

An Analytical Study of the Relationship Between Emotional Intelligence and Organizational Commitment in the IT Sector

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ABSTRACT:

In recent years, there has been an increased interest in Emotional Intelligence among Indian organisations. This rise can be accounts to emotional intelligence being more well-known in the field of research. The purpose of the current study was to look into the relationship between corporate executives' emotional intelligence and organisational Commitment. The study was conducted at three IT organisations in the Chandigarh Tricity, which includes organisations from Chandigarh, Panchkula, and Mohali. A sample of 138 employees working in the IT sector was taken to explore the relationship through a questionnaire. Correlation analysis in Smart PLS was used to investigate the association. According to the findings, emotional intelligence and organisational commitment are significantly and favourably correlated, meaning that the more emotionally intelligent a person is, the more committed they will be to their organisation. The theoretical and practical understanding of the connection between corporate executives' organisational commitment and emotional intelligence is affected by these findings.

Keywords: *Emotional Intelligence, Organizational Commitment, Self-Emotional Appraisal, Regulation of Emotion, Use of Emotion, Others' Emotional Appraisal, Affective Commitment, Continuance Commitment, Normative Commitment*

INTRODUCTION

Emotional intelligence is a crucial element for businesses to thrive, particularly in the IT sector. As a result, a lot of emphasis has been paid to the subject of emotional intelligence over the last few years. Organisations today are paying more attention to the emotional side of their employees. By doing this, businesses can count on their staff to work as cooperatively, sincerely, and productively as possible. Employees are unable to maintain a healthy work-life balance in the current climate of constant change and development, which negatively impacts both their professional and personal lives. This imbalance results in a variety of psychological issues, which raise stress levels and reduce workers' productivity. Emotional quotient is prioritised over intelligence quotient to address this problem. Emotional intelligence, which also influences each person's success boosts employees' confidence in their capacity to manage their personal and professional lives.

Positive emotions are crucial for the improvement of one's physical and mental well-being. An individual with strong emotional intelligence can identify and effectively manage their emotions and thoughts. Such a person is also aware of their influence on others and knows how to respect their feelings. Also, a person with such qualities understands how to deal with negative emotional responses to inspire others. Emotional intelligence is a concept that is crucial to both people's personal and professional lives. An emotionally intelligent person, according to Goleman (1995), is probably possess two key skills: "Social Competence," which deals with relationships, and "Personal Competence," which deals with self-management. Understanding one's own and other people's emotions is the essence of emotional intelligence. According to Gopinath and Chitra (2020), emotional intelligence refers to a person's innate capacity to influence how they subconsciously respond to

their environment to produce favourable results in their relationships with others and with themselves. As a type of intelligence, emotional intelligence "involves the capacity to keep track of one's own and other people's feelings and emotions and to make distinctions between both and to utilise this knowledge to direct one's thoughts and actions." Organisational commitment is a key predictor for both certain favourable and unfavourable outcome factors as demonstrated by two decades of research (Meyer et al., 2002). They claim that employees who exhibit higher degrees of affective commitment to the company perform better than those who do not. Emotional intelligence is an element that could promote organisational commitment. Emotional intelligence or Emotional Quotient can also be referred to as the ability to recognise and manage one's own and others' emotions (Goleman, 2001). The ability to recognise, comprehend, and

constructively use emotions in order to communicate, relieve anxiousness, empathise with other people, get beyond challenges, and defuse conflicts (Gopinath et al., 2020). Emotional intelligence affects a wide range of aspects of a person's daily life, such as behaviour and social relationships.

LITERATURE REVIEW

The main asset in a corporation nowadays is thought to be its human resources. However, maintaining a work climate that keeps employees with the alluring value of organisational commitment is just as important as having the greatest and most skilled employees. Until now, organizations focused on maximizing profits by producing as much as possible. Employees were treated like machines and emotions and sentiments were given less importance. This resulted in increased work accidents, lower productivity, higher employee stress levels, and other negative effects. However, economic changes have led to various difficulties, prompting a shift in how they operate. Now, the top priority of organizations is to ensure that their employees are happy and satisfied at work. This is because only contented employees can perform to the best of their abilities for the company. The idea of emotional intelligence originated in the 1990s, influenced by Goleman's books "Working with Emotional Intelligence" and "The What Makes a Leader"; since then, emotional intelligence has been the subject of a lot of scholarly discussion. The definition and understanding of emotional intelligence differently by various researchers. Nonetheless, there is agreement on the definition of emotional intelligence, which is to be interpreted as the ability to utilise

emotions appropriately as well as the possession of emotional awareness and control. The studies of "social intelligence," which were originally described by Thordike (1920), were the foundation for the emotional intelligence theory. Emotional intelligence as the capacity to detect one's emotions and manage them appropriately (Salovey and Mayer, 1990). The capacity to recognise, comprehend, and control emotions is what fosters personal development. According to Goleman (1995), there is a bigger role for emotional intelligence in predicting success in the workplace than IQ. This is significant because adaptive conduct is necessary for emotional behaviour to be intelligent. Having emotional intelligence can give you an edge over others in the competition. The most respected and effective managers are those who have strong emotional intelligence characteristics. To be successful, emotional intelligence should be prioritized alongside technological growth and modernity in daily tasks. One's ability to manage their own and other people's emotions in a variety of settings is just as important as their intelligence or level of skill. Within the realm of emotional intelligence, two primary definitions are recognized. Emotional intelligence, according to Mayer and Salovey (1990), is the capacity to regulate how one feels and those of other people. This ability is then used to guide behaviour and understanding. Mayer & Salovey published their paper "What is emotional intelligence" in 1997 after conducting additional research on the topic. The paper modified the concept of emotional intelligence, and it was suggested that emotional intelligence is a skill related to emotions

and feelings. Accurately recognising, expressing, and assessing emotions is a function of intellectual growth and regulation. The alternative definition is developed by Goleman and Bar-on. In his book "Emotional Intelligence," Goleman (1995) described emotional intelligence as the behaviours and capacity to detect one's own emotions, recognise those of others, regulate those emotions, and manage interpersonal initiative. According to him, emotional intelligence entails recognising one's feelings as well as those of others as well as interpersonal interactions (Perloff & Robert, 1997). Bar-on thought that a person's potential capacity was emotional intelligence. This skill will be crucial in helping people manage their stress and satisfy their personal needs (Darek Dawda & Stephen D. Hart, 2000). Emotional intelligence is a type of intelligence that deals with the emotional and mental aspects of human beings, according to Goldenberg et al. (2006). In contrast, the mixed trait ability model of Matthews, Roberts, and Zeidner (2004) addressed personality-like traits as well as emotional talents. Intrapersonal ability, interpersonal ability, stress management, adaptability, and general mood were the five characteristics that BarOn (2000) identified as having an impact on an individual's emotional intelligence. According to research by Ashkanasy and Hooper (1999), having higher emotional intelligence was linked to better job performance, greater organisational engagement, more positive emotional control, and lower staff turnover. Employees in the service sector require emotional intelligence to function, just as manual labourers require physical effort (Mastracci et al.,

2010). High emotional intelligence workers are able to regulate their own emotions and identify those of others, and encourage the expression of positive emotions while reducing the expression of negative emotions (Brotheridge, C  leste, & M., 2002). This enables them to better understand how to control and manage their behaviour. The degree of an employee's positive or negative views towards the company, as opposed to their particular position within it, is known as their organisational commitment (Alavi et al., 2013). According to Shafiq and Akram Rana (2016) and Gopinath (2020), the three organisational commitment components—emotional commitment, continuing commitment, and normative commitment—were strongly positively correlated with emotional intelligence. According to research, employees who possess greater emotional intelligence are more dedicated to their companies (Moradi & Ardahaey, 2011), are more resilient to stress through emotional intelligence development (Gopinath, 2014b), and experience less stress (Gopinath, 2014a). The positive emotions of intimacy and connection to the organisation are a part of the affective commitment. Normative commitment is the obligation to continue working for a company (Meyer & Allen, 1990). An investigation into organisational commitment was done in 2006 by Jackson and Rothmann. The results of the study showed that employment instability significantly harmed the physical and emotional health of educators, whereas organisational commitment merely reduced that effect. A key component of accomplishing objectives is employee motivation. As a result, motivated personnel are more eager and

committed to helping the company reach its objectives (Alavi et al., 2013). Gelaidan et al., (2016) in the results of a study examined the relationship between leadership behaviour and emotional intelligence, in addition to the consequences of emotional intelligence, leadership behaviour, and organisational commitment, show that organisational commitment and employee readiness for change were significantly impacted by emotional intelligence. The findings of earlier research showed that in general, associations between organisational commitment and emotional intelligence were shown to be favourable.

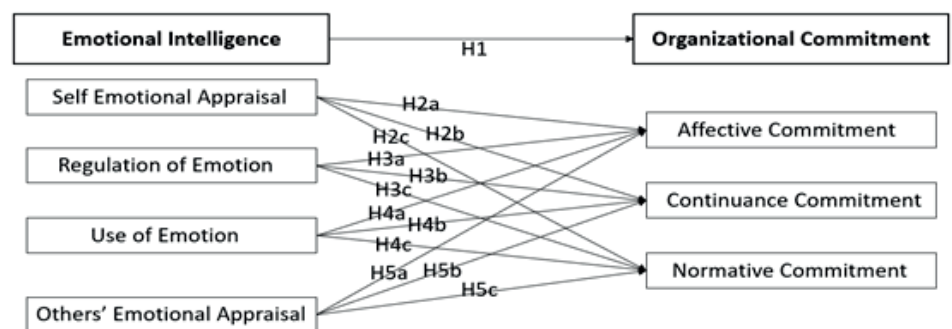
RESEARCH GAP

There have been gaps in the literature that need to be filled. Most significantly, research regarding connection in emotional intelligence and employees' organisational commitment in India vs other nations is still ongoing, according to the literature. Since Chandigarh Tricity is emerging as a centre for the IT industry, it is a great opportunity to investigate this topic in the region. Previous research may have flaws, and there are still some problems worth investigating in the future. As a result, by considering the aforementioned factors, this study seeks to bridge the gap.

RESEARCH METHODOLOGY

The study's independent variable, emotional intelligence, has four dimensions: self-emotional appraisal, emotion management, emotion use, and others' emotional appraisal. Affective, continuance, and normative commitment are the three characteristics of organisational commitment, which is the dependent variable.

CONCEPTUAL MODEL



Objectives:

The key objectives of the investigation are listed below:

- (1) To explore how emotional intelligence and organisational commitment are related.
- (2) To investigate how the dimensions of emotional intelligence and organisational commitment relate to one another.

Hypothesis:

H1: Emotional Intelligence and Organisational Commitment are significantly related.

H2: The dimensions of Emotional Intelligence and Organisational Commitment are significantly related.

H2a: Self-Emotional Appraisal and Affective Commitment are significantly related.
H2b: Self-Emotional Appraisal and Continuance Commitment are significantly related.
H2c: Self-Emotional Appraisal and Normative Commitment are significantly related.
H2d: Regulation of Emotion and Affective Commitment are significantly related.
H2e: Regulation of Emotion and Continuance Commitment are significantly related.
H2f: Regulation of Emotion and Normative Commitment are significantly related.
H2g: Use of Emotion and Affective Commitment are significantly related
H2h: Use of Emotion and Continuance Commitment are significantly related.
H2i: Use of Emotion and Normative Commitment are significantly related.
H2j: Others' Emotional Appraisal and Affective Commitment are significantly related.
H2k: Others' Emotional Appraisal and Continuance Commitment are significantly related.
H2l: Others' Emotional Appraisal and Normative Commitment are significantly related.

Data collection

i. Methodology

An endeavour is made to research the the connection between organisational commitment and emotional intelligence in the IT industry in Tricity i.e., Chandigarh, Mohali and Panchkula. Data was collected using the questionnaire which consists of 3 sections, sections A, B and C. Section A comprised questions related to emotional intelligence dimensions. Section B comprised questions associated with Organization Commitment. Section C consisted of the general profile of the employees.

ii. Instrument

The scale of emotional intelligence developed by Wong & Law (2002) was adopted. It has 16 measurement questions for service industry employees. The ability model of emotional intelligence serves as the foundation for the components of the Wong and Law Emotional Intelligence Scale (WLEIS). These items were measured using a seven-point Likert scale (1: strongly disagree, 7: strongly agree). Average items 1–16 were used to score total emotional intelligence, average items 1–4 for self-emotion appraisal, average items 5–8 for regulation of emotions, average items 9–12 for use of emotions, and average items 13–16 for others-emotion appraisal. Allen and Mayer's Organisational Commitment Questionnaire (OCQ) was used to measure organisational commitment (1987). The instrument includes 24 measurement questions examining affective commitment, continuance commitment, and normative commitment. The items on the five-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Sampling

A sample of 150 IT industry employees was selected from Chandigarh Tricity, which comprises Chandigarh, Mohali, and Panchkula. Specifically, three IT companies from each city made up the sample. The use of convenience sampling was done due to the

limited time frame available for the study. The researcher utilized personal connections to contact the selected IT companies and distributed questionnaires as Google Forms to 50 employees from each company. In all, 138 (92%) responses were received out of 150 questionnaires.

Research Framework

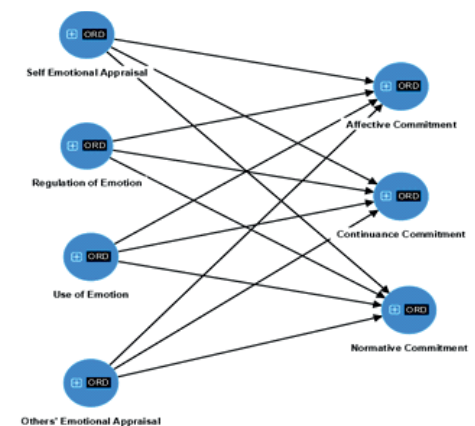


Figure 2:

Data Analysis

The primary data obtained by the questionnaire survey was analysed with the help of Smart PLS as shown in figure 2. To evaluate the validity and reliability of the items, a confirmatory factor analysis was conducted. The reliability of the items and the data was also checked by using Cronbach's alpha values.

Results

This section presents the results of the empirical study.

Sample description

The analysis of respondents' characteristics is provided in Table 1. The first demographic variable was age in which 110 (79.71%) respondents were between the age of 20-30, 23(16.66%) respondents were between the age of 31-40 and 5 (3.62%) respondents were between the age of 41-50. The second variable was marital

status in which 113 (81.88%) respondents were single and the remaining 25 (18.11%) were married. Out of the respondents, 73 (52.89%) were males and 65 (47.10%) were females. 21 (15.21%) respondents were undergraduates, 85 (61.59%) were post-graduates, 23 (16.66%) of them had a professional certification and 9 (6.5%) of the respondents had a diploma.

Table 1: Descriptive Respondents

Characteristics	Description	Amount	Percentage
Age	20-30 years	110	79.71%
	31-40 years	23	16.66%
	41-50 years	5	3.62%
	51-60 years	-	-
	>60 years	-	-
Marital Status	Single	113	81.88%
	Married	25	18.11%
Gender	Male	73	52.89%
	Female	65	47.10%
Qualification	Under Graduation	21	15.21%
	Post Graduation	85	61.59%
	Professional Certification	23	16.66%
	Diploma	9	6.5%

The reliability test results are shown in Table 2. Smart PLS was used to evaluate and test the reliability of the model (fig. 2). Cronbach alpha for each construct, explained variance, mean and standard deviations, and pairwise correlation of the parameters examined in the model are the descriptive statistics' values. Means, standard deviations, and correlations were run on all variables. Table 2 provides an overview of the findings of the reliability analysis.

Table 2: Construct Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	The variance average extracted (AVE)
Affective Commitment	0.827	0.864	0.871	0.473
Continuance Commitment	0.659	0.702	0.725	0.409
Normative Commitment	0.637	0.726	0.754	0.422
Others' Emotional Appraisal	0.906	0.932	0.933	0.778
Regulation of Emotion	0.606	0.726	0.787	0.504
Self Emotional Appraisal	0.786	0.808	0.860	0.608
Use of Emotion	0.841	0.859	0.893	0.676

Before testing the hypotheses, coefficient alphas were calculated. It is regarded as reliable if the alpha value is higher than 60% (Hair et al., 2019). Each construct had Cronbach's α values more than 0.6, which suggests that the evidence is sufficiently reliable and consistent (see Table 2). Additionally, the average variance was extracted

(AVE; Jenatabadi & Ismail, 2014) and convergent validity was verified employing composite reliability (CR) prior to evaluating the structural model. Since the CR values are greater than 0.7 and the AVE values are greater than 0.4, both exceed the thresholds set by Jenatabadi and Ismail (2014). Reliabilities for all scales exceeded minimally acceptable standards (Nunnally, 1978). Furthermore, by looking at the AVE for each construct and making sure that the discriminant validity was validated and found to be good since it was higher than the squared correlation involving the given construct and other constructs. Because the squared correlation score was less than 0.4, the results demonstrated that the discriminant validity was adequate. Furthermore, to evaluate the formative model's discriminant validity, the heterotrait-monotrait ratio (HTMT) of the correlations can be analysed (Henseler et al., 2015). The HTMT ratio should not exceed 0.85. The HTMT test's findings are included in Table 3, where all the values are less than 0.85, indicating the presence of discriminant validity.

Table 3: Discriminant Validity- HTMT Results

Variables	Affective Commitment	Continuance Commitment	Normative Commitment	Others' Emotional Appraisal	Regulation of Emotion	Self Emotional Appraisal	Use of Emotion
Affective Commitment							
Continuance Commitment	0.692						
Normative Commitment	0.821	0.781					
Others' Emotional Appraisal	0.524	0.409	0.482				
Regulation of Emotion	0.627	0.421	0.722	0.484			
Self Emotional Appraisal	0.439	0.441	0.531	0.529	0.754		
Use of Emotion	0.316	0.238	0.391	0.671	0.593	0.706	

The degree of multicollinearity in the dataset was assessed by utilizing the measured variables' variance inflation factor (VIF). The analysis revealed that values of the VIF ranged from 1.26 to 2.80, which is considered acceptable. As per the guidelines suggested by Hair et al. (2010), A VIF greater than three indicates a possible multicollinearity problem. It can be inferred from the results that there is no significant problem of multicollinearity with the collected data sample. To evaluate the structural model, the Goodness of Fit (GoF) indices were examined which are presented in Table 4. All values lie within the acceptable threshold, the test was successfully completed by the model.

Table 4: Structural model goodness of fit indices

Fit index	Value	Critical (acceptable) value (Schreiber et al., 2006)	Accepted
Chi2 /df	4.508	0.002–4.80	Yes
CFI (comparative fit index)	0.918	≥0.9	Yes
RMSEA (root means square error of approximation)	0.076	≤0.08	Yes

According to Table 5, 78.1 per cent of the variability in normative organisational commitment, 45 percent of the variability in continuous organisational commitment, and 55.9 percent of the variability in affective commitment can all be explained by emotional intelligence.

Table-5: R square

	R-square	R-square adjusted
Affective Commitment	0.559	0.540
Continuance Commitment	0.450	0.426
Normative Commitment	0.781	0.772

Smart PLS was used to analyse the data's Path Coefficient Analysis and the structural model is given in Figure 3.

Table 6 provides an analysis of the hypothesis's findings.

Table-6: Path Coefficients- Sample mean (M), Standard deviation (STDEV), T statistics ($|O/STDEV|$), P values
(*P < 0.05; **P < 0.01; ***P < 0.001, two tailed)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	P values	Result
Self EmotionalAppraisal-> Affective Commitment	0.045	0.136	0.111	1.118	0.264	Not Supported
Self EmotionalAppraisal-> Continuance Commitment	0.317	0.193	0.094	1.063	0.288	Not Supported
Self EmotionalAppraisal-> Normative Commitment	-0.006	0.129	0.125	0.890	0.374	Not Supported
Regulation of Emotion-> Affective Commitment	0.624	0.350	0.103	3.390	0.001***	Supported
Regulation of Emotion-> Continuance Commitment	0.086	0.065	0.122	0.190	0.849	Not Supported
Regulation of Emotion-> Normative Commitment	0.939	0.440	0.095	4.646	0.000***	Supported
Use of Emotion- > Affective Commitment	-0.441	-0.193	0.116	1.861	0.063	Not Supported
Use of Emotion -> Continuance Commitment	-0.716	-0.228	0.231	1.534	0.125	Not Supported
Use of Emotion-> Normative Commitment	-0.428	-0.097	0.117	0.987	0.323	Not Supported
Others' Emotional Appraisal -> Affective Commitment	0.510	0.422	0.105	4.110	0.000***	Supported
Others' Emotional Appraisal ->Continuance Commitment	0.776	0.310	0.309	1.382	0.167	Not Supported
Others' Emotional Appraisal -> Normative Commitment	0.314	0.265	0.119	2.235	0.025*	Supported
Emotional Intelligence -> Organizational Commitment	0.648	0.695	0.046	14.133	0.000***	Supported

H2a: Self-emotional appraisal and Affective Commitment are significantly related. According to the obtained results ($\beta = 0.136$, t-value = 1.118, p-value=0.264), self-emotional appraisal and affective commitment have a positive relationship. However,

H2a was rejected because the p-value exceeded the significance level of 0.05.

H2b: Self-emotional appraisal and Continuance Commitment are significantly related.

Considering the outcomes, ($\beta = 0.193$, t-value = 1.063, p-value=0.288), H2b was rejected because the p-value exceeded the significance. Even though the results affirmed that self-emotional appraisal is positively correlated with continuance commitment the relationship between them stood insignificant.

H2c: Self-emotional appraisal and Normative Commitment are significantly related. According to the obtained results ($\beta = 0.129$, t-value = 0.890, p-value=0.374), self-

emotional appraisal and normative commitment have a positive relationship. However, H2c was rejected because the p-value exceeded the significance level, indicating that there is an insignificant link between the two.

H2d: Regulation of Emotion and Affective Commitment are significantly related.

Analysing the outcomes, ($\beta = 0.350$, t-value = 3.390, p-value=0.001), H2d was approved since the p-value was below

the significance level. The results affirmed that the regulation of emotion has a substantial and favourable link with affective commitment. This means that the greater the regulation of emotion, the higher the level of affective commitment of employees.

H2e: Regulation of Emotion and Continuance Commitment are significantly related.

Evaluating the outcomes, ($r = 0.065$, t -value = 0.190, p -value=0.849), H2e was rejected because the p -value exceeded the significance level. Even though the results affirmed that regulation of emotion has a favourable connection with continuance commitment but the relationship between them stood insignificant.

H2f: Regulation of Emotion and Normative Commitment are significantly related.

According to the obtained results ($r = 0.440$, t -value=4.646, p -value=0.000), the regulation of emotion and normative commitment are positively and significantly correlated. H2f was approved since the p -value was below the significance level. This means that the greater the regulation of emotion, the higher the level of normative commitment of employees.

H2g: Use of Emotion and Affective Commitment are significantly related
Viewing the outcomes, ($r = -0.193$, t -value = 1.861, p -value=0.063), H2g was rejected because the p -value was higher than the significance criterion of 0.05. The results affirmed that the use of emotion has a negative and insignificant relationship with affective commitment.

H2h: Use of Emotion and Continuance

Commitment are significantly related. According to the obtained results ($r = -0.228$, t -value = 1.534, p -value=0.125), the use of emotion and continuance commitment have a negative relationship. H2h was rejected since its p -value was above level of the significance, indicating that there is an insignificant link between the two.

H2i: Use of Emotion and Normative Commitment are significantly related. Given the outcomes, ($r = -0.097$, t -value = 0.987, p -value=0.323), H2i was rejected because the p -value exceeded the significance level. The results affirmed that using emotion has a negative and insignificant relationship with normative commitment.

H2j: Others' Emotional Appraisal and Affective Commitment are significantly related.

According to the obtained results ($r = 0.422$, t -value=4.110, p -value=0.000), others' emotional appraisal and affective commitment possess a meaningful and stimulating relationship. Since the p -value was below the significance level, H2j was accepted. This means that the greater the others' emotional appraisal, there will be higher the level of affective commitment of employees.

H2k: Others' Emotional Appraisal and Continuance Commitment are significantly related. According to the obtained results ($r = 0.310$, t -value = 1.382, p -value=0.167), others' emotional appraisal and continuance commitment have a positive relationship. However, H2k was rejected since the p -value was above the significance limit.

H5l: Others' Emotional Appraisal and Normative Commitment are

significantly related. According to the obtained results ($r = 0.265$, t -value=2.235, p -value=0.025), others' emotional appraisal and normative commitment possess a meaningful and positive relationship. H2l was accepted since the p -value was below the significance level. This means that the greater the others' emotional appraisal, there will be higher the level of normative commitment of employees.

H1: Emotional intelligence and organizational commitment are significantly related.

The table shows that emotional intelligence and organizational commitment ($r = 0.695$, t -value=14.133, p -value=0.000) are positively related, and the hypothesis is significant with a p -value of 0.000. Therefore, H1 was accepted. This means that the greater the emotional intelligence, there will be higher the level of organizational commitment of employees.

CONCLUSION

The study focused on three IT organizations located in Chandigarh Tricity and investigated the connection between organisational commitment and emotional intelligence. The present study analysed the variables related to emotional intelligence and organisational commitment in relation to IT employees. The study's findings showed a strong and positive relation between emotion regulation and affective commitment, meaning that the more emotionally controlled employees are, the more emotionally committed they are. Secondly, it stated a substantial and favourable association between the regulation of emotions and normative

commitment, indicating greater the regulation of emotion, the higher the level of normative commitment of employees. Thirdly, other's emotional appraisal and affective commitment also had a substantial and favourable association, which means that the greater the others' emotional appraisal, there will be higher the level of affective commitment of employees. Also, other's emotional appraisal and normative commitment had a substantial and favourable association indicating greater the others' emotional appraisal, there will be higher the level of normative commitment of employees. Finally, it was determined that organisational commitment and emotional intelligence are significantly and favourably correlated. This indicates that those who are more emotionally intelligent also typically show greater degrees of dedication to their organisations.

LIMITATIONS

To enhance the validity of the study, future research should address several limitations. Firstly, the employees faced time constraints while answering the questionnaires. Also, the study was geographically limited to IT organizations in Tricity. It's critical to remember that the present in Tricity may not be representative of other regions or industries, thus it limited the generalizability of the study. Moreover, the study's coverage was limited due to the small sample size of 118 employees, which restricts its influence on current situations. Future research can duplicate this study in several IT organisations or other industries and compare the findings with those of this study in order to get over these limitations. Future studies may also benefit from taking gender into account as a

moderating factor in this situation. Lastly, experimental research design may be used in future studies.

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