A CORRELATIONAL STUDY OF WOMEN'S WORK-LIFE BALANCE AND EMOTIONAL INTELLIGENCE IN IT-BPO

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ABSTRACT

Individuals employed in the field of information technology must exhibit exceptional emotional intelligence. It is imperative that all individuals prioritise the development of emotional regulation skills. Work-life balance is the term used to describe the state of equilibrium between an employee's personal and professional existence. The primary objective of this research is to investigate the ways in which emotional intelligence contributes to work-life balance and the resulting effects on the organisation. The primary objective of this investigation is to investigate the role of emotional intelligence in the administration of work-life balance among women in the IT-BPO sector. "Female personnel in the IT-BPO sector comprised the study's population. Demographic profiles, emotional intelligence assessments, and work-life balance statements were implemented during data collection. The data was interpreted using analytical methodologies such as Factor Analysis, Structural Equation Modelling, and Correlation. The results of the study suggest a substantial correlation between work-life balance and emotional intelligence in the workplace. The results of the factor analysis indicate that the variables of work-life balance and emotional intelligence can be classified into three distinct factors. These results demonstrate the extent to which emotional intelligence aids women in the management of their personal and professional lives. Maintaining this equilibrium necessitates emotional intelligence. This research offers the BPO industry valuable insights, emphasising the significance of comprehending and improving women's emotional intelligence to assist them in more effectively managing their work-life balance.

Keywords: Emotional Intelligence(EI), Work-life Balance (WLB),Organizational Behaviour.

INTRODUCTION

Emotional intelligence is "the capacity to understand our emotions and deal with them effectively, as well as to understand and successfully manage the emotions of others," according to Professor Daniel Goleman [1]. The capacity to recognize, utilize, and control one's feelings to reduce stress, communicate, sympathize with others, overcome obstacles, and diffuse conflict is known as

emotional intelligence, or emotional quotient, or EQ. In addition to assisting one in achieving overall professional and personal objectives, emotional intelligence also helps one develop stronger bonds with others. Additionally, it can support life in developing a connection with feelings, putting those goals into practice, and deciding what matters.

The approach called "work-life balance" helps employees in striking a balance between their personal and professional lives. To achieve a healthy work-life balance, employees are encouraged to prioritize their time and set aside time for things like family, health, vacations, and professional travel in addition to other activities. The concept holds significant value in the business sector as it promotes employee motivation and strengthens their commitment to the organization. Every country has a different approach to work-life balance. Numerous studies have demonstrated that developed countries have more work-life policies than emerging nations and that other nations are more likely than India to adopt the trend of working from home. People find it necessary to put in long hours at work in growing economies like India, which leads to an imbalance between work and personal life. It is difficult to balance the responsibilities of work and family. Maintaining equilibrium among the various functions is crucial. The employees experience stress most of the time as a result.

The key to being emotionally fit enables a person to be comfortable in both their personal and professional lives. Most workers never experience the rewards of success because work and family are not properly balanced. A good worker is someone who puts in their job to help the family and advance the company to new heights. Because he is emotionally well, the employee works without being self-centered and with complete dedication. An employee's ability to control their emotions is crucial to advancing the organization's development. These workers can recognize their advantages and disadvantages as well as the feelings and expectations of others. This research article concentrates on exploring the various effects of Emotional Intelligence on work-life balance especially with the female employees of the BPO industry.

STATEMENT OF THE PROBLEM

Emotional Intelligence is an important concept that plays a greater role in the lives of individuals. Every individual has different forms of Emotions in various situations. Managing all the emotions properly may lead to managing all the other activities. On the other hand, work-life balance plays a significant role in the day-to-day life of the working individuals. The individual may be a male or a female must balance the work of the house as well as the work of the company. A proper balance between work life as well as family life leads to a healthy lifestyle. This can be done with the help of good Emotional Intelligence. This study aims to explore the effects of Emotional Intelligence on work-life balance in the employees of the IT-BPO industry. IT - The BPO industry is one of the leading industries where a huge number of employees are working. The IT-BPO industry has attracted several employees all over the world, especially female employees. Women who work in the IT- BPO industry experience a variety of emotional scenarios at work; handling emotions in these

settings demands a high degree of Emotional Intelligence (EQ).

This research article concentrates on how women employees manage to control their Emotions which helps in influencing the work-life balance. Women being the queen of the home must manage both the personal life and the professional life. This research concentrates on exploring the workplace Emotional Intelligence of women employees who are working in the BPO industry and their impact on balancing their work and life.

OBJECTIVES OF THE STUDY

The study aims to find out the following research objectives:

1. To study and explore the factors relevant to Emotional Intelligence and work-life balance of women employees in the IT - -BPO industry.

2. To find out the relationship between Emotional Intelligence and the Work-life balance of women employees in IT–BPO.

3. To identify the impacts of EI on the work-life balance of employees working in the IT-BPO industry.

REVIEW OF LITERATURE

Prof. N. Bhaskara rao (2024) [2] in their research article studied the several effects of digital leadership on work behavior through Emotional Intelligence. The paper points out that the implementation of a pattern of management from the traditional method to the digital method needs adaptation to change and the transition of the new from the old habits by all the employees. The study was conducted in fine arts colleges among the faculties with a sample of 119 respondents. The study results show that digital leadership does not have any positive influence on the work behavior of the employees and organizational support has a positive influence on the work behaviour. Digital leadership also does not have a positive influence on Emotional Intelligence and on the other hand, work behavior has some positive influence on Emotional Intelligence.

Dr.Naveen Prasadula (2023) [3] discussed the Emotional Intelligence relationship between anxiety and performance among the students of physical education and the students of sports. The study focuses on the self-report measures of EI among the students during the examination of physical education students. The researchers took a cross-sectional study with a sample of 350 respondents. The results of the study show that there is a correlation between Emotional Intelligence and Anxiety and showed positivity with all the Emotional Intelligence dimensions. EI also shows a positive relationship between the perception and the work performance. All these results help in building self-confidence and better Emotional Intelligence during their education and sports.

In **2023, Dr. Akshita Sharma and Mr. V. Suresh Pillai** [4] examined the impact of emotional intelligence on workers' performance in postsecondary educational settings. To find the gaps that

remain unfilled, the researcher goes over the literature. Managers and other leaders may find this study very helpful in determining the variables impacting worker performance. The evaluation analysis yielded results that indicate a strong correlation between employees' performance and emotional intelligence in educational institutions. The study found that emotional intelligence (EI) is a significant factor in worker performance. An employee can better manage his emotions and skills by doing this. This study contributes to the body of evidence demonstrating how emotionally intelligent workers can respond positively and contribute effectively.

The Artificial Intelligence and Emotional Intelligence of performance in the service business were researched by **Parul Saxena et al. in 2022** [5]. To investigate worker performance in service-related industries, the researcher looked at several literature reviews. The results of thesss study demonstrate how artificial intelligence and emotional intelligence affect how well customers and clients perform. The study provides insight into the areas that businesses should focus on to influence lawmakers. The industry's Artificial Intelligence and Emotional Intelligence yield noteworthy statistical outcomes. Subsequently, the researcher suggested a formal study paradigm that should be used by future researchers on artificial consciousness for emotional computing.

Dr. Ghoti R.M. (2021) and Shaikh Soheel Jaleel (2021) [6] investigated the relationship between academic success and emotional intelligence. They focused on determining the respondents' emotional intelligence levels and the relationship between academic success and emotional intelligence. There are 1214 Aurangabad undergraduate students in the study sample. To choose the study's samples, the researcher employed basic random sampling. The results of the study indicate that the pupils possess a higher degree of emotional intelligence. The study has nothing to do with academic success and emotional intelligence because the respondents are aspiring teachers. The task of educating the next generation presents a significant challenge for the responders. Teachers' ought to develop their emotional intelligence and communication skills. **Binaebi Gloria Bello et al., (2022)** [7] analysed the impact of Work-life balance in the organization through systematic reviews of relevant studies. The researchers have concentrated on the impacts of HR in balancing the equilibrium. The research article also contains the role of HR in the work-life balance the integration of technology in the changing demographic environment and the impact of COVID-19 in remote areas. The researchers have concluded that the work-life balance in modern organizations has a huge role in the HR professionals and shaping them between the professional and the personal life which leads to enhanced well- being of the company's success.

Fathimatuz Zahra et al.,(2023) [8] studied the work environment, work-family conflict job satisfaction along with work-life balance as the mediating variable. The researchers used a quantitative approach for the study by using a sample of 54 respondents. The study results show that the work environment has a positive influence on job satisfaction. Work-family conflict does not have a significance on job satisfaction, work-life balance is an influencing factor positively on job satisfaction. It was also found that the work-life balance is not a mediating variable between the

environment and job satisfaction and does not affect the conflict in job satisfaction. The study concludes that the company must provide rewards in the form of salary or wages to the employees so that the employees work loyal to the company by completing their tasks and duties assigned to them.

Perengki Susanto et al., (2022) [9] studied Work-life balance, job satisfaction, and job performance of SME employees. The researcher has framed a model based on the mediated and moderated variables on work- life balance and job performance. The data was collected with a sample of 600 employees from Indonesia. The researchers have used non-probability sampling through the purposive sampling method. The researchers collected the data from SMEs and analyzed them through hypothesis. The results of the study show that work- life balance influences job satisfaction and mediates the link between work-life balance and job satisfaction. The results of the study show that the work-life balance has a huge impact on the organization's overall performance.

RESEARCH METHODS

The process through which the research was carried out by the researcher. The following are some of the methodologies adopted for research.

SOURCES OF DATA

The researcher has adopted both secondary data as well as primary data for the research study.

- **Primary Data**

The researcher has used a questionnaire as the tool for data collection to collect the primary data.

- **Secondary Data**

Literature reviews, and books, are some of the other sources used to collect secondary sources of information.

SAMPLING DESIGN

Sampling design is the way through which the researcher has carried out the sampling plan for the research study.

Sampling Method:

The snowball sampling method is used to collect the data from the women employees of the IT-BPO industry.

Sample Size:

The sample size of the study is 138 which were collected from the employees of IT - BPO industry using the structured questionnaire.

Sampling Area:

The samples were collected from in and around the IT-BPO industry in the Hyderabad.

Statistical Tools used:

Some of the statistical tools like SPSS, AMOS, and Excel were used to calculate the data results.

Statistical Techniques used

Statistical Techniques like Simple Percentage Analysis, Structural Equation Model using AMOS, Factor Analysis, and Correlation coefficient were used to calculate the desired results.

ANALYSIS AND INTERPRETATION
RELIABILITY ANALYSIS

Table 1 Reliability Statistics of the Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.974	67

Source: Computed Data

INTERPRETATION

From the above Reliability Statistics, it is found that Cronbach's Alpha value is 0.974, which is highly reliable for data collection. Therefore, the Reliability of the Questionnaire is Excellent and Proven and hence the researcher can proceed with further data collection

SIMPLE PERCENTAGE ANALYSIS

Table 2 Frequency and Percentage Analysis of Demographic Variables

S.no	Factors	Options	Frequency	Percentage
1	Age	21-30	89	64
2	Qualification	Undergraduate	112	81
3	Marital Status	Married	102	74
4	Annual Income	Rs.1,50,000 to 2,50,000	92	67
5	Work Experience	Less than 2 years	88	64
6	Working Hours	8 hours to 9 hours	124	90
7	Family type	Nuclear Family	81	59

Source: Computed Data

CORRELATION

Hypothesis 1: There is no correlation between Emotional Intelligence and Work-life Balance

Table 3 Correlation between Emotional Intelligence and Work-life Balance

Correlations				
Factors	Correlation		EI	WLB
Emotional Intelligence	Pearson Correlation		1	.909**
	Sig. (2-tailed)			.000
	N		138	138
Work-life Balance	Pearson Correlation		.909**	1
	Sig. (2-tailed)		.000	
	N		138	138
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Computed Data

INFERENCE

The above table 3 reflects the correlation between Emotional Intelligence and Work-life Balance. Emotional Intelligence and Work-life Balance are correlated with each other. The calculated value of 0.000 is less than 0.01 at a 1% level of significance. Therefore, the Null Hypothesis that there is no correlation between Emotional Intelligence and Work-life Balance is rejected at a 1% level of significance. This shows that there is a relationship between Emotional Intelligence and Work-life balance.

FACTOR ANALYSIS

Table 4 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.867
Bartlett's Test of Sphericity	Approx. Chi-Square	1197.770
	df	435
	Sig.	.000

Source: Computed Data

INFERENCE

Table 4 shows the KMO and Bartlett's Test for Emotional Intelligence. The Kaiser-Meyer-Olkin measure of sampling adequacy is greater than 0.7 which is 0.867 and is considered adequate. It is accepted and hence thefactors are adequate for further analysis.

Bartlett's Test of Significance computed value is 0.000 which is less than 0.01 and hence it is concluded that the variables are highly correlated for factor analysis.

Table 5 Communalities

Communalities	Initial	Extraction
EI_1	1.000	.890
EI_2	1.000	.906
EI_3	1.000	.859
EI_4	1.000	.871
EI_5	1.000	.799
EI_6	1.000	.857
EI_7	1.000	.805
EI_8	1.000	.901
EI_9	1.000	.941
EI_{10}	1.000	.883
EI_{11}	1.000	.918
EI_{12}	1.000	.893
EI_{13}	1.000	.905
EI_{14}	1.000	.928
EI_{15}	1.000	.861
EI_{16}	1.000	.920
EI_{17}	1.000	.902
EI_{18}	1.000	.868
EI_{19}	1.000	.875
EI_{20}	1.000	.898
EI_{21}	1.000	.923
EI_{22}	1.000	.805

EI$_{23}$	1.000	.872
EI$_{24}$	1.000	.851
EI$_{25}$	1.000	.829
EI$_{26}$	1.000	.892
EI$_{27}$	1.000	.884
EI$_{28}$	1.000	.882
EI$_{29}$	1.000	.897
EI$_{30}$	1.000	.866
Extraction Method: Principal Component Analysis.		

Source: Computed Data

INFERENCE

Table 5 shows the communalities. All the variables in the Communality table are initially expected to have 100% variance. Each variable has a value of 1.00, which means 100% variance. The extracted values range from 0.799 to 0.941, showing that the minimum variance share of the variable after extraction is 79% and the maximum variance share of the item is 94%. In this case, the computed communalities of all the items are more significant than 0.5. It can be concluded that variables do not affect the factor analysis results.

Table 6 Rotated Component Matrix

| Rotated Component Matrix[a]				
Variables	Component			
	1	2	3	4
EI$_1$	.898			
EI$_2$	.793			
EI$_3$	.774			
EI$_4$	.779			
EI$_5$	.806			
EI$_6$	.821			
EI$_7$	.935			
EI$_8$	.822			
EI$_9$	.902			
EI$_{10}$	.863			
EI$_{11}$		.839		
EI$_{12}$		.817		
EI$_{13}$		.849		
EI$_{14}$		.976		
EI$_{15}$		.871		
EI$_{16}$		.868		
EI$_{17}$		.882		
EI$_{18}$			.811	
EI$_{19}$			.893	
EI$_{20}$			.984	
EI$_{21}$			.976	
EI$_{22}$			.826	
EI$_{23}$			.887	
EI$_{24}$			.821	
EI$_{25}$				.839
EI$_{26}$				.817
EI$_{27}$				.849
EI$_{28}$				.917
EI$_{29}$				.982
EI$_{30}$				.824

Source: Computed Data

INFERENCE

Table 6 shows the Rotated component matrix. The variables with higher loadings are listed and the components within the factors are loaded based on the highest factor loadings. The factor analysis grouped 30 variables related to Emotional Intelligence into four factors. The factor loadings greater than 0.5 are considered adequate and less than 0.3 are inadequate. The factors are named as **Motivational Factors, Regulatory Factors, Social Factors, and Influential factors.**

STRUCTURAL EQUATION MODEL

H0: The Emotional Intelligence Model does not have a Perfect Fit
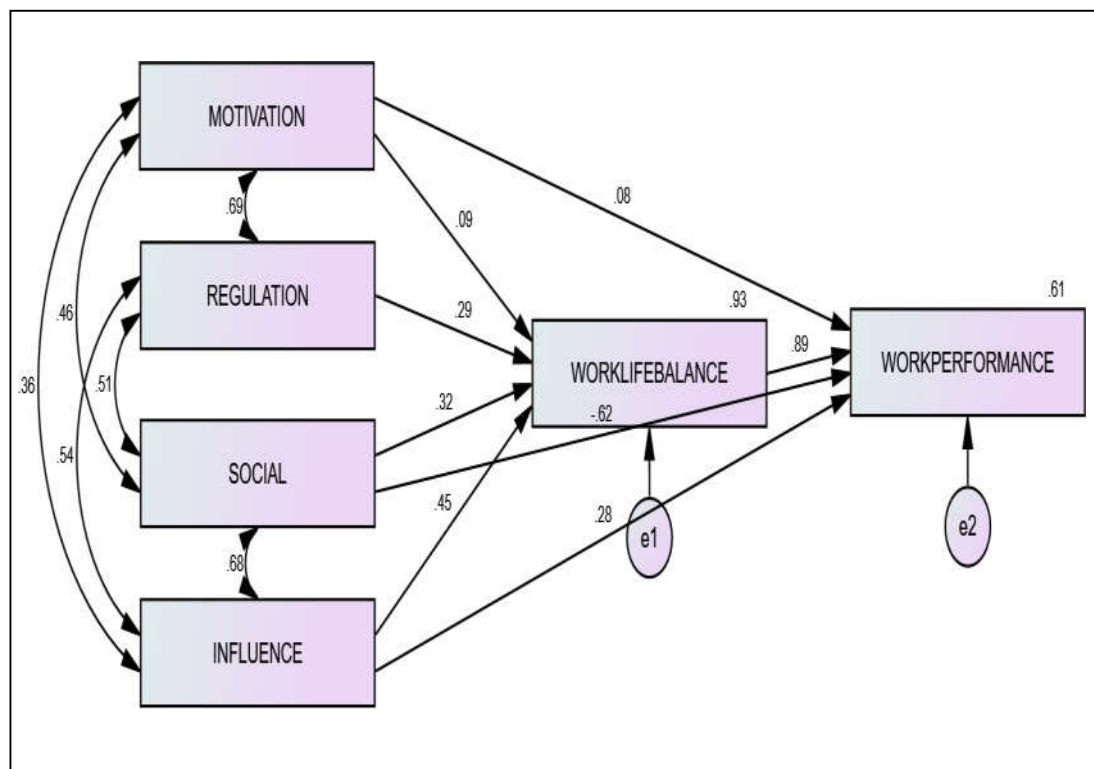
Source: Computed Figure

Figure 1 Structural Equation

ModelTable 7 Model Fit Measures

Fit Statistics	Obtained	Recommended / Threshold
CMIN/DF	1.859	Between 1 and 5
RMR	0.000	<0.02
GFI	0.996	>0.90
AGFI	0.906	>0.90
CFI	0.999	>0.90
TLI	0.982	>0.90
RMSEA	0.049	<0.05

Source: Computed Data

INFERENCE

Table 7 shows the model fit measures along with its recommended threshold limits. From the table, all the model fit measures satisfy the recommended limits. The CMIN/DF value is 1.859 which is less than 5, the RMR value is 0.000 which is <0.02, the GFI value is 0.996 greater than 0.9, AGFI value is 0.906 which is greater than 0.9, CFI value is 0.999 which is greater than 0.9, TLI value is 0.982 which is greater than 0.9 and RMSEA value is 0.049 which is less than 0.05. Hence, it can be concluded that the null hypothesis, is rejected.

Table 8 Covariances

			Estimate	S.E.	C.R.	P
MOTIVATION	<-->	REGULATION	14.050	2.115	6.644	***
MOTIVATION	<-->	INFLUENCE	7.679	1.915	4.010	***
MOTIVATION	<-->	SOCIAL	10.705	2.192	4.883	***
REGULATION	<-->	INFLUENCE	8.051	1.441	5.586	***
REGULATION	<-->	SOCIAL	8.327	1.573	5.294	***
SOCIAL	<-->	INFLUENCE	11.523	1.752	6.576	***

Source:

Computed   Data

			Estimate
MOTIVATION	<-->	REGULATION	.689
MOTIVATION	<-->	INFLUENCE	.365
MOTIVATION	<-->	SOCIAL	.459
REGULATION	<-->	INFLUENCE	.543
REGULATION	<-->	SOCIAL	.507
SOCIAL	<-->	INFLUENCE	.679

Table 9 Correlations

Source: Computed Data

Table 10 Standardized Regression Weights

			Estimate
WORK-LIFE BALANCE	<---	MOTIVATION	.094
WORK-LIFE BALANCE	<---	REGULATION	.289
WORK-LIFE BALANCE	<---	SOCIAL	.325
WORK-LIFE BALANCE	<---	INFLUENCE	.447
WORK PERFORMANCE	<---	MOTIVATION	.081
WORK PERFORMANCE	<---	INFLUENCE	.284
WORK PERFORMANCE	<---	WORK-LIFE BALANCE	.886
WORK PERFORMANCE	<---	SOCIAL	-.623

Source: Computed Data

FINDINGS AND DISCUSSION

The reliability statistics of the Questionnaire were tested using Cronbach's alpha Value which is 0.974 greater than 0.9 and proved to be excellent. The results of simple percentage analysis show that 64% of the respondents belong to the age category of 21-30. 81% of the respondent's qualifications are undergraduate, 74% of the respondents are Married, 67% of the respondent's Annual Income belongs to Rs.1,50,000 to 2,50,000, 64% of the respondents work experience was less than 2 years, 90% of the respondents' working hours were 8 hours to 9 hours and 59% of the respondent's family type were nuclear family. The Pearson Correlation coefficient results show that there is a correlation between Emotional Intelligence and Work-life Balance. The Pearson correlation significant value is 0.000 is less than 0.01 at a 1% level of significance. Therefore, the Null Hypothesis that there is no correlation between Emotional Intelligence and Work-life Balance is rejected at a 1% level of significance. This shows that there is a relationship between Emotional Intelligence and Work-life balance. The results of the Factors Analysis show that the Kaiser-Meyer-Olkin measure of sampling adequacy is greater than 0.7 which is 0.867 and is considered adequate for further analysis. Bartlett's Test of Significance computed value is 0.000 which is less than 0.01 and hence it is concluded that the variables are highly correlated for factor analysis. The communality table shows that each variable has a value of 1.00, which means 100% variance. The extracted values range from 0.799 to 0.941, showing that the minimum variance share of the variable after extraction is 79% and the maximum variance share of the item is 94%. In this case, the computed communalities of all the items are more significant than 0.5. It can be concluded that variables do not affect the factor analysis results. After further analysis the variables with higher loadings are listed and the components within the factors are loaded based on the highest factor loadings. The factor analysis grouped 30 variables related to Emotional Intelligence into four factors. The factor loadings greater than 0.5 are considered adequate and less than 0.3 are inadequate. The factors are named as Motivational Factors, Regulatory Factors, Social Factors, and Influential factors. The SEM results show that model fit measures along with its recommended threshold limits. All the model fit measures satisfy the recommended limits. The CMIN/DF value is 1.859 which is less than 5, the RMR value is 0.000 which is <0.02, the GFI value is 0.996 greater than 0.9, AGFI value is 0.906 which is greater than 0.9, CFI value is 0.999 which is greater than 0.9, TLI value is 0.982 which is greater than 0.9 and RMSEA value is 0.049 which is less than 0.05. Hence, it can be concluded that the null hypothesis, is rejected.

RECOMMENDATIONS

Some of the recommendations that can be considered are:

- The employees can be trained with proper skills required to balance their emotions, work as well as their family life, and other soft skills required for their development.
- Every employee must be given the freedom, to get relax in their tension, stress anxiety, and other psychological aspects, especially women.
- Women themselves serve as a threat to other women by bullying them through their words, through their behavior.
- Every week the industry should conduct programs to relax the employees and keep them fresh so that they can work better for the next week.

LIMITATIONS OF THE STUDY

There is no article without limitations. This article has some limitations. They are:

1. The study was concentrated only on the women employees of IT - BPO industry in Hyderabad
2. The sample size of the study is less due to time constraints
3. Only two factors EI and Work-life balance were considered for this study.

CONCLUSION

Emotional Intelligence and work-life balance work together to increase IT - BPO organizations' financial success and administrative achievement through work output. Furthermore, work-life balance and Emotional Intelligence provide a foundation for success in both personal and professional life. Employees must therefore control their Emotional needs to be motivated. The Human Resource Management (HRM) department and management must take steps to help employees develop their Emotional Intelligence and support a healthy work-life balance to improve their performance at the organization. Better Emotional Intelligence abilities would help people better understand and control their emotional behavior, which will produce higher-quality work. As a result, IT-BPO managers in organizations must understand the disconnect between EI and WLB. Better work and family life could be achieved through the effective integration, enhancement, and provision of EI. Understanding the potential and skill set that other employees bring to the table and making

sure to value one another's opinions assist in establishing a cohesive unit that is essential to the success of the firm.

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