

The Role of Emotional Intelligence in Enhancing Job Satisfaction and Organizational Commitment: Evidence from IT Professionals

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Abstract

This study investigates the influence of emotional intelligence (EI) on job satisfaction, work engagement, reward system perceptions, and organizational commitment among IT professionals in Bangalore. A descriptive and analytical research design was employed, with data collected from 250 employees across five major IT companies: Wipro, Infosys, TCS, HCL, and Accenture. Constructs were measured using validated scales adapted for the Indian IT context, with responses recorded on a 5-point Likert scale. Descriptive statistics indicated high levels of EI, work engagement, and organizational commitment, while job satisfaction and reward system perceptions were moderately high. Correlation analysis revealed strong positive relationships among EI, job satisfaction, work engagement, and organizational commitment. Multiple regression analysis showed that EI was the strongest predictor of organizational commitment, followed by work engagement, job satisfaction, and reward system. The findings underscore the pivotal role of EI in fostering employee loyalty, satisfaction, and productivity in IT organizations, highlighting the importance of EI development programs for enhancing workforce effectiveness and retention.

Keywords: EI, Job Satisfaction, IT Sector, Work Engagement.

Introduction

Over the past two decades, extensive research has explored employee attitudes and behaviors to enhance productivity and organizational commitment, particularly in challenging economic contexts such as Nigeria, where wage reductions and delays have negatively affected workforce motivation. Workers often lose interest in their roles under such circumstances, making the study of job commitment increasingly important (Abidoye et al., 2020; Jimoh et al., 2021). For organizations to achieve a sustainable competitive advantage, employees must exhibit complete commitment to performance expectations. Job commitment remains a pressing concern in businesses worldwide, especially in competitive and dynamic economies. The cost of low commitment is substantial, with organizations facing reduced productivity and increased turnover (Muraina & Oladimeji, 2022c).



Employee commitment significantly influences organizational effectiveness, as highly dedicated employees demonstrate greater creativity, consistency, and resilience, while uncommitted staff may exhibit absenteeism, early departures, workplace conflict, and disengagement (Garcia-Cabrera & Garcia-Soto, 2012; Butler, 2019). Various demographic and organizational factors, including age, gender, education, job role, salary, working conditions, and recognition, can influence commitment levels (Yuan et al., 2014; Agarwala et al., 2014). Effective managers who understand intrinsic and extrinsic motivators can foster higher commitment among their staff. Furthermore, committed employees not only meet performance expectations but also contribute positively to the organizational climate, client outcomes, and innovation (Muraina et al., 2022a).

Emotional intelligence (EI) has emerged as a critical predictor of organizational commitment. EI encompasses the ability to perceive, understand, manage, and utilize emotions effectively to facilitate thinking and decision-making (Jordan et al., 2002; Muraina & Popoola, 2022b). Employees with high EI exhibit better interpersonal skills, stress management, and resilience, which strengthens dedication and loyalty to their organizations (Shafiq & Rana, 2016; Yusuf & Muraina, 2022). High EI professionals consistently demonstrate superior performance, career growth, and satisfaction compared to peers with lower EI, highlighting its central role in fostering organizational attachment and motivation.

Job satisfaction also plays a pivotal role in determining organizational commitment. Satisfaction reflects employees' positive attitudes toward their work, including task enjoyment, work environment, leadership style, and career growth opportunities (Ahmad et al., 2019; Valaei & Rezaei, 2016). Satisfied employees are more likely to engage fully in their roles, exhibit higher morale, and contribute effectively to organizational goals (Aydogdu & Asikgil, 2011; Raymond & Mjoli, 2013). Similarly, an effective reward system enhances commitment by aligning employee perceptions of value and recognition with organizational objectives. Compensation, benefits, and recognition not only provide financial security but also reinforce employees' sense of appreciation and loyalty, encouraging sustained effort and performance (Peter, 2014; Terera & Ngirande, 2014).

In modern organizations, particularly in the IT sector, emotional intelligence has become a critical determinant of employee effectiveness and commitment. Employees with high emotional intelligence can accurately perceive and regulate their own emotions, as well as empathize with colleagues and clients, which facilitates collaboration and reduces workplace conflict (Muraina & Popoola, 2022b; Shafiq & Rana, 2016). Such employees are better equipped to handle work-related stress, adapt to dynamic organizational changes, and maintain a positive attitude toward their roles. Consequently, emotionally intelligent employees are more likely to exhibit higher organizational commitment, as they feel competent, supported, and valued within their work environment. The ability to manage emotions effectively also contributes to stronger interpersonal relationships, teamwork, and leadership capabilities, which are essential in project-driven and client-focused industries like IT (Jordan et al., 2002; Yusuf & Muraina, 2022).

Job satisfaction and an effective reward system further reinforce organizational commitment. When employees perceive their jobs as fulfilling and aligned with their career goals, they are more motivated to invest effort and maintain loyalty to the organization (Ahmad et al., 2019; Raymond & Mjoli, 2013). Similarly, fair compensation, recognition, and opportunities for career growth serve as tangible indicators of organizational support, which strengthen employee attachment and retention (Terera & Ngirande, 2014; Peter, 2014). Employees who are satisfied with both their intrinsic job experiences and extrinsic rewards are more likely to exhibit engagement, motivation, and proactive behavior, ultimately enhancing overall productivity. Therefore, the interplay between emotional intelligence, job satisfaction, and reward mechanisms is essential for fostering a committed, resilient, and high-performing workforce in competitive environments.



In sum, organizational commitment is influenced by the interplay of emotional intelligence, job satisfaction, and reward systems. Employees with high EI, adequate job satisfaction, and a well-structured reward system are more likely to remain loyal, motivated, and productive. Organizations that invest in understanding and enhancing these factors can achieve higher employee retention, improved performance, and sustainable competitive advantage (Muraina & Oladimeji, 2022c; Dreher & Ash, 1990).

Review of Literature

Emotional intelligence (EI) is increasingly recognized as a critical factor influencing employee productivity in contemporary organizations. Employees with high EI can perceive, interpret, and manage their own emotions and those of others, which facilitates effective decision-making, stress management, and interpersonal interactions (Goleman, 2020; Salovey & Mayer, 2021). In the IT sector, where cognitive workload is high and deadlines are tight, EI supports employees in maintaining focus, managing stress, and performing efficiently, ultimately enhancing organizational outcomes.

Research indicates that EI significantly contributes to collaborative behaviors and team performance. Sharma and Rao (2022) highlight that emotionally intelligent employees demonstrate strong empathy, conflict resolution skills, and adaptive communication abilities. These competencies are particularly valuable in IT organizations where cross-functional collaboration and client engagement are critical for project success and timely delivery. High EI fosters trust among team members, leading to smoother workflows and higher project quality.

Furthermore, EI positively correlates with organizational commitment and job satisfaction. Kumar et al. (2023) emphasize that employees with high EI exhibit greater resilience, intrinsic motivation, and loyalty to their organizations, reducing turnover intentions. By investing in EI development through training and coaching, IT companies can enhance employee engagement, strengthen workplace relationships, and sustain high levels of performance, thereby achieving long-term competitive advantage in the dynamic technology industry.

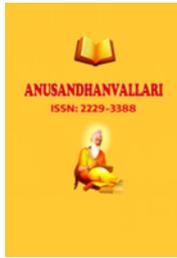
Objectives of the Study

- To examine the level of emotional intelligence, job satisfaction, work engagement, reward system perceptions, and organizational commitment among IT professionals working in selected multinational IT companies
- To analyze the relationship between emotional intelligence, job satisfaction, work engagement, reward system, and organizational commitment among IT professionals in the IT sector.
- To assess the relative impact of emotional intelligence, job satisfaction, work engagement, and reward system on organizational commitment among IT professionals.

Research Methodology

Research Design

The present study adopts a descriptive and analytical research design to examine the relationship between emotional intelligence, job satisfaction, reward system, and organizational commitment among employees in the IT sector. This design is appropriate as it enables the systematic collection of quantitative data and facilitates



statistical examination of relationships among multiple psychological and organizational variables. The approach is consistent with prior studies, including the work by Akanbi and Itiola (2023), which empirically analyzed emotional intelligence and organizational outcomes among workers in Bangalore.

Population and Sample Size

The population of the study consists of IT professionals working in leading multinational IT companies in Bangalore City. A sample of 250 IT professionals was selected and Although convenience sampling was used, efforts were made to ensure representation across age, gender, and educational levels to enhance sample diversity. Respondents were drawn from five major IT companies, namely:

- Wipro
- Infosys
- Tata Consultancy Services (TCS)
- HCL Technologies
- Accenture

These organizations were chosen due to their large workforce, structured HR practices, and relevance to technology-driven work environments where emotional intelligence plays a critical role in employee effectiveness and satisfaction.

Measurement of Variables

- **Emotional Intelligence** was measured through dimensions such as self-awareness, emotional regulation, motivation, empathy, and social skills.
- **Job Satisfaction** assessed satisfaction with job role, work environment, career growth, and supervisory support.
- **Reward System** included perceptions of pay fairness, incentives, recognition, and promotion policies.
- **Organizational Commitment** focused on affective attachment, loyalty, and intention to remain with the organization.

The constructs were adapted from validated instruments used in earlier studies, including Akanbi and Itiola (2023), with contextual modifications suitable for the Indian IT sector. All constructs were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Higher scores indicate stronger agreement with the measured construct

Analysis and Interpretation

Demographic Profile of Respondents

Table 1: Distribution of Respondents Based on Gender

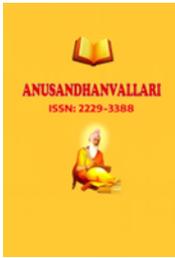
Gender	Frequency	Percentage
Male	118	47.2
Female	132	52.8
Total	250	100.0

Table 2: Distribution of Respondents Based on Age Group

Age Group	Frequency	Percentage
Below 30 Years	82	32.8
31–50 Years	121	48.4
Above 50 Years	47	18.8
Total	250	100.0

Table 3: Distribution of Respondents Based on Educational Qualification

Highest Level of Education	Frequency	Percentage
BE (Bachelor of Engineering)	68	27.2
BTech (Bachelor of Technology)	74	29.6
MCA (Master of Computer Applications)	56	22.4
MTech (Master of Technology)	34	13.6
MBA	18	7.2



Highest Level of Education	Frequency	Percentage
Total	250	100.0

The gender-wise distribution of respondents shows a relatively balanced representation, with female respondents constituting 52.8% and male respondents accounting for 47.2% of the total sample. This balanced composition reflects equitable participation across genders and strengthens the robustness of the study by minimizing gender-related sampling bias. Such representation is particularly valuable in studies examining emotional intelligence and job satisfaction, as emotional competencies and workplace perceptions may vary across genders. The near-equal distribution ensures that the findings are reflective of diverse emotional and attitudinal perspectives within organizational settings.

The age distribution indicates that a substantial proportion of respondents (48.4%) belong to the 31–50 years age group, representing a professionally mature and experienced workforce. Employees within this age bracket are more likely to exhibit stable emotional regulation, higher job involvement, and stronger organizational commitment.

The educational profile of the respondents reflects a technically qualified workforce drawn predominantly from engineering and computer application backgrounds. The largest proportion of respondents holds a BTech degree (29.6%), followed closely by BE degree holders (27.2%). This distribution indicates that a majority of employees possess strong foundational technical knowledge, which is essential in the IT sector where problem-solving, analytical ability, and continuous technological adaptation are critical. The presence of a sizable proportion of MCA graduates (22.4%) further highlights the dominance of software development, systems analysis, and application-oriented roles within the sample.

Postgraduate qualifications such as MTech (13.6%) and MBA (7.2%) represent employees engaged in advanced technical specialization and managerial or leadership-oriented roles. These individuals are likely to experience distinct job demands, including strategic decision-making, project leadership, and people management. Such roles require higher levels of emotional intelligence to manage stress, interpersonal relationships, and organizational expectations effectively. The diversity in educational qualifications enables a comprehensive examination of emotional intelligence and job satisfaction across technical, professional, and managerial roles. Overall, the educational composition of the sample strengthens the study by ensuring representation across different career stages and functional responsibilities within the IT sector, thereby enhancing the generalizability and relevance of the research findings.

Table 4: Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation
Emotional Intelligence	4.12	0.68
Job Satisfaction	3.94	0.71
Work Engagement	4.01	0.65

Variable	Mean	Standard Deviation
Reward System	3.88	0.74
Organizational Commitment	4.09	0.69

The descriptive statistics provide an initial understanding of the psychological and organizational conditions experienced by IT professionals. The mean score for emotional intelligence (4.12) indicates that employees in the IT sector possess relatively high emotional awareness, regulation, and interpersonal competence. This is particularly relevant given the emotionally demanding and cognitively intensive nature of IT work, where employees frequently interact with clients, team members, and virtual stakeholders under strict deadlines. Job satisfaction demonstrates a moderately high mean value (3.94), suggesting that employees are generally content with their roles, work environment, and growth opportunities, though there remains scope for improvement. Work engagement records a strong mean score (4.01), reflecting high levels of vigor, dedication, and absorption among IT employees, which is essential for sustained performance in project-driven environments. The reward system shows a slightly lower mean (3.88), indicating that while compensation and incentives are perceived as acceptable, they may not fully meet employee expectations. Organizational commitment displays a high mean score (4.09), suggesting strong psychological attachment and loyalty toward organizations. Collectively, these results indicate a workforce that is emotionally competent, moderately satisfied, and highly engaged, which provides a strong foundation for analyzing the causal relationships among emotional intelligence, job satisfaction, and organizational commitment in the IT sector.

Table 5: Correlation Matrix among Study Variables

Variables	EI	JS	WE	RS	OC
Emotional Intelligence (EI)	1				
Job Satisfaction (JS)	.68**	1			
Work Engagement (WE)	.71**	.74**	1		
Reward System (RS)	.59**	.66**	.63**	1	
Organizational Commitment (OC)	.76**	.72**	.79**	.61**	1

Note: $p < 0.01$

The correlation analysis reveals strong and statistically significant positive relationships among all study variables, highlighting the interconnected nature of emotional and motivational factors in the IT sector. Emotional intelligence exhibits a robust correlation with job satisfaction ($r = .68$), indicating that emotionally intelligent employees are more likely to experience positive evaluations of their job roles. This finding supports the notion that emotional regulation and self-awareness help employees manage work stress and interpersonal challenges

effectively. Emotional intelligence also demonstrates a strong association with work engagement ($r = .71$) and organizational commitment ($r = .76$), underscoring its central role in shaping employee attitudes and behavioral attachment to organizations. Job satisfaction shows a high correlation with work engagement ($r = .74$) and organizational commitment ($r = .72$), suggesting that satisfied employees are more emotionally invested and dedicated to their organizations. The reward system is moderately correlated with organizational commitment ($r = .61$), implying that fair and transparent compensation structures contribute to employee loyalty, though emotional and psychological factors exert stronger influence. Overall, the correlation results indicate that emotional intelligence operates as a foundational personal resource that enhances satisfaction and engagement, which in turn strengthens organizational commitment. These findings justify further multivariate analysis to examine the combined and relative predictive power of these variables within the IT sector context.

Table 6: Multiple Regression Analysis Predicting Organizational Commitment

Predictor Variable	β	t-value	Significance
Emotional Intelligence	.42	7.86	.000
Job Satisfaction	.31	6.12	.000
Work Engagement	.36	6.94	.000
Reward System	.18	3.45	.001

$R^2 = 0.67$ | Adjusted $R^2 = 0.65$ | $F = 94.28$ | $p < 0.001$

The multiple regression analysis demonstrates that emotional intelligence, job satisfaction, work engagement, and reward systems collectively exert a significant influence on organizational commitment among IT professionals. The model explains 67% of the variance in organizational commitment, indicating strong predictive power and confirming the relevance of both emotional and organizational factors in shaping employee loyalty. Emotional intelligence emerges as the strongest predictor ($\beta = .42$), highlighting its critical role in enabling employees to manage emotional demands, maintain resilience, and develop a positive psychological bond with their organizations. Work engagement also shows a substantial contribution ($\beta = .36$), suggesting that employees who are enthusiastic, dedicated, and deeply involved in their work are more likely to remain committed. Job satisfaction contributes significantly to organizational commitment ($\beta = .31$), reinforcing the importance of fulfilling work roles, supportive leadership, and meaningful job experiences. Although the reward system exhibits a comparatively lower beta value ($\beta = .18$), it remains a statistically significant predictor, indicating that compensation and recognition continue to influence commitment, albeit to a lesser extent than emotional and motivational variables. Overall, the regression findings emphasize that while financial rewards are important, emotional intelligence and engagement-related factors play a more dominant role in fostering long-term organizational commitment in the IT sector.



Conclusion

The findings of this study confirm that emotional intelligence is a critical determinant of job satisfaction, work engagement, and organizational commitment among IT professionals in Bangalore. Employees with higher EI demonstrated stronger interpersonal skills, better stress management, and enhanced resilience, enabling them to navigate complex work environments and maintain consistent performance. The significant correlation between EI and organizational commitment underscores the value of developing emotional competencies to foster loyalty and retention in high-demand, project-driven IT settings.

Job satisfaction and work engagement also contributed meaningfully to organizational commitment. Employees who were satisfied with their roles and engaged in meaningful work exhibited higher dedication and proactive behaviors. While the reward system was a statistically significant predictor, its impact was comparatively lower than EI and engagement, indicating that intrinsic factors, such as emotional regulation and motivation, have a stronger influence on employee commitment.

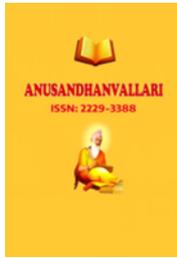
Overall, the study highlights the interdependent relationship between EI, job satisfaction, engagement, and organizational commitment. IT organizations can enhance performance and retention by implementing EI development programs, fostering supportive work environments, and ensuring fair reward structures. Investing in these areas not only strengthens employee commitment but also contributes to sustained organizational effectiveness and competitive advantage in the dynamic IT sector.

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