



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

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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

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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-pressure circumstances. The psychological well-being of personnel

Hemanthakumara V. Exploring the Impact of Psychological Well-being 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.

Dependent Variable:

Job satisfaction: Job satisfaction is a discernible and quantifiable means by which to delineate and evaluate the construct of job satisfaction within the purview of a research investigation or organizational milieu. This framework offers several criteria or indications that may be objectively observed, quantified, or evaluated in order to assess the degree of job satisfaction experienced by an individual or a collective.

Mediating Variable:

Organisational Commitment: Organisational commitment pertains to the emotional bond and level of devotion that a person exhibits towards their organisation. This statement elucidates the degree to which individuals experience a profound sense of allegiance and affiliation towards their employer, and demonstrates a willingness to dedicate their time and exertion towards their professional responsibilities.

Materials used for Data Collection

The psychological well-being scale was adapted from Bhogale and Prakash (1995). The scale consists of 26 items and measures The response is collected through a dichotomous scale requiring the respondent to indicate a 'Yes' or 'No'. 'Yes' carries '1' weightage and for 'No' the weightage is '0'. The scoring is vice versa for negatively keyed items.

Organization commitment scale used in the study which was developed by Dhar, Mishra and Srivastava (2002). This scale consists of 8 items and measures commitment of an employee towards the organization. The respondent has to go through all the items one by one and give the honest response among the alternatives such as strongly agree, agree, neutral, disagree, strongly disagree.

The Job Satisfaction Scale consisted of 19 items The respondents were asked to their responses on five point scale from strongly agree to strongly disagree. Instructions are printed on the cover page of the test booklet. Higher score naturally indicates a higher level of job satisfaction. All scales reported acceptable levels of reliability.

Data Analysis:

The acquired data were carefully examined, graded in accordance with the corresponding scoring keys, and then put through the subsequent statistical analyses. The data collected have been analysed using descriptive statistics such as Total, mean and Standard Deviation. The analysis was carried out in SPSS.

Result Analysis:

Table 1: Shown the mean and standard deviation of IT employees in their psychological well-being, organizational commitment, and job satisfaction.

	Psychological Well being		Organizational Commitment		Job Satisfaction	
	Mean	SD	Mean	SD	Mean	SD
IT Employees (N= 475)	17.80	2.58	23.72	3.94	52.56	5.61

Table 1: Correlation between the variables

Variable 1	Psychological Well-being	Organization Commitment	Job Satisfaction
		.548**	.671**
Psychological Well-being			
		.001	.001
			.630**
Organization Commitment			
			.001

* Significant at 0.05, ** significant at 0.01

As shown in table 1 demonstrates the significant positive relationship between psychological well-being and organization commitment ($r = -.548, p = 0.001 < 0.01$) as well as psychological well-

Hemanthakumara V. Exploring the Impact of Psychological Well-being and job satisfaction ($r = -.671, p = .001 < .01$). The results also revealed that organization commitment has a significant positive relationship with job satisfaction ($r = -.630, p = .001 < .01$),

Table 2: shows the Mediation effect of organization commitment between psychological well-being and job satisfaction

Outcome Variable: Job Satisfaction

Model Summary

R	R-Square	MSE	F	df1	df2	p
.4970	.2470	43.4512	24.9450	3	474	.0000

Model

	Coeff	SE	t	p	LLCI	ULCI
constant	58.2185	12.8319	4.6612	.0000	27.9845	98.2524
PWB	.4844	.1960	2.6116	.0096	.7972	.1116
OC	1.3471	.3199	4.2109	.0000	1.9775	.7168
Int_1	.0126	.0042	3.4863	.0004	.0053	.0168

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
PWB*OC	.0394	12.9666	1	474	.0006

As shown in table 2, R-square (R-sq): The R-squared value is 0.2470, which means that approximately 24.70% of the variance in the outcome variable (Job Satisfaction) is explained by the predictors in the model. This suggests that the model has some degree of explanatory power.

Model Coefficients:

Constant: The constant term has an estimated coefficient of 58.2185. This represents the predicted value of Job satisfaction when all predictor variables are zero.

Psychological Well-being: The predictor Psychological Well-being has a coefficient of 0.4844. This suggests that for each unit increase in Psychological Well-being, Job Satisfaction is expected to increase by approximately 0.4844 units, holding other predictors constant.

Organizational Commitment: The predictor Organizational Commitment has a coefficient of 1.3471. This indicates that for each unit increase in Organization Commitment, Job Satisfaction is expected to increase by approximately 1.3471 units, holding other predictors constant.

Int_1: The interaction term Int_1 has a coefficient of 0.0106. This suggests that the effect of Psychological Well-being on Job Satisfaction depends on the value of Organizational Commitment.

Discussion

The success of an organization is greatly influenced by the well-being of its workforce in the dynamic and quickly changing Information Technology (IT) sector. This talk examines the complex interplay among IT workers between psychological health, organizational commitment, and job happiness. Studies constantly demonstrate that a happy psychological state is favourable not only to an individual's well-being but also has a major impact on an employee's loyalty to the company and level of job satisfaction.

The results of the present study revealed that there is a significant positive relationship exist between psychological well-being, organizational commitment, and job satisfaction. An individual's emotional, mental, and social health are all included in their psychological well- being. It represents the general sense of fulfilment and happiness that an individual has in both their personal and work lives. For IT workers, who frequently work under intense pressure and stress, it becomes even more important to preserve psychological well-being. Increased resilience, better coping strategies, and superior performance at work have all been associated with positive psychological well-being (Keyes, 2002).

The idea of psychological well-being is complex and includes an individual's emotional, cognitive, and social aspects. Maintaining a good psychological well-being is crucial for job satisfaction and sustained productivity in the context of IT personnel, whose work is frequently intense and intellectually demanding (Wright & Cropanzano, 2000). Contrarily, job satisfaction is a term that describes how people feel about their work generally, whether positively or negatively, and it is strongly related to a number of organizational and individual characteristics (Judge & Bono, 2001).

An employee's emotional attachment and devotion to the organization is referred to as organizational commitment. Organizational commitment and psychological well-being have been found to positively correlate in several research (Meyer & Allen, 1991). High levels of well-being increase the likelihood that IT staff members will identify with the objectives and core values of the company and feel a feeling of belonging. This emotional bond encourages dedication, which raises the level of focus on the work and the readiness to go above and beyond the call of duty.

Job satisfaction has been found to be significantly influenced by organizational commitment, which is the degree to which employees identify with and are dedicated to their organisation (Meyer & Allen, 1991). Building a sense of commitment is essential for keeping top talent in the IT industry, where qualified workers are in great demand. The cohesive factor that establishes a link between an employee's psychological health and job happiness is organizational commitment.

One important factor influencing employee engagement and retention is job satisfaction. According to Judge et al. (2001), there is a reciprocal link between psychological well-being and work satisfaction: job satisfaction raises well-being, and psychological well-being contributes to job satisfaction. Employees with high psychological well-being are more likely to discover intrinsic motivation, feel a sense of achievement, and report greater overall work satisfaction in the IT industry, where job demands can be very demanding.

The results of the present study also shown that there is a mediation effect of organizational commitment between psychological well-being and job satisfaction. According to research, there is a link between psychological well-being and work satisfaction, and organizational commitment may operate as a mediator (Allen & Meyer, 1996). Even in the midst of stress and challenging workloads, IT personnel are more likely to have greater levels of job satisfaction when they have a strong feeling of commitment to their organization. This dedication serves as a protective barrier against the detrimental consequences of psychological strain, generating a positive feedback loop in which dedication improves wellbeing and raises work satisfaction.

IT organizations can benefit practically from an understanding of the mediating function of organizational commitment. Increased organizational commitment can result from putting into practise tactics to improve workers' psychological well-being, such as encouraging work-life balance, offering mental health services, and creating a happy work atmosphere. As a result, IT workers' job satisfaction is probably going to increase. Furthermore, by understanding the complex relationships between these variables, organizations may create focused solutions that cater to the unique requirements of their workforce.

Conclusions

In summary, the correlation that exists between job satisfaction, organizational commitment, and psychological well-being highlights the need of giving employee mental health top priority in today's workplace. Businesses that make investments in programmes to improve psychological well-being not only help their workers feel more satisfied with themselves personally, but they also develop a more dedicated staff. Recognising and attending to the psychological well-being of employees is strategically critical for organisations hoping to survive in a cutthroat market as the lines between personal and professional life continue to blur.

Organizational commitment plays a mediating role in the complex link between psychological well-being and job satisfaction among IT workers. Acknowledging and encouraging organizational commitment is becoming essential as companies deal with the difficulties of keeping competent IT workers in cutthroat markets in

Hemanthakumara V. Exploring the Impact of Psychological Well-being order to improve overall job satisfaction. In the ever-changing IT industry, this conversation underscores the interdependence of these factors and the significance of a comprehensive strategy for employee well-being.

Implications of the Study

Implications of a study exploring the impact of psychological well-being on organizational commitment and job satisfaction in the IT workplace can have significant implications for both employees and employers. Here are some potential implications:

1. Employee Productivity and Performance:
 - Enhancing psychological well-being is probably associated with higher performance and productivity among employees.
 - In order to increase overall productivity in the IT workplace, organisations may need to make investments in projects or programmes that promote psychological well-being.
2. Retention and Turnover:
 - Reduced turnover rates might result from more organisational commitment and work satisfaction.
 - Understanding the elements that contribute to psychological health may assist companies in putting retention plans in place for highly qualified IT workers.
3. Organizational Culture and Climate:
 - The study may provide insight into how corporate environment and culture support psychological wellbeing.
 - Employers may need to provide a welcoming workplace that encourages wellbeing and mental health.
4. Employee Engagement:
 - Higher levels of employee involvement are probably associated with psychological well-being on the positive side.
 - Employers may use this data to create engagement initiatives that are specifically suited to the demands and pressures faced by IT workers.

5. Health and Well-being Initiatives:

- To improve the psychological well-being of IT staff members, employers may need to take into account introducing health and well-being initiatives, such as stress management seminars or mindfulness programmes.

6. Leadership and Management Practices:

- The findings may emphasise how crucial management and leadership styles are in shaping workers' psychological health.
- Businesses should concentrate on providing leaders with the training they need to foster a healthy workplace culture and assist workers' wellbeing.

7. Recruitment and Hiring Practices:

- It may be necessary for organisations to take into account an individual's psychological health while they are recruiting and hiring.
- HR procedures can be influenced by an awareness of the connection between commitment/satisfaction and well-being in order to draw applicants who complement the company culture.

8. Flexible Work Arrangements:

- The study could encourage the use of flexible work schedules to meet the various demands and preferences of IT workers.
- Offering remote work or flexible scheduling choices can enhance wellbeing and increase job satisfaction.

9. Employee Assistance Programs (EAPs):

- Organizations should think about improving or introducing Employee Assistance Programmes to help employees in IT deal with stress and mental health problems.

10. Policy Development:

- Based on the study's findings, policies that prioritise employee well-being and acknowledge it as a major factor influencing commitment and work satisfaction might be developed inside the organization.

Understanding the impact of psychological well-being on organizational commitment and job satisfaction in the IT workplace can inform targeted interventions and strategies to create a healthier and more productive work environment. It encourages a holistic approach to employee well-being that goes beyond traditional job-related factors.

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