful and significant association with and influence on job satisfaction that is consistent with other research. Additionally, there is evidence that the connection in the middle of work life balance and job satisfaction is partially controlled by emotional intelligence. There is a distinction in how men and women perceive WLB and emotional intelligence. Job satisfaction is equally important for both men and women, and in three of the circumstances, there is no significant difference between married and single respondents.

Martin Sanchez-Gomez et al (2021)³ According to this study after taking social and demographic variables into consideration, the relatedness in the middle of emotional intelligence and work performance is mediated by work engagement. Professionals who rate their own emotional intelligence increase report increasing the levels of involvement, which improves overall performance. This study emphasises the necessity for healthcare professionals to develop their emotional skills in a proactive manner, especially in settings with high emotional demands.

Martin Sanchez-Gomez et al (2020)⁴ Findings from this research showed that Employees with strong emotional intelligence reported being more productive at work and experiencing less tiredness and negativity. Employees with higher emotional intelligence appear to be less impacted by burnout's negative effects as well as by components related to their negative perceptions at work, which results in an improvement in performance.

Carolyn MacCann et al (2020)⁵ According to the study, Academic achievement depends

differently on the various components of EI.

Further than mixed EI, dealing emotions ability, and emotion understanding ability, which are the three EI subscales with nontrivial incremental validity, there don't seem to be any further possibilities for using EI in education. Taking account of the costs and advantages of utilising SEL or EI instruction programmes in schools, signing up children for high-stakes educational opportunities, and identifying children who are at risk of failure, attrition, or underperformance are just a few options.

Wadi B Alonazi et al (2022)⁶ According to the study's outcomes, nurses who work in critical care units exhibit the top levels of emotional intelligence, subsequent to those who work in intensive care, neonatal intensive care, and general nursing.

The lowest values were seen in respiratory therapy nurses. Nurses reported a strong effect of EI on Job performance across all categories under crises.

Ahmed Kamassi et al (2020)⁷ the researchers discovered that this study explains the important connections amongst emotional labour tactics and the productivity of administrative workers.

Additionally, moderation analyses showed that the associations between emotional labour methods and staff performance are controlled by emotional intelligence. As a moderator of the links in the middle of emotional labour methods and worker performance, emotional intelligence has a positive effect. We can now better understand how emotional intelligence fits into the emotional labour strategies.

Oana Matilda Sabie et al (2020)⁸ This case study asserts that since people in the HR field frequently interact with one another while working for and on behalf of others, emotional intelligence is essential for HR professionals if they are to effectively manage relationships, motivate others, develop talent, and resolve conflicts. When it comes to job performance, a good attitude at work, stress tolerance, and professional success, emotional intelligence is a reliable predictor.

Yusuf Ronny Edward et al (2020)⁹ According to the study's findings, organisational commitment at PT. Berkah Bima Sentana is positively and significantly impacted by emotional intelligence. In other words, organisational commitment rises in tandem with rising employee emotional intelligence. At PT. Berkah Bima Sentana, emotional intelligence has a favourable and notable impact on employee performance. Therefore, as emotional intelligence rises, so will a workers performance. The performance of the personnel at PT. Berkah Bima Sentana is positively and significantly impacted by emotional intelligence through organisational commitment. So, organisational commitment acts as a moderating element in the link between worker performance and emotional intelligence.

Firdaus Afwindra et al (2022)¹⁰ the results suggest on the subject of job satisfaction, emotional intelligence has a fabulous impact.

Work discipline significantly improves job satisfaction, but the calibre of human resources has an adverse and negligible impact. Employee performance is significantly influenced by emotional intelligence, while it is adversely impacted by the quality of human resources.

Employee Performance is affected positively and Insignificantly by Work Discipline and positively and insignificantly by Job Satisfaction.

Dale Elizabeth Laing-Hall et al (2022)¹¹ According to this study , the nursing home business lacks strategies for dealing with low emotional intelligence behaviours and attitudes that eventually cause both voluntary and involuntary turnover. The results of this study contribute to the nursing care sector by providing guidelines for managing and enhancing productive working relationships between front-line staff and their managers. Such strategies might lower the number of patients admitted to hospitals, associated facility expenditures, and turnover rates. EI improvements in the nursing home sector could lower facility expenses and boost patient care standards. The study's social change implications include that if EI can increase people's social competence, they will interact more positively with others in their communities and workplaces.

Dr. P. Hima Bindu et al (2021)¹² this study proved that HR needs to be able to manage emotions for both himself and his team. This will encourage representatives to put up a heroic effort and boost profitability, proficiency, and hierarchical responsibility. Recognising and appreciating the distinctive contributions that employees contribute to the workplace, as well as the potential and talents of the representatives, is essential to achieving organisational success.

Max Sadovyy et al (2021)¹³ This study supports the crucial part that EI plays in the direct effects of pandemic stress on job performance. When EI is low, a multioccupational sample of Spanish employees may have more unproductive work behaviours and have worse levels of job performance. To put it simply, people with greater EI have the skills needed to handle the demands of the workplace and, as a result, reduce the impact of the present-day sanitation condition by acting fewer disruptively and operating at a higher level. These findings emphasise the value of emotional intelligence (EI) as a preventive strategy and the consequence of COVID-19, which is PTSD with associated manifestation.

Deyanira Garcia Zea et al (2020)¹⁴ This study describes the challenges that soldiers encounter after leaving the military, which have an impact not just on their health but also on the businesses they work for. Understanding the challenges former soldiers face when creating organisational programmes and policies can help organisations reach out to a demographic that has historically been neglected.

If EI training is implemented into military institutions' curricula, the beneficial relationships between EI and leadership development, stress management, and the capacity to deal with traumatic situations can be very advantageous.

Calogero Iacolino (2023)¹⁵ several risk factors for working remotely, among them stress and burnout, have been controlled by emotional intelligence, based to the study's conclusion. In the association between risk variables and emotional intensity, metacognition was also discovered to have a significant moderating effect. In light of the UN's Agenda 2030 Goals, the study's outcomes illustrate the worth of teachers' emotional and cognitive skills in nurturing quality of life and psychological well-being.

Suharsiwi (2023)¹⁶ The findings of this study demonstrate a clear relationship between workplace cultural diversity (X1) and work motivation (X4), with a positive path coefficient of 0.901 indicating that as the value of workplace cultural variety rises, so will work motivation.

With a path coefficient of 27.340 (positive), the direct relationship between competence (X2) and work motivation (X4) predicts that as competency increases, so will work motivation.

The direct correlation between emotional intelligence and job motivation indicates that when the value of emotional intelligence rises, work motivation will also rise.

Pramila Thapa (2023)¹⁷ the results showed a substantial correlation between EI and social media use, marital status, work experience, and EI training. According to academics, firms should create a culture that can enrich emotional intelligence because it is a talent that can be learnt. A number of elements, such as social media use, job experiences, and emotional intelligence training, affect an employee's success.

Aisyah Nur Atika (2023)¹⁸ this study explain the performance of teachers can be enhanced by emotional intelligence, which is demonstrated by recognising one's own sentiments and feelings. Work motivation is expressed by tenacity, facing challenges, working hard continuously for a long time and never giving up before finishing, and having perseverance in carrying out a particular task. Work motivation can increase teacher performance and work motivation.

Felicity Chiged (2022)¹⁹ The research intended to investigate some of the potential linkages between work-related strain, support for work-life balance, emotional intelligence, and continuing organisational loyalty using data from staff members of autonomous educational institutions in western Zimbabwe. To support the concept, a conceptual model based on the associations among emotional intelligence, facilitation of a balance in the middle of life and work-related stress, and on-going organisational dedication is offered.

Osama Khassawneh et al (2022)²⁰ According to the research, emotional intelligence (EQ) is vital for literally every area of academic work. Knowledge, skill sets, and a positive outlook are among the crucial traits that an operational educator must possess, but more are needed to guarantee success. How well these qualities are demonstrated, though, is still influenced by another element. The effectiveness of these parts as a whole is affected. By influencing a teacher's knowledge, skills, and perspective, the EI expertise eventually lead to an into effect teacher, helping to close this gap. The method offers empirical support for the claims that EI matters in education and that teachers need enough EIC to boost student results.

Janell L. Blazovich et al (2019)²¹ According to this study Managers can securely adopt mother-friendly policies in an advantageous way if they're offering perks to female employees and, by implication, to society as an entire while additionally enhancing company profitability. Corporations that support mothers are less risky than other companies. Results were inconsistent, consequently in terms of risk, mother-friendly businesses seem to be on par with other businesses.

Nor Siah Jaharuddin and Liyana Nadia Zainol et al (2019)²² in this study, it came to light that there was an association among work-life balance worries, job engagement, and intention to quit. A significant association is present between employees' level of job engagement and their intention to leave their current positions. No association between WLB and turnover intention, which may be accounted for by job engagement, is present, though. Businesses with engaged employees have higher productivity, profitability, growth, customer happiness, and staff retention due to decreased turnover and lower intentions to leave the company. Companies with disengaged employees, on the other hand, waste resources and lose talent; they experience lower levels of commitment from staff members, struggle with higher levels of absenteeism, have weaker customer focus, lower levels of productivity, and have worse operating margins and net profit margins.

A. Vasumathi et al (2019)²³ According to this study, teaching members' time spent with their families makes a big difference. It is clear that EI has a more significant effect on WLB because instructors with high EI can balance their professional and familial obligations. They are more inclined to spend as much time as feasible with their families and are less likely to be unproductive at work for longer periods of time. Universities can provide faculty members with training in EI and WLB to help them tackle strain and foster research activities. A survey reveals that while academic staffs are content with their pay, they find their work to be monotonous and uninspired. In addition to having higher EI and WLB than other instructors, fully engaged teaching staff were pleased with the positive contributions they made to the university. In order to improve welfare policies and WLB-improving facilities, those in management who are in charge of creating and implementing them must consider how EI affects WLB.

Siva Prasad K.I. et al (2019)²⁴ Despite the lack of any specifically tailored work-life balance regulations for women, the study's findings show that the majority of women who work as nurses are content with the way in which management is currently handling their situations. An elevated level of frustration is caused by problems with the family, personal problems, the distrustful behaviour of society, and patience. Employee stress levels and task levels are manageable for them. Less family time that they can spend together as well as arbitrary shift scheduling made by authorities come under the category of work-related factors.

Angela María De Valdenebro Campo et al (2021)²⁵ this study found that WLB and FSSB had an advantageous impact on teleworkers' job performance. It's fortunate that FSSB has been able to have a beneficial effect on WLB. WLB thus serves as a bridge across FSSB and work output. However, in the context of COVID-19, telework wasn't demonstrated to have a substantial impact on job performance or WLB; as a consequence, the mediating role of WLB in the interaction for telework and job performance was not identified. One explanation may be found in the conditions that employees were compelled to work in: teleworking every day with little logistical help and the entire family staying at home. In addition to the fear and uncertainty that the pandemic may have generated, such circumstances may have been a factor.

Saraih U. N et al (2019)²⁶ According to this research paper the management must recognise employees in order for them to be able to carry out duties or activities that precisely met the

specified work requirements or descriptions if they are to raise the level of job performance in the corporation. Employees must also be exposed to the ability of balancing their workload both within and outside of work hours if they are to improve their degree of work-life balance. The outcomes of this study revealed new information on the elements that can raise employees' levels of career satisfaction in manufacturing firms. Job performance, work-life balance, and organisational fairness are factors that are strongly connected with career happiness.

Nor Siah Jaharuddin et al (2019)²⁷ Conclusions of this study showed a clear connection between workplace engagement and intention to leave and conflicts between work and personal obligations. Additionally, there is a big link between job satisfaction and employees' purpose to leave their jobs. WLB and turnover intention do not, however, appear to be mediated by job engagement. Employee engagement necessitates an appropriate equilibrium between work and personal obligations because this engagement has been defined by employer qualities including concern for employees, emphasising their interests, and flexibility. Therefore, achieving balance in a particular capacity will benefit the other role. Businesses with engaged employees are more efficient, profitable, grow, please customers, and retain personnel due to fewer turnovers and lower intentions to leave the company. On the other side, businesses with disengaged staff waste resources and lose talent; they suffer lower levels of employee commitment, higher absenteeism, a lower level of customer orientation, lower degrees of productivity, and more fragile operating and net profit margins.

A. Shamim Banu et al (2019)²⁸ Work-life balance, a crucial component of HRM, does have an impact on employees' performance, according to the empirical findings from this study. Assuming all other factors remain constant, a company's employees perform better on the job the better the work-life balance is. Due to the recent adoption of many work-life policies by Tamil Nadu, this study is crucial. Empirical research findings should assist practitioners in comprehending the collision that work-life balance has on the productivity of their workforce.

Rizqa Anita et al (2022)²⁹ This study experimentally looked into both the direct and indirect effects of employees' work-life balance on job performance in Indonesia through delivering a questionnaire survey to married female bank employees. According to the findings, married women's work-life balance had a beneficial impact on how well they performed at work. Performance on the job is often influenced by how women employees feel about their work-life balance. The work performance of married female employees may improve if they have a positive experience with work-life balance, while it may suffer if they have a poor one.

Pavithra Kumari et al (2022)³⁰ Conclusions showed that emotional labour greatly influenced job performance, but that the adverse impacts of emotional labour on job performance were significantly mitigated by high levels of work-life balance and job satisfaction. The study's findings were that a healthy balance between personal life and job satisfaction strongly influence cabin staff performance. Cabin crew personnel are regularly exposed to extreme levels of mental stress and pressure to put on a show for the passengers due to the demanding atmosphere in which they work. The main objective of this study was to assess how emotional labour affected workers' capacity to perform their tasks. It also made an effort to assess how work-life balance and job satisfaction moderated these impacts. The findings highlighted that

nervous work has a negative effect on work performance. It has also been demonstrated that having a healthy work-life balance lessens the adverse effects of mental strain on job performance. High levels of fulfilment in work also mitigate the negative effects of emotional strain on job performance.

Sareena Umma Mohamed Abdul Gaffoor et al (2022)³¹ According to the study's findings, job performance is significantly influenced by sociocultural issues related to WLB. The high education industry in Sri Lanka so benefits greatly from the insights and recommendations provided by this study. In order to improve their performance, academic and administrative leaders in universities will also use the study's conclusions as a reference. Additionally, this study is helpful for policymakers because it found that sociocultural elements including support from family, spouse, and friends, as well as the type of the spouse, lead to improved performance from Sri Lankan University's academic and administrative leaders.

L. O. Oyewobi et al (2022)³² According to this study, implementing family-friendly rules in the construction industry will increase the organisational commitment of female employees, which will help the company succeed in other areas. The results of this study will be helpful in raising awareness among construction industry professionals, stakeholders, academics, business owners, and policymakers. The study found that in order to ensure an environment that is friendly to employees and to encourage the application of more family-friendly workplace rules, a more proactive WLPs intervention is actually needed three distinct constructs—WLB, WLP, and organisational commitment—were compared in this work to show how they related to one another. Four hypothesised assertions have been proposed to support the association that the investigation has shown to exist. The authors argue that these findings will improve the organisational dedication of female professional employees in the industry as well as having access of family-friendly policies, as assisted by WLB, is going to boost the level of dedication. The work-life balance was found to suggestively predict organisational commitment and WLPs in this study using the SEM-PLS methodology. The outcomes show that WLPs and organisational commitment were both positively correlated with improvements in WLB, and that family-friendly policies were implemented as part of an organisational philosophy to promote WLB.

Vui-Yee Koon et al (2022)³³ The association among staff opinions of WLB adheres to at the individual level and manager-implemented WLB practises at the organisational level was looked at in this study. The association between the two variables was not sufficiently significant, demonstrating that it could occasionally be the case that they are related to one another in spite of the fact that the organization-employee interaction in SMEs is more analogous to that of larger enterprises. Managers and staff responded to WLB practises in very different ways, according to analysis utilising t-tests. While employees might think otherwise, managers typically think that WLB practises have been successfully implemented in the organisation.

Via Lailatur Rizki et al (2019)³⁴ The main finding of the current study paper is that staff members who demonstrate the organisational belief of "I CARE" have "Integrity" or being trustworthy, truthful, and moral, "Collaboration" or being proactive in order full of harmony

and solutions, "Accountability" or being quantifiable, accurate, objective, and accountable, "Respect" or getting modest, compassion, and respectful of one another, and "Excellence" or being quick, precise, and friendly. These principles demonstrate the extreme dedication of the PT. Panin Dubai Syariah Bank personnel. Employees of PT. Panin Dubai Syariah Bank are able to employ the commitment values that will help them work efficiently and be able to overcome any obstacles that may develop at work as a result.

Patiraj Kumari et al (2019)³⁵With the goal to entirely comprehend the significance of emotional intelligence as it is directly linked to enhanced company dedication and performance on the job, which in consequently contributes to the economic viability of the company, as well as the capacity to face whatever obstacles that may arise at work., this investigation assists in determining the association across emotional intelligence and administrative commitment and performance on the job.. Because emotional intelligence may be learnt and is not intrinsic, managers' emotional intelligence can be raised by employing several metrics. As a result, it is urged that banks' human resource departments try to offer a variety of training events, set up a variety of workshops, as well as foster an encouraging atmosphere that motivates their managers to get involved with training programmes and workshops which encourage manager growth and emotion management.

Sameer Kapadwala et al (2022)³⁶The study's findings demonstrated that there was an obvious and substantial association among emotional intelligence and professional performance in the IT sector. There is obviously a moderately positive association between the two measurements. Thus, a worker will be more productive the more EI he has. As a result, self-aware (self-aware) employees can control their emotions (self-regulation), are self-motivated, and may perform better at work. IT businesses will be able to boost employee productivity and increase their own as a result of developing these skills. As a result, IT firms may profit by evaluating the emotional intelligence of their employees and putting into practise measures aimed at enhancing emotional intelligence at work.

Urooj Shakeel et al (2022)³⁷ in past studies, less focus has been placed on conflict management techniques and job performance. Emotional Intelligence (EI) may be advantageous to both the public sector and private banks, according to the research. The authors provide concrete proof for the association among emotional intelligence (EI) and performance on the job in individuals as well as a model that unites EI, CMSs, and performance at work. In this study, the incorporation style becomes a facilitator to assist us better comprehend the connection across emotional intelligence (EI) and professional performance. Employees with high emotional intelligence may employ a range of conflict-management strategies, including avoiding conflict altogether, dominating it, incorporating it into the group, etc. discovered that using emotional intelligence (EI) to cope with stress at work was a successful strategy. A person's ability to handle stressful events improves with increasing levels of emotional intelligence (EI).

Objective

- Analyzing the level of emotional intelligence among executive-level employees in the BPO industry.
- Identify the correlation between emotional intelligence and workplace effectiveness.
- Finding the emotional intelligence characteristics or skills that have the greatest impact on improving workplace productivity.
- Investigating the effects of emotional intelligence on important workplace outcomes like job performance, job happiness, and employee engagement.
- Investigating how emotional intelligence might enhance communication, coordination, and leadership efficiency in the BPO sector.

Research Gap

- Previous studies did not specifically examine the differences in the emotional intelligence of workers from different cultural backgrounds.
- Prior research did not pay attention to the different emotional intelligence level of senior personnel who come from various management departments of any organizations.
- The majority of previous research is theoretically based not on the practical based survey.
- There hasn't been a study that identifies which emotional intelligence attributes are more useful for enhancing employee performance at work and which ones are less useful.
- There are limited studies or researches which are focused on Indian BPO industries. Most of the researches are focused on IT sectors, Health sectors, Banking sectors, Educational sectors.

Research Questions

- What is the emotional intelligence level of executives working in the BPO sector?
- In the BPO sector, is there a strong link between emotional intelligence and productivity at work? How they are co-related to each other?
- Which emotional intelligence skills or abilities have the biggest influence on increasing workplace productivity in the BPO industry?
- How do major workplace factors like job performance, job happiness, and employee engagement in the BPO industry affect emotional intelligence?
- How can emotional intelligence improve the effectiveness of leadership, coordination, and communication in the BPO industry?

CONCLUSION

According to the overall findings, the workplace environment needs to be enhanced so that workers may more effectively interact, solve problems, perform better in their roles, delegate critical tasks, and have faith in one another. Improved adaptability, empathy for the worker, authoritative traits, bunch compatibility, participatory administration, dynamic, and partner comprehension will be the outcomes of the passionate insight. Organizational commitment is significantly and favorably impacted by emotional intelligence. That is, organizational performance increases as employee emotional intelligence increases. The discovery of the study proposed that the workplace has a constructive and significant sway on productivity. In other words, the better the working environment, the stronger the organisational commitment. Emotional intelligence positively and significantly affects employee performance through organisational commitment. The relationship between employee performance and emotional intelligence may therefore be influenced by organisational commitment, which acts as a controlling element. The management must recognise employees in order for them to be able to carry out duties or activities that precisely met the specified work requirements or descriptions if they are to raise the level of job performance in the organisation. To increase the degree of work-life balance, individuals need to be introduced to the capacity of juggling their duties during and outside of work hours. Consequently, high achievers experience more degrees of joy, self-efficacy, mastery, and pride than poor achievers, who frequently feel dissatisfied or even failed. High performers also have more options for job advancement, receive better promotions, and receive prizes and honours. Additionally, they frequently receive cash or non-financial rewards.

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