

Exploring the Impact of Psychological Well-being on Organizational Commitment and Job Satisfaction in the IT Workplace

Hemanthakumara V.*

Abstract

The present study investigates the complex interconnections between psychological well-being, organisational commitment, and job satisfaction within the specific domain of Information Technology (IT) personnel. The Information Technology sector is renowned for its dynamic and high-pressure work settings, underscoring the significance of comprehending the interconnectedness between the well-being of its personnel, their organisational commitment, and job happiness. The research study utilised a quantitative research methodology, wherein data was gathered from a heterogeneous sample of 475 information technology workers engaged in different organisations across multiple geographical locations. The study employed a set of proven tools to assess psychological well-being (developed by Indira J Prakash, Sudha Bhogle), organisational commitment, and job satisfaction with good psychometric properties. The results of our study demonstrate a significant and positive correlation between psychological well-being and job satisfaction. There is a positive correlation between employees who report better levels of psychological well-being and their overall job satisfaction. This implies that businesses within the IT sector ought to prioritise the implementation of techniques that cultivate the mental and emotional well-being of their employees in order to augment both job satisfaction and productivity. Moreover, the findings of the study indicate that

* School of Business and Management, CHRIST (Deemed to be University), Hosur Road, Bengaluru, Karnataka; Hemanthakumara.v@christuniversity.in

organisational commitment serves as a mediator in the association between psychological well-being and job satisfaction. Employees in the field of information technology who exhibit a greater level of dedication and loyalty towards their organisation are more inclined to express higher levels of job satisfaction. Therefore, fostering a sense of loyalty and connection among employees might potentially yield favourable outcomes in terms of their overall job happiness, which can be influenced by their psychological well-being.

Keywords: Psychological Well-being, Organizational Commitment, Job Satisfaction, and IT Employees.

Introduction

In modern, dynamic work environments, employee well-being is increasingly recognised as a critical factor in determining both individual and organisational performance. Within the fields of organisational management and human resources, the study and use of psychological well-being—which includes an individual's emotional, mental, and social health—has become increasingly important. In the context of Information Technology (IT) workers, this introductory section provides a comprehensive analysis of the relationship between psychological well-being, organisational commitment, and job satisfaction. The importance of attending to the psychological health of information technology (IT) professionals is examined in this study. It explores the possible impacts of their wellbeing on job satisfaction and organisational commitment. Moreover, it highlights the relevance of this topic within the context of modern IT workplaces.

The IT Industry and Its Challenges

The Information Technology sector is renowned for its dynamic nature, which is marked by swift technology progress, fluctuating market demands, and elevated performance expectations. Information technology (IT) professionals frequently have a leading role in driving innovation, overseeing intricate projects, and maintaining vital systems. The nature of their employment presents significant challenges, often requiring them to navigate demanding workloads, adhere to strict deadlines, and operate under high-
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pressure circumstances. The psychological well-being of personnel in the IT business may be adversely affected by the demands placed upon them, which can result in various mental health disorders such as stress, burnout, and related concerns.

The Psychological Well-being of IT Employees

Psychological well-being is a complex concept that encompasses multiple dimensions of an individual's mental health, including emotional, psychological, and social aspects. The concept of mental well-being encompasses more than just the absence of mental health disorders. It also encompasses the existence of positive traits, including but not limited to life satisfaction, optimism, resilience, and a sense of purpose. The maintenance of optimal psychological well-being is of paramount importance for IT professionals due to various compelling factors.

To begin with, information technology (IT) professionals frequently engage in complex assignments that necessitate the application of creative problem-solving techniques and innovative approaches. The correlation between high levels of psychological well-being and improved creativity, cognitive flexibility, and problem-solving skills has been established in previous research (George & Zhou, 2007; Fredrickson, 2001). These attributes are particularly crucial for achieving success in the field of information technology.

Additionally, the field of information technology often entails stringent time constraints and extended work hours, underscoring the significance of personnel possessing robust psychological capabilities to effectively manage stress and endure high levels of pressure. According to Luthans, Youssef, and Avolio (2007), individuals who possess elevated levels of psychological well-being demonstrate increased resilience and enhanced abilities to effectively cope with stressors encountered in the workplace.

Moreover, the well-being of employees is closely linked to their job performance. There is an increasing corpus of scholarly literature indicating a beneficial association between psychological well-being and job performance and productivity (Wright & Cropanzano, 2000). Organisations within the field of information technology that place

a high priority on the psychological well-being of their personnel are expected to experience positive outcomes in terms of enhanced performance and overall productivity.

Organizational Commitment in the IT Industry

Organisational commitment pertains to the emotional connection and sense of identity that an employee develops towards their organisation. The categorization of commitment is commonly delineated into three dimensions: affective commitment, which pertains to emotional attachment; continuation commitment, which relates to the perceived cost of leaving; and normative commitment, which encompasses a sense of obligation. Within the IT industry, the concept of organisational commitment assumes a pivotal role in the retention of personnel and the enhancement of job happiness.

There is a positive correlation between the emotional commitment of IT professionals towards their organisation and their likelihood of remaining employed with the company, as well as their willingness to exert additional effort towards achieving the organization's objectives. The significance of this matter is particularly pronounced within the information technology industry, where there is a prevalence of frequent employee turnover and a scarcity of skilled personnel (Ployhart, 2006). According to a study conducted by Meyer and Herscovitch (2001), there is evidence to suggest that individuals who exhibit greater levels of organisational commitment are more inclined to maintain their employment with their current organisation.

Furthermore, the information technology (IT) sector places significant importance on the principles of cooperation and collaboration. In the realm of information technology, the successful execution of projects frequently necessitates the collaboration of cross-functional teams. In this context, the establishment of organisational commitment can play a pivotal role in cultivating a shared sense of cohesiveness and unity among the members of these teams. Consequently, this can have a favourable influence on the results of projects and the level of satisfaction experienced in one's profession.

Job Satisfaction in the IT Sector

The level of job satisfaction plays a crucial role in shaping an employee's motivation, performance, and general state of well-being. Job satisfaction in the field of information technology (IT) is intricately linked to the extent to which job-related expectations are met, the characteristics of the task itself, the surrounding work environment, and interpersonal dynamics between colleagues and superiors.

There exists a positive correlation between high levels of job satisfaction among IT professionals and many desirable outcomes such as heightened motivation, enhanced creativity, and a reduced propensity for turnover. According to Judge and Kammeyer-Mueller (2012), people who are content with their work are more inclined to actively participate in their job responsibilities and have a willingness to exceed organisational goals.

The information technology (IT) sector is marked by intense rivalry in the acquisition of skilled professionals, and the level of job satisfaction plays a crucial role in employees' decisions to either stay with their present company or seek alternative prospects. Elevated levels of job satisfaction frequently result in diminished turnover rates and decreased expenses associated with recruitment.

The Relationship Between Psychological Well-being, Organizational Commitment, and Job Satisfaction

A substantial body of research in the discipline of organisational psychology has yielded empirical findings that lend credence to the proposition that psychological well-being significantly influences both organisational commitment and job satisfaction. Understanding this correlation is of paramount importance in the context of information technology (IT) personnel.

Research has shown that there is a positive association between psychological well-being and affective commitment. Specifically, individuals with greater levels of mental health are more likely to develop a strong emotional attachment to their organisation (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). The inclusion of this

supplementary document subsequently enhances the overall level of job satisfaction and reduces the likelihood of employee turnover within the organisation.

Furthermore, research has indicated that those with a greater degree of psychological well-being are more likely to express higher levels of job satisfaction (Judge & Bono, 2001). Individuals tend to regard their work as meaningful, experience positive emotions in their work environment, and exhibit a higher level of involvement.

Methodology

Research Design:

To achieve the objectives of the study correlational research design is used. The research design should focus on examining the relationships and correlations between psychological well-being, organizational commitment, and job satisfaction variables. Researchers can use statistical techniques like Pearson correlation or regression analysis to assess the strength and direction of these relationships.

Sample:

In the present study the researcher has adopted snowball sampling technique to gather data from the participants required for the study. Snowball sampling is a non-probability sampling technique commonly employed in the realm of social science research and data collection. The utilisation of this method is primarily observed in situations, where generating an exhaustive inventory of the population under investigation proves challenging, as is the case with populations that are difficult to access or concealed.

A total of 475 participants were selected for this study. They were drawn from different IT companies (Infosys, Wipro, Accenture, SAP Labs India Private Ltd, Intuit Technology Services, TCS, Oracle, etc) (N = 475, Males = 248 and Females = 227) across Karnataka state.

Variables and their Operational Definitions:

Independent Variable:

Psychological Well-being: The concept of psychological well-being is intricate and encompasses multiple dimensions, lending itself to diverse practical definitions. The term typically pertains to an individual's whole psychological well-being and their subjective assessment of their life.

