

Emotional Intelligence, Psychological Wellbeing, and Organizational Commitment: A Structural Equation Model Analysis in Higher Education

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ABSTRACT

The role of employees is significant in working of any organization. Every individual is different from other on the basis of their education, personality traits, family background etc. This paper is based on three different dimensions i.e. Emotional Intelligence (Independent Variable), Organizational Commitment (Dependent Variable) and Psychological Wellbeing (Mediating Variable). The aim of the present study was to examine the relationship between Emotional Intelligence on Organizational Commitment with Psychological Wellbeing as a Mediating Variable. The study was conducted among the Academicians working at different level in the higher educational institutions working in Delhi-NCR. Questionnaire was prepared and data collection was done on the basis of convenience sampling. Reliability and validity tests were conducted and Statistical techniques such as structure equation model (SEM) were used to analyze the data.

KEYWORDS: Emotional Intelligence, Organizational Commitment, Psychological Wellbeing, Higher Education Institutions.

INTRODUCTION

Higher education sector has shown tremendous growth in India over the past two decades. Due to the initiatives taken by the private sector. Education Sector in our country is basically managed by the government under three different levels i.e. central, state and local. It basically includes play way or kindergarten education, elementary education, secondary or post primary education, higher or tertiary education, and vocational courses. University Grant Commission in

our country is the eminent organization responsible for establishing, integrating and sustaining the standards of higher education institutions. Several professional councils are also established for the promotion of professional institutions and for providing various grants to the under-graduation programmes. Such as All India Council for Technical Education (AICTE) for conducting survey to know about the facilities available for technical education in the institutions, Indian Council for Agriculture Research (ICAR) for promoting agricultural research and education, Distance Education Council (DEC) for promoting open and distance learning in the country among working professionals, National Council for Teacher Education (NCTE) is formed to check standards and the process of Indian Education System, Bar Council of India (BCI) is formed to regulate legal education in our country, Various Statutory councils such as Medical Council of India (MCI), Indian Nursing Council (INC), Central Council of Homeopathy (CCH) Pharmacy Council of India (PCI), Dentist Council of India (DCI), and the Central Council of Indian Medicine (CCIM), was establish for regulate medical education & professionals in India. Rehabilitation Council of India (RCI) was established to develop and regulate course for special education. The quality of higher education sector is ensured by the various accreditation agencies established according to their establishment purpose. The higher education system in our country is based on affiliated college which first started in the University of London in 1836.

Higher education includes programmes to be studied after senior secondary level directing towards a degree or a diploma course done on the basis of interest. Higher Education Sector has shown tremendous expansion in 2000s, leading to economic development post independence period. Higher education development was mainly done by public sector institutions and public funding during this phase.

REVIEW OF LITERATURE

Concept of Emotional Intelligence

The term emotional intelligence (EQ) was first used around 25 years ago, and has developed into a scientific construct over a period of time and it's been used by scientific community and

understood by public in general. Emotional intelligence is basically described as an individual ability to understand its own and other individual emotions and to use the emotional information as a guide towards thinking and behavior.

Definitions of Emotional Intelligence:

In the words of Salovey and Mayer (1989 –1990)

“Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.”

In the words of Wolff (2005)

“Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and others. An emotional competence is a learned capacity based on emotional intelligence that contributes to effective performance at work.”

In the words of Bar-On (1997)

“Emotional Intelligence is an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures.”

Concept of Psychological Wellbeing

Over the period of more than 20 years, there are two major connections of positive functioning related to the study of psychological wellbeing. One formulation, traceable to Bradburn's (1969) seminal work, distinguished between positive and negative affect and denned happiness as the balance between the two. The second conception, which is popular among sociologists, as per them wellbeing depends on life satisfaction of an individual. Psychological well-being is related to the existence of positive feelings (such as happiness, positive attitude, good self-esteem) or the non existence of negative feelings (such as anxiety, depression). Psychological well-being is basically subjective in nature of depending upon the psychological states of individual. This concept surrounds different traits related to the emotional and mental health of a person, such as, happiness positive attitude, personal growth, self-esteem and the self-acceptance.

Definitions of Psychological Wellbeing

In the words of Ryff, C. D. (1989)

“Ryff, identified six characteristics of psychological well-being: self-acceptance, autonomy, environmental mastery, personal progress, and pleasant connections. These characteristics are a person's sense of self-determination, control over their surroundings, capacity for personal development, ability to form satisfying relationships, and sense of purpose in life.”

In the words of Seligman (2002)

“Psychological wellbeing as a confluence of fulfillment and enjoyment. This definition acknowledges that happiness is characterized by positive emotions, pleasure, and a sense of meaning and purpose in life rather than just the absence of unpleasant feelings or events.”

In the words of Diener et al. (2010)

“Psychological well-being as a subjective evaluation of one's life that is categorized by affirmative emotions, engagement, and meaning. This definition encompasses a broad range of positive experiences, including happiness, satisfaction, and a sense of fulfillment”.

Concept of Organizational Commitment

The term organizational commitment was first used in twentieth century. Organizational commitment has been described as a view of an individual psychology about his/her attachment towards the organization he/she is working. Organizational commitment is the relative strength of a person towards identification and involvement in the overall working of the organization and not within a specific workgroup or a single department. It is considered as a crucial aspect for organizations as it is directly to job satisfaction, absenteeism, turnover and overall working of the organization.

Definition of Organizational Commitment

In the words of Weiner (1982)

“Organizational commitment reflects one’s persistence in making sacrifice to the good of the organization, and it indicates the person’s preoccupation with the organization, as evidenced by the person’s devotion of personal time to organizational activities.”

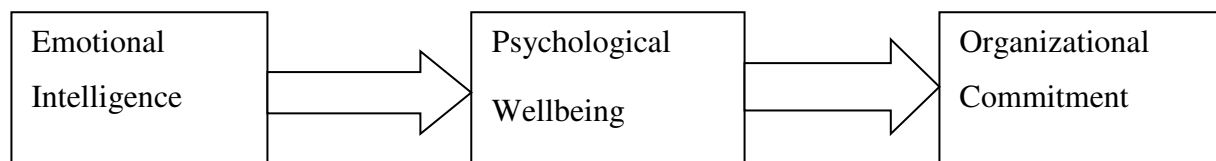
In the words of Still (1983)

“Organizational commitment as an individual’s psychological bond to the organization, the job, or the career, a bond that comprises an affect for and attachment to the organization.”

In the words of Meyer et al.,(2002)

“Organizational commitment is identified as the psychological state or state of mind that binds an employee with its organization.”

Conceptual Framework



Relation between Emotional Intelligence & Psychological Wellbeing

The previous studies show that the people with the higher level of emotional intelligent individuals are likely to have higher level of psychological wellbeing as well in comparison to the individuals who have a lower level of emotional intelligence. It’s because the emotionally intelligent individuals are able to have positive mental states and are able to manage, understand and recognize their emotions effectively. Higher levels of emotional intelligence are related with lower levels of stress and anxiety leading to higher levels of satisfaction in life.

Relation between Emotional Intelligence & Organizational Commitment

The previous studies shows that employees with higher level of emotional intelligence are more committed towards the organization and are less interested about leaving the job. Emotional intelligence and organization commitment are importation for job satisfaction. Highly satisfied employees are more committed towards the working of the organization.

Relation between Psychological Wellbeing & Organizational Commitment

The previous studies show that employees with higher level of psychological wellbeing are more happy and satisfied with their life which results in efficiency and effectiveness in their work leading to higher organizational commitment. Psychological Wellbeing and organizational commitment are important aspect of an organization.

OBJECTIVES OF THE STUDY

- To Study relationship between of Emotional Intelligence on Organizational Commitment with Psychological Wellbeing as a Mediating Variable academicians working in different Higher Education Institutions of Delhi/ NCR.

RESEARCH METHODOLOGY

Data collection was done by both primary and secondary sources for the present study.

- Primary data or firsthand data was collected by the employees working in the organization through personal interview and mailing questionnaire. Questionnaire was prepared on the basis of the need of study. Data was collected from 82 respondents working in different higher education institutions of Delhi-NCR.
- Secondary data was collected from various articles, research papers, journals and previous studies.
- Convenience sampling technique was used and data was collected on random basis from academicians working at different levels i.e. Professors, Associate Professors and Assistant Professors.

- Statistical techniques like structure equation model (SEM) were used to analyze the data for the study. Demographic analysis was also conducted.

DATA ANALYSIS AND INTERPRETATION

Demographic Analysis of the data

The demographics analysis of the data is conducted to know about the gender, designation and age of the respondents working at the different levels of the higher education institutions.

Gender of the respondents

Gender	Count
Male	26
Female	56

The above table shows that the number of females working as academicians is greater than the number of males.

Designation of the Respondents

Designation	Count
Professors	08
Associate Professors	13
Assistant Professors	61

The above table shows that the number of persons working as academicians at different levels in the organization.

Age & Designations of the Respondents

Age Group Designations	23-28	29-34	35-40	41-46	47-52	53-58	59+
Professors	0	0	1	2	4	0	1
Associate Professors	0	1	5	3	4	0	0
Assistant Professors	12	18	23	7	1	0	0

The above table shows that the age group and designation of individuals working as academicians at different levels in the organization.

Structure Equation Model (SEM)

The Questionnaire used was developed on the basis of the past studies. It has three different variables and it consist of 90 items. Emotional Intelligence was tested on the basis of five different dimensions i.e. Well-Being, Self-Control, Emotionality, Sociability & Global Trait. Psychological wellbeing was tested on the basis of six different dimensions i.e. Autonomy, Environmental Mastery, Personal Growth, Purpose in Life, , Self-Acceptance,& Positive Relations with others. Organizational Commitment is tested on three basis of commitment i.e. AC: Affective Commitment, Continual Commitment & Normative Commitment. Seven point Likert scale was used where 1 denoted completely disagree and 7 denoted completely agree. Reliability and validity test were conducted on the data to ensure satisfactory results.

Reliability Analysis

	Reliability Analysis	
	Cronbach's alpha	Composite reliability (rho_a)
Acceptable Values	> 0.7	> 0.7
EI	0.843	0.861
OC	0.8	0.812
PWB	0.928	0.93

The above table shows the reliability analysis of the data collected through Cronbach's alpha and the values are above the acceptable limit i.e. 0.7.

Validity Analysis

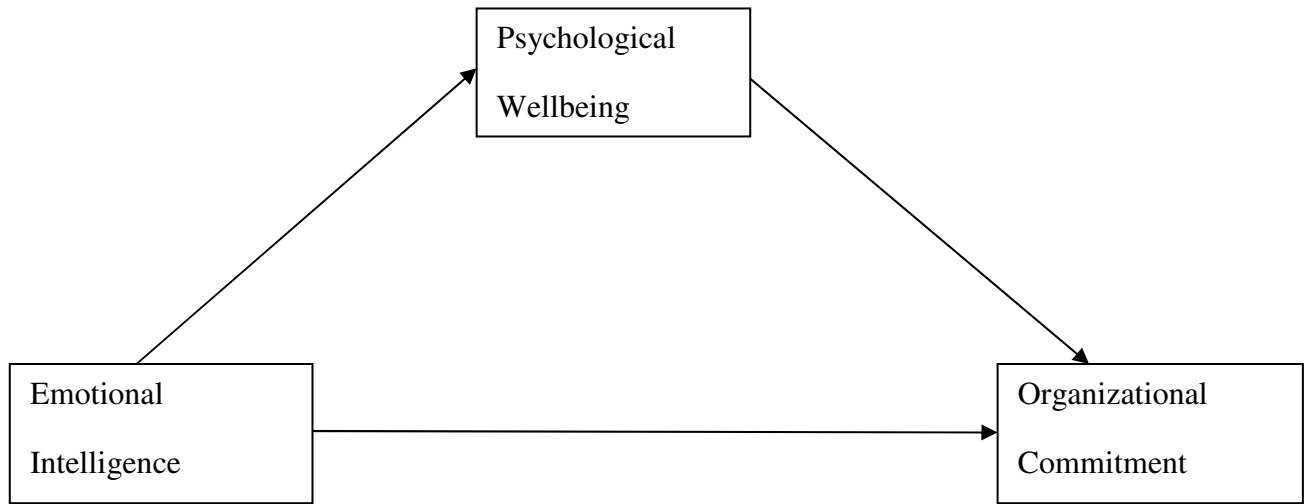
	Validity Analysis- Convergent	
	Composite reliability (rho_c)	Average variance extracted (AVE)
Acceptable Values	> 0.7	> 0.5
EI	0.857	0.189
OC	0.836	0.231
PWB	0.93	0.246

The above table shows the validity analysis of the data collected through Composite reliability and the values are above the acceptable limit i.e. 0.7. However the Average variance extracted (AVE) is lesser than the acceptable range due to small sample size.

Discriminant Validity Analysis- HTMT

	EI	OC	PWB
EI			
OC	0.686		
PWB	0.80	0.673	

The above table shows the discriminant validity analysis of the data collected as the values are below the acceptable limit i.e. 0.85.



LIMITATIONS & FUTURE RESEARCH

The present study was conducted among the academicians working in Delhi-NCR. It can also be extended to other regions to know whether the results would be same or it might differ. Also the sample size is quite small due to limited time frame.

CONCLUSION

Based on the results of the study it suggests that the emotional intelligence can be used to predict the organizational commitment of the academicians directly as well as indirectly by the mediating role of psychological well-being. Previous studies also show association between

these two variables. Psychological wellbeing is an important aspect for individual health and happiness as its subjective phenomenon.

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