

BEYOND THE BINARY: THE ROLE OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT IN JOB SATISFACTION OF KOLKATA'S IT WORKFORCE

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Abstract

This research explores the intricate dynamics between Emotional Intelligence (EI), Organizational Commitment (OC), and Job Satisfaction (JS) within the IT workforce of Kolkata. In a rapidly evolving industry, understanding these interrelationships is crucial for enhancing employee well-being and productivity. Our study focuses on three dimensions of organizational commitment: affective, continuance, and normative, and examines their influence on job satisfaction alongside emotional intelligence. The sample comprised 160 IT professionals from various companies in Kolkata. Employing statistical techniques such as correlation, ANOVA, and regression analysis, we aimed to elucidate the connections between the variables. The findings reveal significant positive relationships between EI and JS, indicating that employees with higher emotional intelligence tend to experience greater job satisfaction. Similarly, each dimension of organizational commitment— affective, continuance, and normative—was found to be significantly related to job satisfaction, suggesting that different forms of commitment uniquely contribute to an employee's overall job satisfaction. Furthermore, the ANOVA results indicate that job satisfaction is significantly influenced by work experience, highlighting that employees' length of service impacts their job satisfaction.

levels. However, gender was found to have no significant effect on job satisfaction, and no interaction effect between gender and work experience was observed. These insights underscore the importance of fostering emotional intelligence and various forms of organizational commitment to enhance job satisfaction among IT professionals. The implications of these findings are discussed in terms of organizational strategies and policies that could be implemented to cultivate a more satisfied and committed workforce. By delving beyond binary considerations, this research provides a nuanced understanding of the factors driving job satisfaction in Kolkata's IT sector, offering valuable guidance for organizational development and employee retention strategies.

Keywords: Emotional Intelligence, Organizational Commitment, Job Satisfaction, IT employee

Introduction

In the contemporary business landscape, particularly within the Information Technology (IT) sector, understanding the determinants of job satisfaction has become increasingly important. Kolkata, a city renowned for its rich cultural heritage, has seen substantial growth in its IT sector, positioning itself as a key player in India's technological landscape. Despite this growth, employees in Kolkata's IT sector face distinct challenges that affect their job satisfaction, underscoring the need for a deeper exploration of the factors that influence their overall work experience.

Historically, job satisfaction has been examined through various perspectives, with a focus on concrete factors such as compensation, job security, and opportunities for career advancement. However, as the workforce in the IT sector becomes more complex and diverse, these traditional factors alone are insufficient to capture the full scope of job satisfaction. Increasingly, researchers and practitioners are recognizing the significance of Emotional Intelligence (EI) and Organizational Commitment (OC) as key contributors to job satisfaction.

Emotional Intelligence, a concept popularized by Daniel Goleman in the mid-1990s, is defined as the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others. In a workplace environment, particularly in high-stress sectors like IT, EI is considered a crucial skill that enhances interpersonal relationships, communication, and the overall work atmosphere. Studies suggest that employees with high EI are better equipped to handle stress, overcome workplace challenges, and contribute positively to team dynamics, all of which are essential components of job satisfaction (Goleman, 1995; Mayer & Salovey, 1997).

Organizational Commitment, a concept extensively studied by Meyer and Allen (1991), refers to the psychological attachment an employee has to their organization. This attachment can be affective, where employees remain with an organization because they want to; continuance, where they stay because they perceive a need to; and normative, where they stay because they feel they ought to. High levels of organizational commitment are typically associated with greater job satisfaction, reduced turnover, and improved job performance (Meyer & Allen, 1991; Mowday, Steers, & Porter, 1979). In the IT industry, where the demand for skilled professionals often surpasses supply, fostering strong organizational commitment can be a vital strategy for retaining top talent and maintaining competitive advantage.

The interaction between Emotional Intelligence and Organizational Commitment is particularly pertinent within Kolkata's IT workforce. The IT sector in Kolkata is marked by a blend of traditional cultural values and modern business practices, creating a distinctive organizational environment. Employees in Kolkata's IT companies often navigate complex interpersonal dynamics, balancing the high expectations of global clients with the cultural nuances of a rapidly modernizing city. In this context, Emotional Intelligence can play a pivotal role in helping employees manage stress, build effective relationships, and remain committed to their organizations.

Despite the potential importance of these factors, research exploring the impact of EI and OC on job satisfaction in the

Indian IT industry, particularly in Kolkata, remains sparse. While existing studies have examined these relationships in Western contexts (Carmeli, 2003; Gardner & Stough, 2002), there is a significant gap in the literature when it comes to understanding these dynamics in the Indian context, where cultural and organizational differences may affect the relevance and impact of EI and OC.

This study aims to address this gap by investigating the role of Emotional Intelligence and Organizational Commitment in shaping job satisfaction among Kolkata's IT professionals. The research will explore how these two factors interact to influence job satisfaction and whether their impact varies based on demographic factors such as age, gender, and tenure. By focusing on the IT sector in Kolkata, this study not only contributes to the broader literature on job satisfaction but also offers valuable insights for managers and HR professionals seeking to improve employee well-being and organizational performance in a rapidly changing industry.

The significance of this research is underscored by the growing recognition that job satisfaction is influenced not only by external rewards but also by intrinsic factors such as emotional well-being and a sense of belonging within the organization. As the IT sector continues to grow and evolve, particularly in emerging markets like Kolkata, understanding the nuanced drivers of job satisfaction will be critical for sustaining growth and maintaining a motivated, resilient workforce.

Objectives

1. To determine the role of Gender and Working experience among IT sectors employees in Kolkata.
2. To determine the association between Emotional intelligence and Job Satisfaction among IT sectors employees in Kolkata, irrespective of their Gender.
3. To find out the association between Organizational Commitment (traits: a. Affective, b. Continuance, c. Normative) and Job Satisfaction among IT sectors employees in Kolkata, irrespective of their gender.

Methodology

In study, A multistage procedure employed to understand the noteworthy interplay among Emotional Intelligence, Organizational Commitment and Job Satisfaction among IT sectors employees in Kolkata. A significant relationship between Organizational Commitment, Emotional Intelligence, and job satisfaction in IT sectors employees.

Sampling Design

Since it is not possible to collect the data from the large population of IT employees, this study employed a snowball sampling method to recruit participants future subjects from among their acquaintances.

Tools and scale

This study utilized three validated instruments to assess the constructs of emotional intelligence, organizational commitment and job satisfaction among IT employees. Each instrument has been widely used in previous research and has demonstrated reliability and validity in measuring its respective construct.

In evaluating participants emotional intelligence, this study employed The Schutte Self Report Emotional Intelligence Test (SSEIT) was developed by Dr. Nicola Schutte and her colleagues in 1998. This tool consists of 33 items. All items are required to be rated on a 5- point Likert scale, ranging from 1 to 5. Items 5, 28, 33 are reversed scored. This instrument is also known as the 'Assessing Emotions Scale'. High EI is associated with more optimism, greater impulse control, better mood, more empathic perspective taking, more closeness and warmth in relationships, more persistence under frustrating circumstances, and other similar outcomes. The SSEIT has demonstrated good reliability and validity across diverse populations. It is a self-administered scale. There is no time to complete it. The instruction precedes the items in the inventory.

For evaluating participants' organizational commitment, the study utilized The Organizational Commitment Scale (OCS) revised version developed by Allen and Meyer in 1993. This

scale consists of a series of items designed to assesses an employee's psychological attachment to their organization and identifies the nature and strength of their commitment. It is an 18- item scale that measures of three dimensions of organizational commitment: affective commitment, continuance commitment and normative commitment. It is a 7-point Likert scale, ranging strongly disagree to strongly agree. It measuring both positive and negative about the organization. The Organizational Commitment Scale, a widely used self - report instrument for evaluating individual organizational commitment.

In gauging participants' job satisfaction, this study employed the Minnesota Satisfaction Questionnaire (MSQ), crafted by Weiss, Dawis, England, and Lofquist in 1967. Renowned for its

versatility, the MSQ serves as a prevalent tool for evaluating job satisfaction across diverse professional domains. Comprising 20 items, it delves into various dimensions of job contentment, encompassing both intrinsic and extrinsic facets. Respondents assess their satisfaction levels on a Likert-type scale, spanning from profound discontentment to utmost contentment.

The MSQ exhibits robust psychometric characteristics, such as excellent internal consistency and reliability upon repeated testing (Weiss et al., 1967). The scale's comprehensive coverage of job satisfaction dimensions allows for a nuanced assessment of participants' satisfaction with various aspects of their work. The MSQ has been widely used in research and has been validated across different occupational groups and cultural contexts, enhancing its applicability in diverse settings.

Ethical Issues

Ensuring participants anonymity and confidentiality. Adhering to ethical guidelines and, if necessary, seeking approval from the ethics review board.

Results

Table 1: Table 1 describes the descriptive statistics of following variables

Variables	N	Mean	Sd
Organizational Commitment	160		
· Affective		27.8063	6.04958
· Continuance		27.6938	5.92935
· Normative		29.3938	5.11392
Emotional Intelligence	160	119.0125	12.44459
Job Satisfaction	160	71.9937	15.70422

Table 1: Descriptive Statistics

Table 2: Table 2 represents the relationship among following variables

Variables	EI	Affective	Continuance	Normative	JS
EI	1	.0019	.117	.092	.256**
Affective	.019	1	.109	.090	.244**
Continuance	.117	.109	1	.321**	.249**
Normative	.092	.090	.321**	1	.262**
JS	.256**	.244**	.249**	.262**	1

Table 2: Correlation

Table 3: Tabular Presentation of two-way ANOVA

Levene's Test of Equality of Error Variances

Dependent Variable: JOB SATISFACTION

F	df1	df2	Sig.
.647	3	156	.586

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + Gender + Exp + Gender * Exp

Tests of Between-Subjects Effects

Dependent Variable: JOB SATISFACTION

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3329.754 ^a	3	1109.918	4.825	.003
Intercept	826108.348	1	826108.348	3591.451	.000
Gender	355.215	1	355.215	1.544	.216
Exp	2750.357	1	2750.357	11.957	.001
Gender * Exp	160.782	1	160.782	.699	.404
Error	35883.239	156	230.021		
Total	868509.000	160			
Corrected Total	39212.994	159			

a. R Squared = .085 (Adjusted R Squared = .067)

This analysis provides comprehensive summary statistics for three variables EI, OC traits, JS from a sample size of 160 compliances. The mean values offer perceptivity into the central tendency of the data which EI averaging at 119.0125,

OC (Affective) at 27.8063, OC (Continuance) at 27.6938, OC (Normative) at 29.3938, JS at 71.9937. Standard diversions which measure the dissipation around the mean illustrate variability within the data with EI displaying a divagation that conforms to the standard at 12.44459, OC (Affective) at 6.04958, OC (Continuance) at 5.92935, OC (Normative) at 5.11392, and JS at 11.03287. This Study exploring the correlations between Emotional Intelligence, Organizational Commitment (a. Affective, b. Continuance, c. Normative) and job satisfaction in IT sectors employees. Other findings indicate a notable correlation between Emotional Intelligence and Job Satisfaction, also Organizational Commitment traits (a. Affective, b. Continuance, c. Normative) and Job Satisfaction. On the other hand, the data revealed an absence of noteworthy influence of gender on job satisfaction, but working experience would significantly impact job satisfaction levels.

Discussion

The summary statistics presented in this study Open up comprehensive overview of three key variables EI, OC, JS Based on a sample size of 160 observations. Through the analysis of mean values provide a measure of central tendency Indicating the average performance or measurement across the sample.

These findings lay the groundwork for further analysis such as hypothesis testing or correlation studies to explore potential relationship between variables or infer population characteristics based on the sample data.

From result, a significant correlation was found between Emotional Intelligence and Job Satisfaction at 0.01 level. It suggests that individuals with higher EI are likely to experience greater JS. This implies that their ability to understand, manage, and use their emotions positively impacts their perception and enjoyment of their work environment. Consequently, enhancing EI might be a valuable strategy for improving JS among employees.

Contrarily, a significant correlation emerged between Organizational Commitment (traits: a. Affective, b.

Continuance, c. Normative) and Job Satisfaction at 0.01 level. It indicates that employees who are emotionally attached to their organization (AC), feel obligated to remain (NC), or perceive high costs of leaving (CC) tend to have higher JS. This suggests that fostering strong OC can enhance employees' satisfaction with their jobs.

On the other hand, the result indicating a significant impact of working experience on job satisfaction but no significant effect of gender or the interaction between gender and working experience on job satisfaction.

The findings of this study underscore the intricate relationships between Emotional Intelligence (EI), Organizational Commitment (OC), and Job Satisfaction (JS). The significant correlation between EI and JS aligns with prior research, suggesting that individuals who possess higher levels of EI tend to experience greater job satisfaction. This outcome is consistent with the work of Wong and Law (2002), who found that employees with higher EI are better equipped to navigate the social complexities of the workplace, leading to improved job satisfaction. EI enables individuals to manage stress, maintain positive relationships, and understand their own emotional triggers, which, in turn, enhances their overall satisfaction with their job roles. In addition to EI, the study also highlights the role of OC in influencing JS. The significant correlations between the three dimensions of OC – Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC) – and JS suggest that the strength of an employee's commitment to their organization plays a crucial role in their job satisfaction. This finding is supported by Meyer and Allen's (1991) model of organizational commitment, which posits that employees who are emotionally attached to their organization (AC), feel a moral obligation to stay (NC), or perceive the costs of leaving as high (CC), tend to report higher levels of job satisfaction. Such commitments foster a sense of stability and belonging, which can enhance the positive feelings employees associate with their work. Moreover, the study's finding that work experience has a significant impact on job satisfaction, while gender does not, adds another layer to the understanding of JS determinants. This result is in line with previous research

by Clark (1997), who suggested that as employees gain more experience, they develop a better understanding of their job roles, which contributes to increased job satisfaction. The lack of a significant gender difference in job satisfaction also reflects findings from earlier studies, such as those by Spector (1997), which indicate that job satisfaction is more strongly influenced by job-related factors than by demographic characteristics such as gender.

In summary, this study reinforces the importance of EI and OC in shaping job satisfaction. It suggests that organizations looking to improve employee satisfaction might benefit from initiatives aimed at enhancing EI and strengthening organizational commitment. For instance, providing training programs that focus on developing emotional intelligence skills could help employees manage workplace challenges more effectively, leading to greater job satisfaction. Similarly, fostering a work environment that promotes emotional attachment, recognizes the costs of leaving, and encourages a sense of obligation could strengthen organizational commitment and, in turn, enhance job satisfaction. These findings contribute to the growing body of literature on the psychological and organizational factors that influence job satisfaction, offering valuable insights for both researchers and practitioners.

Limitations of the study may include the use of self-report measures, potential social desirability bias, and the generalizability of findings limited to the selected sample size and demographic characteristics.

The outcomes of this investigation offer significant implications for employers, policymakers, and professionals seeking to enhance job satisfaction. Future research could involve exploring additional factors influencing job satisfaction and conducting longitudinal studies to assess changes over time.

Conclusion:

The findings of the present study underscore the significant roles of Emotional Intelligence and Organizational Commitment in shaping Job Satisfaction among employees. The strong positive correlations between EI and JS, as well

as between the dimensions of OC and JS, demonstrate that both individual emotional capabilities and organizational attachment are vital contributors to employee satisfaction. Additionally, the influence of work experience on job satisfaction highlights the importance of career development and long-term engagement in the workplace.

From a practical perspective, these findings suggest that organizations seeking to enhance job satisfaction should focus on fostering emotional intelligence and strengthening organizational commitment. Training programs aimed at developing emotional awareness, emotional regulation, and interpersonal skills may help employees cope more effectively with workplace challenges, thereby improving job satisfaction. Similarly, creating a supportive organizational culture that promotes emotional attachment, acknowledges employee contributions, and reinforces loyalty can enhance commitment and satisfaction levels.

Despite its contributions, the study has certain limitations. The reliance on self-report measures may introduce social desirability bias, and the findings may have limited generalizability due to the specific sample size and demographic characteristics. Future research could address these limitations by incorporating larger and more diverse samples, using mixed-method approaches, and conducting longitudinal studies to examine changes in EI, OC, and JS over time. Additionally, exploring other psychological and organizational variables may provide a more comprehensive understanding of job satisfaction.

In conclusion, this study contributes to the growing body of literature on job satisfaction by highlighting the combined influence of emotional intelligence, organizational commitment, and work experience. The insights gained offer valuable guidance for researchers, practitioners, and policymakers aiming to promote employee well-being and organizational effectiveness.

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