



Exploration of the Relationship between Psychological Well-Being and Organizational Commitment among Information Technology Employees

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Abstract

The present study explores the relationship between psychological well-being and organizational commitment among employees who work in the information technology sector in Hyderabad. The sample size of 200 employees were surveyed using a demographic questionnaire and standardized scales for psychological well-being and organizational commitment. Data analysis using SPSS software revealed a positive relationship between psychological well-being and organizational commitment. No gender-based differences were found in the variables of psychological well-being and organizational commitment, but significant differences were identified between the relationship status and promotion status of psychological well-being.

Keywords: Psychological Well-Being; Organizational Commitment; Relationship Status; Promotion Status; Working Experience; IT Employees

Introduction

The Indian IT sector has strong export expansion and private participation and it is often recognised as a symbol of neoliberal transitions. The workforces in this industry are regarded as people belonging to a different class from the old traditional working class: the growing middle class [1]. With the high growth Prospect and increasing demand for influx of employees which has been the trend for decades now, employee's mental and Physical health has always been a concern for the organisations and employees respectively, Organisational stress has become an umbrella term for stressors like burnout, fatigue, job stress etc., hence Research studies are vital in paving new policies for newer problems [2]. Organizational commitment is vastly researched domain in the area of human resource management studies, the factors like job satisfaction, autonomy, respect which

influence organizational commitment has been researched vastly which are on surface level to identify whereas to go deeper, Study of Psychological well-being of human resource and its influence on Organizational commitment is necessary.

Organizational commitment, often described as "a state that (a) shows the relationship between employee and the organization (b) shows the signs of an employee who has decision to keep the ties with the organization or not" [3]. Organizational commitment is often defined as (1) a strong desire to remain a member of a particular organization; (2) a willingness to exert high levels of effort which is expected by the organization; (3) carrying the same values, principles and objectives which are set by an organization [4]. Organizations have to endlessly keep up with constantly changing market demands, challenges in terms of technology trends, geopolitics, global investment opportunities in

order to sustain and adapt to these challenges, it demands organizational members to be committed internally which has to be managed by Organizations by ensuring them with benefits and requirements which they seek [5]. Psychological well-being was introduced and extensively researched by Ryff CD [6]. She developed a model that includes multiple dimensions of psychological well-being, which are self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Her ground breaking work in this area has been influential in both theoretical and empirical research on Psychological well-being [6].

Literature Review

Roothman B, et al. [7] intended to find gender differences in aspects of psychological well-being through a meta-analysis of data from a multicultural sample of 378 participants. Participants been measured on 13 scales measuring various aspects of well-being, revealing significant gender differences with small to medium effects. Males scored higher on elements like, physical self-concept, positive automatic thoughts, constructive thinking, cognitive flexibility, total self-concept, and fortitude. Females scored higher on affect expression, somatic symptoms, and religious well-being. There is no significant differences were found in sense of coherence, life satisfaction, affect balance, emotional intelligence, self-efficacy, and social components of self-concept and fortitude [7].

Samachi S [8] studied the gender differences in organizational commitment among school teachers using the Organizational Commitment Questionnaire. The study involved 80 school teachers, with equal participation of both the genders. Study Results indicated a significant gender difference found in overall organizational commitment, but no significant differences were found in the subscales [8]. Heidari M, et al. [9] explored the relationship between spiritual health, psychological well-being, and organizational commitment among high school teachers. They have incorporated a cross-sectional design, collected data from 346 teachers in Tehran via multi-stage sampling. The study employed the Ryff Psychological Well-being Questionnaire, the Spiritual Health Questionnaire, and the Organizational Commitment Scale. Study Results indicated that psychological well-being and spiritual health were positively and significantly related to organizational commitment.

Jot J, et al. [10] investigated the relationship between psychological well-being and organizational commitment among service sector employees and defined psychological well-being as living a satisfying life which develops Self-development and self-realization and organizational commitment as the employee's attachment to their

organization. Using standard questionnaires, the study measured the variables and analyzed the data using SPSS software. Their findings implied that psychological well-being significantly impacts organizational commitment, considering socio-demographic variables such as gender, age, marital status, and academic qualification [10].

Lee M, et al. [11] explored the impact of employee experience on job satisfaction, psychological well-being, and organizational commitment among corporate employees in South Korea, focusing on physical, technological, and cultural experiences. Designing structural equation modelling on data from 534 employees, the study found that cultural and physical experiences significantly affect organizational commitment and technological experience does not. This study did reveal that job satisfaction and psychological well-being mediate the relationship between employee experience and organizational commitment, with mental toughness being a moderator [11].

Devi S, et al. [12] Research's established the relationship between Emotional Intelligence, Burnout and organizational commitment of health care workers through a cross-sectional research, their study found the high stress levels and emotional demands of the job roles, the study highlighted the role of EI in mitigating burnout and enhancing organizational commitment [12]. Pant V, et al. [13] explored the relationship between psychological capital and organizational commitment among secondary school teachers. Using a sample of 240 teachers from various districts in Uttarakhand with equal participants from both the genders, India, and analysing the data with Pearson correlation and SPSS version 20, they found a significant positive correlation between psychological capital and organizational commitment. Their study underscores the importance of psychological capital in enhancing teachers' organizational commitment [13].

Objectives of the Study

- To identify the significant difference in Psychological well-being between the variables of Gender, Relationship Status, and Promotion status.
- To identify the significant difference in Organizational Commitment between the variables of Gender, Relationship Status and Promotion status.
- To identify the relationship between Psychological well-being and Organizational Commitment.

Study Hypotheses

- There is a significant difference in psychological well-being between male and female employees.
- There is a significant difference in psychological well-being between participants who are single and those

who are married.

- There is a significant difference in psychological well-being between participants who have received a promotion and those who have not received a promotion.
- There is a significant difference in Organisational Commitment between male and female employees.
- There is a significant difference in Organisational Commitment between employees who are single and those who are married.
- There is a significant difference in Organisational Commitment between participants who have received a promotion and those who have not received a promotion.
- There is a relationship between Psychological well-being and Organizational Commitment of employees.

Methods

Sample

The sample size of 200 employees who are Information technology Employees from Hyderabad, Telangana were employed by using convenience and snowball sampling methods.

Procedure

Data was collected through online and Physical modes by using online forms and Physical forms by taking Individual consent and permissions to conduct the survey from the Human resource managers of respective employee's organizations and conveyed the data collected would be kept confidential, later data analysis was processed out by using t - tests and Correlation analysis which were appropriate for the study through Spss software.

Tools

Demographic Questionnaire

Demographic variables such as: Name, age, gender, promotion status, relationship status, of the participants are included in the questionnaire.

Dependent Variables

- Psychological well-being is measured by using the Psychological well-being scale given by Ryff CD [6].
- Organizational Commitment is measured by Organizational Commitment scale given by Dhar U, Mishra P, Srivastava DK.

Results and Discussions

The results suggest that there is no statistically significant difference in the total score of Psychological well-being between males and females as the mean score for males (M

= 46.75, SD = 6.73) was slightly lower than the mean score for females (M = 48.24, SD = 5.53), with t-value = -1.633 and p-value = 0.537 (P-value > 0.05), which indicates the characteristic of Psychological well-being is similar between male and female employees with respect to the present sample size and research study which is due to a result of both the categories of gender might have similar demographic characteristics and work demands and expectations which lead to the result at hand.

Gender	N	Mean	Std. Deviation
Male	118	46.75	6.73
Female	82	48.24	5.53

Table 1: Mean Score and Standard Deviation difference of Psychological well-being between Genders: Males and Females. (t- value = -1.663, p-value = 0.537).

A Research study carried out by Korula PU, et al. [14] which concluded the significant difference of Psychological well-being exists in male and female employees who works in IT industry states a reason according to the study was irrespective of demographic profile of IT/ITES employees, they experience the same levels of pressures and stress from work demands.

Relationship status	N	Mean	Std. Deviation
Married	90	45.96	7.75
Single	110	48.51	0.43

Table 2: Mean Score and Standard Deviation difference of Psychological well-being by relationship status: (Married and Single). (t- value: -2.766**, p-value = 0.006**).

The results suggest that there is a statistically significant difference in the total score Psychological well-being between married and single individuals, as the mean score for married individuals (M = 45.96, SD = 7.75) was lower than the mean score for single individuals (M = 48.51, SD = 4.51), which indicates the psychological well-being is more in singles rather than married one's respect to the this study, the difference of means is given by t-value: -2.766** which is significant at p-value = 0.006** (where p-value < 0.01).

In a research study concluded by Hsu TL, et al. [15] found that the continuously married had better scoring on the negative dimension than do the formerly married and it revealed for some measures of positive well-being present in continuously married, compared with the formerly and the never-married. However, some results for other positive measures indicate that the unmarried, and the remarried, fared better if not worse than the continuously married and opined that the constant family strain and other responsibilities being imposed on the persons who are continuously married

rather than persons of other marital statuses.

Promotion status	N	Mean	Std. Deviation
Yes	104	49.02	4.81
No	96	45.56	7.19

Table 3: Mean Score and Standard Deviation difference of Psychological well-being by promotion status: (Promotion Received in past one year by the people and people who didn't receive). (t- value = 4.025**, P value = <0.001**).

The results suggest that there is a statistically significant difference in the total score Psychological well-being between individuals who received a promotion and those who did not as mean score for individuals who received a promotion (M = 49.02, SD = 4.81) was higher than the mean score for individuals who did not receive a promotion (M = 45.56, SD = 7.19), with a t-value: 4.025** which is significant at p-value: 0.001** (where p-value <0.01) which indicates employees who received promotion in the past one year have been scored better in Psychological well-being than employees who didn't receive a promotion which restricts to the present study and analysis, one proponent of this outcome could be attaining a Promotion as an event can be looked in terms of overall holistic development as it includes improvement of financial status, respect, designation, autonomy etc., which would play one of the factors in enhancement of one's Psychological well-being.

Gender	N	Mean	Std. Deviation
Male	118	29.17	4.48
Female	82	29.56	2.92

Table 4: Mean Score and Standard Deviation difference of Organizational Commitment by Genders: Males and Females. (t- value = -0.749, p-value = 0.455).

The results suggest that there is no statistically significant difference in the total score OC between males and females as the mean score for males (M = 29.17, SD = 4.48) was slightly lower than the mean score for females (M = 29.56, SD = 2.92) which are similar and the t-value: -0.0749 indicated the same at p-value: 0.455 (where p-value > 0.05) which defines there is no difference of Organizational commitment in male and female employees concerned with this study, a major factor of effect could be having the same demographic characteristic for both the genders. A further increase of sample size and inclusion of participants who are of different demographic characteristics and followed by analysis might give different results to the one which we had in this study.

Samachi S [8] conducted a research study and explored the gender differences in organizational commitment among school teachers and concluded that male employees scored

higher in organizational commitment measure compared with females and found there is a significant difference of Organizational commitment between male and female employees further indicating male employees have higher organizational commitment and referred a reason which is, females more inclined towards family roles and commitments whereas males prioritize their work more than other activities and this referred reason was an study outcome of another research study carried out by Aven, et al. & Eren which is been cited in the study.

Relationship Status	N	Mean	Std. Deviation
Married	90	29.29	3.99
Single	110	29.36	3.86

Table 5: Mean Score and Standard Deviation difference of Organizational Commitment by relationship status: (Married and Single). (t- value = -.134, p-value = 0.893).

The results suggest that there is no statistically significant difference in the total score OC between married and single individuals as the mean score for married individuals (M = 29.29, SD = 3.99) was nearly the same as the mean score for single individuals (M = 29.36, SD = 3.86), indicated by t-value: -.134 at p-value: 0.893 (where p > 0.05) where we can infer by the results that organizational commitment is similar for both the categories of employees who are married and single confining to the present study in case with the change of demographics factors there could be change in the results too, one of the reasons might be, married employees look for more stability and security in their careers in response to it they tend have higher organizational commitment than employees who are single.

Tikare M [16] conducted a study on organizational commitment with reference to marital status of Indian nursing staff, and found that organizational commitment is similar between married and unmarried staff except a slight difference in the component of normative commitment and mentioned one of the reasons as married employees are committed towards organization due to financial pressures and family commitment whereas unmarried are less bound by family responsibilities and ready to relocate and switch jobs because of better matrimonial alliances which impacts their commitment.

Promotion Status	N	Mean	Std. Deviation
Yes	104	29.37	3.48
No	96	29.29	4.35

Table 6: Mean Score and Standard Deviation difference of Organizational Commitment by promotion status: (Promotion Received in past one year by the people and people who didn't receive). (t- value = .133, p-value = 0.894).

The results suggest that there is no statistically significant difference in the total score Organizational commitment between individuals who received a promotion and those who did not as the mean score for individuals who received a promotion ($M = 29.37, SD = 3.48$) was nearly the same as the mean score for individuals who did not receive a promotion ($M = 29.29, SD = 4.35$), indicated by t -value: .133 at p -value: 0.894 (where $p > 0.05$) by this result we can understand the organizational commitment of employees who received a promotion and who did not receive a promotion is similar in nature contextual to the present study and there could be subject to variation in case when there is a change of factors.

Total Score Pw			Total Score Oc
Total Score Pw	Pearson Correlation	1	.422**
	Sig. (2-tailed)		<.001
	N	200	200
Total Score Oc	Person Correlation	.422**	1
	Sig. (2-tailed)	<.001	
	N	200	200

Table 7: Correlation analysis between Psychological wellbeing and Organizational Commitment.

**Correlation is significant at the 0.01 level (2-tailed).

The results, presented in Table 7, indicate a statistically significant positive correlation between the total score Pw and the total score OC, $r(198) = 0.422^{**}$, $p < 0.001^{**}$. Which indicates whenever there is an increase in Psychological well-being subsequently we can identify an increase in Organizational Commitment too.

Conclusion

The study found a significant positive relationship between psychological well-being and organizational commitment among IT employees in Hyderabad. While gender did not significantly affect these variables, where relationship status and promotion status were significant factors of variation for psychological well-being but not for organizational commitment. This study propounds the significant development of psychological well-being characteristics by an employee which impacts his/her personal life along with professional life thus making them competent and content resulting in development of great valuable workforce for the Organization.

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