

Relating Emotional Intelligence and Organisational Commitment Through Moderated Mediation of Psychological Well-being and Work Life Balance: A Study on Teachers of NGOs

Tisha Singh

University of Jammu, India

Abstract

This study was conducted with an objective to explore the direct and indirect effect of emotional intelligence on organisational commitment through psychological well-being. Further, moderating role of work life balance on psychological well-being and organisational commitment was also explored. Data were collected from 209 teachers working in Special schools and NGOs of Delhi, working for differently-abled children, on the bases of convenient sampling. Statistical techniques like confirmatory factor analyses, structure equation model (SEM) and hierarchical regression were employed to analyze the data. Further, reliability and validity tests were also performed. The study finds that emotional intelligence leads to organisational commitment through the partial mediation of psychological well-being. It is also verified that work-life balance moderates the association between psychological well-being and organisational commitment. This study is limited to non-profit making sector of Delhi region only. This study will be helpful for managers in recognising the increasing importance of emotional intelligence, psychological well-being and work-life balance that encourages organisational commitment which further enhances the performance of the organisation and may bring innovativeness in working.

Keywords: Emotional Intelligence, Psychological Well Being, Organisational Commitment and Work Life Balance.

Introduction

Non-government organisations have active involvement in the endorsement of human well-being. They establish an important relationship between society and the government. Further, they have certain strength and features that facilitate them to perform as effectual and vibrant agent in this process. Their programs have a broader range from researches to societal based schemes covering the wider spectrum of human concern. Earlier, NGOs were managed by social activist but now NGOs have high demand for skilled and proficient employees to assist the organisation function at it best (Fowler, 1996). Therefore, NGOs must struggle to catch the attention, expand and retain qualified, competent, capable and enthusiastic employees as they are the means of success for the organisation.

Furthermore, in India, non-government organisations are trying to facilitate the various disadvantaged people of the society such as poor women and children by sensitising, systematizing and assembling them to chase their own upliftment and to avail the benefits from

their basic rights. All these conducts engage the process of education, organisation, great efforts and reform. Furthermore, this process is entirely carried out by the associates working with these organisations. Therefore, overall efficiency of the NGOs that are operating in India depends upon the commitment of their employees toward their organisational job. The ongoing changes that are taking place in the world have placed the education institutions governed by NGOs in great strains because of the increasing demands for accessibility and decreasing resources along with the demands for accountability. Consequently, there originates a need for such organisations to enhance their receptiveness towards the needs of such underprivileged group of people, communal goals and objective, though there is a great pressure from the external and internal environments where these organisations are operating. Moreover, the reason behind the recurrent collapse of an organisation is the lack of commitment toward their organisation and motivation among employees (Devos, 2002).

In addition, the problems faced within NGO industry are quite unique than other sectors. The main problem faced by the non-government organisations is the high redundancy rate which cause an exceptionally large number of under qualified job hunters to get into this work sector, reason being the less competitive advantage covered by these organisations. This leads to the shortage of qualified and skilled workers in the industry. Other problem faced by them is to retain the high skilled and qualified employees and keeping them motivated. Despite of existing challenges from internal and external environment, employees in NGOs act as the heart and soul of the organisation. In this regard, Chandrasekhar and Anjaiah (2002) state that organisational commitment is an important employee attitude that is useful for the organisational success. Effective organisations can be differentiated from the ineffective one on the bases of the quality of life and the commitment of the employees working there toward their organisation (Dunham et al., 1994). The concept of organisational commitment has emerged from the studies exploring the link between employees and organisation. Previous researches has identified that organisational commitment is the strong behavioural response among the employees for their organisation (Scott-Ladd, Travaglione and Marshall, 2006) as it has the impendent to envisage a range of results for instance, improved job performance, reduced turnover intension, removed leaving tendency, low absenteeism and enhanced organisational citizenship behaviour (Rathi and Rastogi 2009). Evidences have proved this aspect of human resource management has not been studied much in non government organisations. Organisational commitment enhances NGOs effectiveness that improves its programme outcomes (Shiva and Saur, 2010). Organisational commitment among employees of NGOs is important as it helps to get better the service deliverance system, improving the quality of life of underprivileged or the weaker section of the society.

Justification of the study

In non government organisation, the issue of high turnover rates among employees is very alarming. Therefore, from the organisational perspective the contribution of emotional intelligence towards efficiency can be viewed in terms of employment, retention, talent management, joint effort of team, employee commitment, self-esteem, health, innovation, efficiency and quality of service (Cherniss, 2001). It has been recognised that intelligence quotient (IQ) assist an individual to obtain an employment but it is the emotional quotient (EQ) that permit an individual to maintain the job and to grow adequately in their career (Kaluzniacky, 2004). Review of pertinent literature on emotional intelligence and organisational commitment is small generally in Indian context and particularly in non government organisations. According to

Mowday et al (1982) there are four groups of interpreters of organisational commitment i.e., personal, structural, job related characteristics and work experiences. Yet, the impact of personal characteristics i.e., emotional intelligence and psychological well being on organisational commitment are not much explored in the literature. Therefore, present study has taken personal characteristics as the predictors of organisational commitment. Studies have shown that lack of organisational commitment is one of the reasons why employees leave their jobs. Given the importance of organisational commitment, researchers have examined various determinants of organisational commitment; still there is a necessity to identify various other predictors. There is lack of empirical research on the combination of constructs such as emotional intelligence, psychological well being, work life balance and organisational commitment in NGOs. Studies conducted in different occupation have shown that emotional intelligence skills have significant but low effect on organisational commitment (Guleryuz et al., 2008; Aghdasi, Kiamanesh and Ebrahim, 2011; Nordin, 2012). Thus, it demands to explore the mediator in emotional intelligence and organisational commitment relationship. Hence, to overcome the research gap, present study proposes to examine the relationships between emotional intelligence and organisational commitment with the mediation of psychological well being and the moderation of work life balance in psychological well being and organisational commitment relationship.

Thus, the contribution of this paper is to add an understanding of relevance of psychological well being as a mediator in the relationship between emotional intelligence and organisational commitment and the importance of work life balance as a moderator in the relationship of psychological well being and organisational commitment through a detailed study of employees in the context of non government organisation working for differently abled childrens.

Theoretical framework and hypotheses development

Emotional Intelligence and Organisational Commitment

Organisational commitment is identified as the psychological state or state of mind that binds an employee with its organisation (Meyer et al., 2002). It is comprised of the strongest emotional factor which embraces general interests, main beliefs, morals and goals (Tsai, Tsai, & Wang, 2011). Further, emotional tone being established by the organisation helps in determining its accomplishment and breakdown. Therefore, emotional intelligence can be conceptualised as collateral for developing organisational commitment within organisations. Employees with high emotional intelligence i.e., employee who find it easy to manage and control their emotions possess meaningful relationship with their co-workers and feel satisfied with their job, also perform good at work (Wong & Law, 2002). Indeed, employees with high emotional intelligence have higher levels of emotional connection with their organisation. They are more contented, execute better at workplace and attain greater success (Gardner & Stough, 2002; Miller, 1999). They are able to motivate, bring faith and assist other employees through their interpersonal relationships (George, 2000). Moreover, literature also disclosed that employees with high emotional intelligence have more of occupation success and less of job insecurity, which leads to more affectivity, more malleable to stressful events and improved coping strategies (Baron & Parker, 2000). The literature has also revealed that employees who are extremely committed toward the organisation display enormous enthusiasm and readiness to craft the job necessary for the organisation to flourish (Greenberg & Baron, 2003). It is, therefore, hypothesised that:

H₁: Emotional intelligence significantly influences organisational commitment

Emotional Intelligence and Well Being

Literature suggests that emotionally intelligent employees experience high level of psychological well being and low level of emotional deficit than the employees who have low emotional intelligence (Salovey and Mayer, 1990). As emotionally intelligent persons are expected to sustain positive mental state due to their capability to successfully supervision their emotions by identifying and understanding them (Mayer and Salovey, 1997). Further, emotional intelligence has positive consequence on perceived job control (Petrides and Furnham, 2006). They also renowned that emotionally intelligent employees undergo low job stress and high psychological well being. Management of emotions is important for health and psychological adaptation. Individuals with high emotional intelligent have better social competence, wealthier communal networks and effectual managing schemes that enhance their sense of psychological well being (Salovey et al., 1999). Emotional intelligence provides information about one's relationship with the internal and the external environment and it can also express action and consideration that augment or preserve psychological well being (Lazarus, 1991; Parrott, 2002). Employees with high emotional intelligence have a lesser tendency to experience negative emotions and a higher tendency to feel positive about their work roles and perform better; it also contributes to better off the sense of psychological well being among the employees (Mikolajczak et al., 2008). It is therefore hypothesised that

H2: Emotional intelligence significantly influences well being

Well Being and Organisational Commitment

The concept of commitment includes the aspects of stability, loyalty and the feeling of being a part of the organisation. Various management researchers and organisational psychologists have shown their keen interest in employee's health and their psychological well being. Moreover, they believe that organisations should focus not only on prosperity, profitability, efficiency and productivity of the organisation but they should also lay a considerable action toward the improvement of the health and psychological well being of its employees by following strong and vigorous workplace practices (Russell, 2008). Further, psychological well being has various consequences such as superior job performance, satisfaction with job, profitability, competitiveness and reduced employee turnover intension (Wright and Bonnet, 2007). In addition, organisational commitment develops the need of belongingness in an individual for the organisation he/she is working with, which can be attained through positive psychological well being (Baumeister and Leary, 1995; Rousseau, 1998). Bhatnagar (2007) who found that investments in learning and capability development enhance the psychological empowerment that further enhance the well being of an individual, which leads to organisational commitments. On the bases of this we can hypothesise the following-

H3: Well being leads to organisational commitment

Mediation of Psychological Well Being: Emotional Intelligence and Organisational Commitment

A mediating variable is helpful in explaining the causal relationship between a predictor and criterion (Baron and Kenny, 1986). Previous literature has identified that emotional intelligence and organisational commitment is significantly related but they have weak relationship (Guleryuz et al., 2008; Aghdasi, Kiamanesh and Ebrahim, 2011; Nordin, 2012). Therefore, present study hypothesises that psychological well being act as a mediator between emotional intelligence and organisational commitment relationship. Previous research suggests the mediating role of

psychological well being between job insecurity and turnover intentions (Stiglbauer et al., 2012). Even though the employees have high emotional intelligence, their commitment toward organisation is likely to suffer if they do not have psychological well being. Literature confirms the relationship between emotional labour and intention to leave (Bartram et al. 2012). Additionally, the impact of emotional labour resulting in job-stress can be alleviated through psychological well being (Yang and Chang 2008; Landa and Lopez-Zafra 2010). Emotional intelligence is recognised as an aspect that minimises the negative outcomes of emotional labour and on the other hand it enhances employee's psychological well being (Duran et al., 2004). Reason being, the employees who possess strong emotional understanding are more capable of recognise how to act properly in contradictory conditions. Further, a number of researchers have identified that employees with high emotional intelligence are successful in handling work demands such as workload, stress and job insecurity (Bar-On 2002). NGOs settings have challenging work surroundings and therefore, it is significant to study the relevance of psychological well being in emotional intelligence and organisational commitment relationship. Higher level of emotional intelligence can results in enhanced level of psychological well being through the development of aptitude to conquer the sprain linked with emotional labour (Duran et al., 2004). In general, it is being approved by the previous research that higher emotional intelligence is associated with improved psychological functioning (Schutte et al., 2007). Further, employees possessing high emotional intelligence are less affected from emotional labour consequently, experience lesser job stress and sequentially go through enhanced psychological well being. Thus, we hypothesise that-

H4: Psychological well being mediates the relationship between emotional intelligence and organisational commitment.

Psychological well being and organisational commitment: Moderating role of work life balance

The modern work organisation has affected person's subjective well-being resulting in an employee's health and considerable financial burden on organisational performance (Skakon et al., 2010). Further, literature suggests that a struggle to achieve work life balance is being experienced by employees in all types of professions worldwide (Darcy et al., 2012). It seems to be difficult to bring balance between job, family and personal life for the employees who devote longer hours at the work place (Hochschild, 1997). Whereas, lack of work-life balance brings various negative consequences in the form of emotional and behavioural issues such as nervousness, hopelessness, guiltiness and reduced productivity (Kalliath & Brough, 2008). Therefore, the main purpose of work-life balance schemes is to generate improved balance among employees with regard to their personal and professional life (Zachariou, 2005). Employees who feel contented and satisfied with their jobs in all spheres of life i.e., work, family and leisure time, usually experience work-life balance (Kalliath & Brough, 2008). Work-life balance is achieved when employees experience being engaged and satisfied in caring out the manifold functions with which they recognize them self. Work-life balance is an initiative that assists employees to bring a sense of balance and experiencing accomplishment and fulfilment in work and persons' individual domains (Darcy et al., 2012). Quality of life and work-life balance are found to be highly correlated when participants balance their time in family than work (Greenhaus et al., 2003). Family and work are vital components of an individual's life. Demands of work and family life may originate the conflicts and depressingly affect the wellbeing of employees (Clark, 2000; Frone, 2000). Evidence also recommends that the lack of work-family balance may weaken the individual health and well-being (Major et al., 2002). Whereas, balance between the two, work and family can enhance the level of well being among the employees. Employees' approach toward their organisation and life are influenced by work-life balance. Organisational commitment and work-

life balance among employees generally persuade them to perform better and to enhance the productivity of the organisation for its successful flourishment (Sakthivel & Kamalanabhan, 2011). On the bases of the above discussion, it is hypothesised that:

H5: work-life balance moderates the relationship between psychological well being and organisational commitment.

Research Methods

Instrument

A survey tool was developed to measure the various constructs of interest in this study. To calculate all the pertinent items relating to the various constructs of the study viz., emotional intelligence, psychological well being, organisational commitment and work life balance, a five-point likert scale was used, where 1 denoted strongly agree and 5 denoted strongly disagree. Emotional intelligence was measured using the five dimensions viz., perceiving emotions in self and others, extracted from Wong and Law (2002), use of emotions, generated from Schutte et al. (1998), understanding of emotions from Brackett et al. (2006), managing emotions in self and others from Wong and Law (2002) and Brackett et al. (2006). The Cronbach's α coefficient in support of this scale was 0.882. Further, psychological well being was measured using six dimensions generated from Springer, Pudrovska and Hauser (2011), including autonomy, environmental mastery, purpose in life, positive relations, personal growth and self acceptance. The Cronbach's α value for this scale was calculated as 0.897. Besides this, organisational commitment was determined by using three sub dimensions, i.e., normative, continuance and affective commitment extracted from Allen and Mayer (1990). The Cronbach's α value for all the dimensions were above the threshold limit i.e., 0.70. Furthermore, work life balance was measured through 5 items generated with the help of previous literature such as (Waumsley et al., 2010). The Cronbach's α values for this construct was found to be greater than 0.70. All survey items were finalised after detailed discussion with the subject experts and academicians. The finalised items were pretested with 30 teachers working in NGOs for differently abled children in six NGOs (5 respondents from each NGO on convenience basis). Pretesting allowed us to refine our measurement items to ensure that they were clear and unambiguously interpreted by respondents.

Data collection

Sample design and data collection

So as to evaluate the clarity and appropriateness of the questions contained in the questionnaire, which consisted of 67 items, a pilot study was conducted on a population sample of 30 respondents from the employees (teachers) working in non government organisations dealing with differently abled children. These NGOs were operating in West Delhi region. In order to avoid duplication, 2 items were identified and deleted in pretesting and, therefore they were not considered for final survey. The instrument was finally left with 65 variables, out of which 5 pertained to demographic profile, general information, 20 items to measure emotional intelligence, 20 items to gather information for psychological well being and 15 items to know about their organisational commitment and 5 items to know about their work life balance. The final sample size was arrived at 200. Convenience sampling was used to select the respondents for the sample. It is considered most appropriate where population is difficult to define. A sum of 200

questionnaires were distributed among the teachers working in NGOs of west Delhi region, however usable response was obtained from 190 respondents only because of reasons such as few respondents have returned incomplete questionnaires, and few have misplaced the questionnaire, while few of them did not return even after 2-3 visits.

Data analysis

Prior to the analysis of the data, negative worded items were reversed and normalcy was satisfied before the application of parametric tests. To achieve this at the onset, outliers were determined to eliminate the extreme responses. Item-to-item outliers were determined and six respondents were observed who gave abnormal responses. Thus, final usable sample size arrived at 190. Succeeding to the outlier, the skewness and kurtosis measures of the data were ensured to measure the normality of data. The values of skewness were within the range of 0.027 to -0.056 whereas kurtosis values were in the range between 0.045 to -0.356, establishing the normal allocation of the data.

Sample profile

The majority of the respondents were female 70%, 35% were undergraduates, 25% graduates, 10% were postgraduates and 30% were professionals. In addition, 40% were below 30 years of age, 30% each between 30-40 and 40-50 years of age. Lastly, 70% respondent's income was below Rs 10,000 per month and most of them were doing their job voluntarily.

Psychometric properties

The reliability of the measurements was assessed for each construct. Reliability of a measure is been tested through Cronbach alpha co-efficient, which is the most commonly applied estimate. As all alpha values were above .70, reliability of all the constructs got established (Hair et al., 2009). The reliability and validity of the measurements were assessed with confirmatory factor analyses for each dimension. Further, for all constructs (i.e., emotional intelligence, life satisfaction, well being and relationship quality) item loadings were positive, high in degree and statistically significant, denoting unidimensionality and confirming the convergent validity (Malhotra and Dash, 2010). Also, the average variance extracted (AVE) for each dimension was reported to be above 0.50, which indicates good convergent validity. Additionally, all constructs display composite reliabilities beyond the recommended threshold limit of 0.70 (Hair et al. 2009). Discriminant validity analysis inspects the level to dissimilarity among variables considered in the study (Hair et al. 2009). Variance explained is reported diagonally which is better than the corresponding inter-factor squared correlation below the diagonal (Malhotra, 2007). Thus, discriminant validity gets established, thereby implying that major constructs are unique.

Confirmatory factor analysis (CFA)

CFA was executed on all constructs i.e., emotional intelligence, organisational commitment, psychological well being and work life balance to assess and validate the measurement of factors included in the respective models of the constructs. These models were evaluated on the basis of model fit indices which is comprised of chi-square/degree of freedom (χ^2/df), goodness-of-fit index (GFI), root mean square error of approximation (RMSEA), normed fit index (NFI) and comparative fit index (CFI). Threshold value for NFI, GFI, CFI and TLI is 0.9, value of RMSEA should be below 0.08, and value of χ^2/df should be less than 0.3. All the values were within the threshold limit suggesting the acceptable fit of measurement models (Hair et al. 2009). The validity and reliability of the measurement indicators were assessed through average variance explained (AVE) greater than .5, standardize regression weights (SRW) greater than .5 and critical

ratio (CR) above 1. Initially first order CFA was applied on emotional intelligence which suggested that all the dimension of emotional intelligence certify the minimum requirement of 0.5 for SRW to signify the construct, with significant critical ratios i.e., above ± 1.96 (Byrne, 2001). Further, the goodness of fit indices of the emotional intelligence scale is also established to be adequate. Similarly, out of 20 items pertaining to psychological well being, only 18 items had SRW in excess of 0.5 and the goodness of fit indices was satisfactory. Finally, CFA confirmed 14 variables of organisational commitment and 5 items pertaining to the work life balance. Also, AVE of the four constructs i.e., emotional intelligence, organisational commitment, psychological well being and work life balance is above .05, composite reliability is also above 0.9 and combined cronbach alpha value is above 0.7. The NFI, GFI, AGFI and RMSEA for all the four constructs were within the recommended threshold limits, indicating the acceptable model fit.

Results

To assess the hypothesised relationships a two-stage analytical procedure was adopted, specifically, the measurement model i.e., confirmatory factor analysis (CFA) and the structural model i.e., structural equation modelling (SEM) given by Devellis (2003) and Anderson and Gerbing (1988). Initially, the construct validity of the study variables was tested with CFA, and in the later stage SEM was applied to test the hypotheses. Further, the structural model was assessed twice, once without statistical controls and later controlling for variables such as age, gender, income, marital status and previous experience of the teachers. The result suggested that control variables have no impact over findings. Therefore, control variables were not considered in the final model used for testing the hypothesised relationships (Arnold et al., 2007). To ascertain the discriminant validity the procedure suggested by Arnold et al. (2007) was followed where all items pertaining to the four constructs were loaded together in a single factor was compared with the the four factor model. The results of fit indices show that goodness of fit of the four-factor model was better than the one-factor model (RMR=0.12, RMSEA=0.06, CFI=0.931, GFI=0.912, AGFI=0.914), proving the discriminant validity of the constructs. Further, correlation matrix also depicted the discriminant validity of the construct.

Common method variance

While, all the variables were measured with the same source, it may originate the issue of common method variance (Podsakoff et al., 2003). In this perspective, a most frequently adopted technique by the researchers i.e., Harman's single factor method was applied (Podsakoff and Organ, 1986). The result signifies that no single major factor reported for the majority of variance elucidated by the model, proving that the present data has no threat of common method biasness (Liu et al., 2011). Further, common method variance issue is also get reduced with the use of CFA (Richardson et al., 2009).

Impact of emotional intelligence on organisational commitment: Role of psychological well being – A structural approach

After establishing validity and reliability analysis, we checked hypotheses through path analysis (AMOS 17), i.e. second phase as recommended by Devellis (2003) and Anderson and Gerbing (1988). Arbuckle and Wothke, (2004) has suggested that SEM is applied to measure the strength and the consistency of the models. The impact of emotional intelligence on organisational

commitment has been explored and the traced path has shown that emotional intelligence is positively and significantly related to organisational commitment ($SRW=0.431$, $p=0.001$), which supports our first hypothesis. Further, in the second step, we tested the influence of emotional intelligence on psychological well being which revealed that emotional intelligence significantly affect psychological well being ($SRW=.536$, $p=0.001$). Hence, our second hypothesis is also confirmed. Furthermore, the impact of psychological well being on organisational commitment was tested. Here, the path reflected a significant and positive impact of psychological well being on organisational commitment ($SRW=.231$, $p=0.000$). Hence, our third hypothesis is also proved.

Test of mediation effect

To assess the mediation affects conditions given by Baron and Kenny (1986) was satisfied. After that, to further assess the mediation hypothesis, a sequence of mediation tests as guided by Kelloway (1998) was adopted, i.e., no mediation, partial mediation and finally full mediation model. The no-mediation model explored the direct relationship between emotional intelligence and organisational commitment, which was found to be significant ($p=.001$). Further, to test the partial mediation model, both direct and indirect relationships were evaluated. The direct path assessed the relationship from emotional intelligence to organisational commitment and indirect path from emotional intelligence to organisational commitment through psychological well being and both the relationships were found to be significant ($p=0.001$). Furthermore, in full mediation model, only indirect relationship between emotional intelligence and organisational commitment through psychological well being was analysed ($p=0.001$). Moreover, χ^2 difference test was used to calculate the differences between the three models and to select the best model from them (Arnold et al., 2007; Kelloway, 1998). The results suggested that the full mediated model provided a better fit as compared to the partially mediated model, $\Delta\chi = 81.934$, $p<0.001$, and the non-mediated model, $\Delta\chi^2 = 6.279$, $p<0.001$. Further, the application of Sobel Test (Sobel= 3.132, $p<0.01$) also gave significant result, thereby confirming the full mediation. Organisational commitment was predicted indirectly through psychological well being. Hence, H_4 is also supported. Thus, we can say that emotional intelligence has indirect impact on organisational commitment.

Psychological Well-being and Organisational Commitment: Moderating role of Work Life Balance.

A moderation model is represented as a causal model that explains about how an independent variable causes an impact over dependent variable strongly or weakly (Baron and Kenny 1986; Frazier, Tix, and Barron 2004). A moderator may increase, decrease the strength or change the direction of a relationship. To test the H_5 , i.e., work life balance moderates the relationship between psychological well being and organisational commitment, present study incorporates hierarchical regression analysis by assessing the R-square change in each model. The block-wise procedure resulted in four Models. On the basis of Aiken and West (1991), independent variable and the moderator were mean-centred as they constitute an interaction term to mitigate the potential threat of multi-collinearity. Model 1 consists of only control variables; Model 2 comprises of controlled and mean-centric independent variable, whereas, Model 3 embrace mean centric moderator along with the controlled and mean-centered independent variable and lastly, Model 4 demonstrates the interaction between independent variable and the moderator. The full model (Model 4) bring to light that work life balance moderates the relationship between psychological well being and organisational commitment because the interaction between both independent and moderator stands significant ($p=.002$). This leads to the acceptance of H_5 .

Discussion

The study intended to investigate the mediator in the relationship between emotional intelligence and organisational commitment. The results of the study provide support for the positive and significant but weak direct relationship between emotional intelligence and organisational commitment among a sample of employees working for NGOs in west Delhi, India. Although, previous studies have established the association between emotional intelligence and organisational commitment, it is significant to reveal the psychological mechanisms essential for the relationship. On this base, psychological well being was hypothesized to mediate emotional intelligence and organisational commitment relationship. Further, Findings provided full support for the hypothesised mediation effect of psychological well being. This clearly highlights the role of psychological well being in promoting the indirect relationship between emotional intelligence and organisational commitment.

The results specify that psychological well being fully mediates the relationship between emotional intelligence and organisational commitment. Because of the fact that employees experiencing psychological state of well being perform better than employees who suffer emotional deficit. Since, positive emotions are beneficial for the development of various physical, intellectual and social resources that assist the organisation in its successful survival, the phenomenon of psychological well-being has become pertinent in the process of adjustment (Frederickson, 1998).

The study findings also stress over the worth of work life balance in the relationship between psychological well being and organisational commitment. This can be clarified to some point on the basis of the fact that work-life balance has a significant role to play in an employee's psychological well-being as high sense of worth; overall satisfaction and a sense of concord in life indicates the successful balance between work and family roles (Clark, 2000). Further, work-life balance perceptions among employees also help them to identify themselves with the goals of the organisation. Furthermore, it tends to have a positive influence on rising productivity, withholding of employees and employee faithfulness.

Theoretical implications

The development of the psychological mechanisms among the relationship of emotional intelligence and organisational commitment has implications for future research. Although, in recent times, considerable interest has been seen on the constructs emotional intelligence and organisational commitment but empirical research on the mediating variable is missing in the literature. Hence, our study adds to already existing literature on by revealing that psychological well being act as the mediator in between emotional intelligence and organisational commitment in non government organisations. Further, it has also been explored that work life balance moderates the relationship between psychological well being and organisational commitment, which is also unexplored in the related literature.

Practical implications

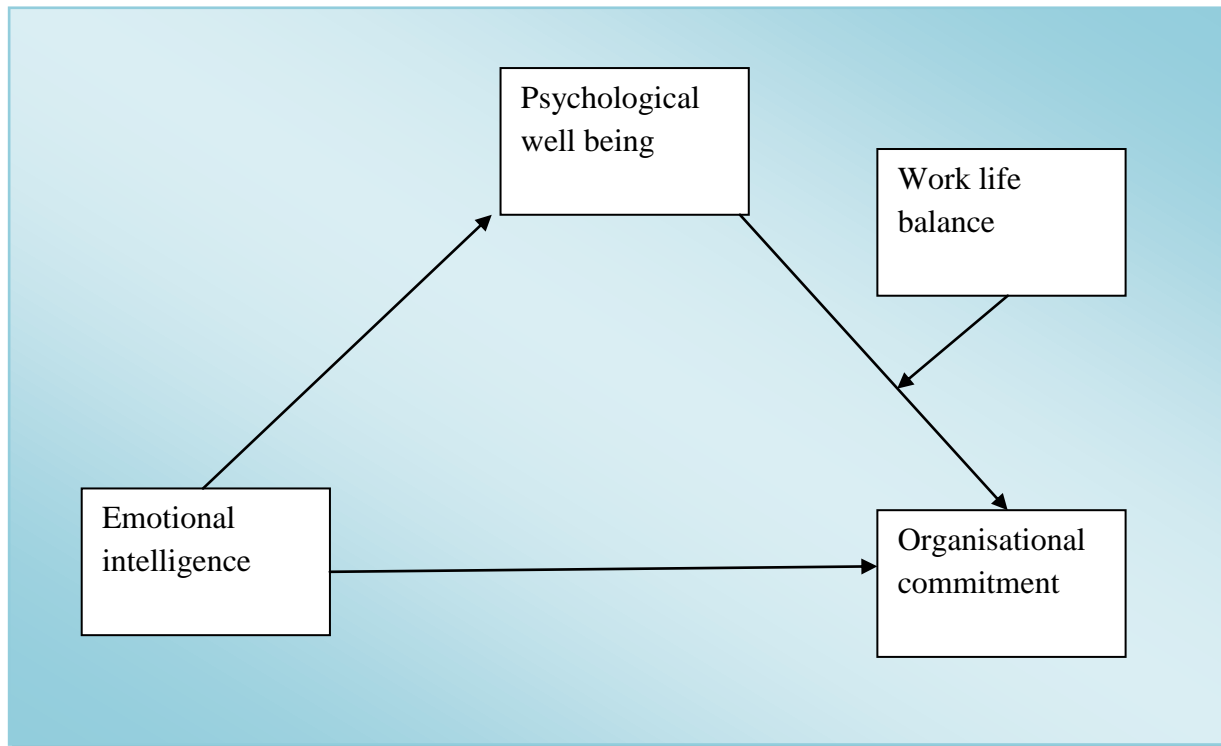
Worldwide growth of NGOs is demanding to convert them into professional units to gain competitive advantage and remain sustainable for long term (OECD, 2003). NGOs can make use

of the available human resources in the form of social work professionals. Since emotional intelligence has been found to be associated positively with organisational commitment indirectly through psychological well being, it is required that they should develop more of psychological competencies among social work professionals by providing them various behavioural training designed exclusively for such employees. Continuous training to the employees can help them to deliver high standard services and to feel valued. NGOs require attracting the right people for the right position in a constantly developing environment and clear selection criteria must be followed by them. NGOs should take benefit of the tools like psychometric testing at the time of selection of employees. This can help their managers in introducing the right individuals for the appropriate positions. Further, according to a non profit sector survey in Australia, most non profit organisations were found to be under confident to meet service demands and to attract employees for the future, In general, the workforce being employed for the human services such as the employees working for various NGOs can be differentiated from the employees working with the private and public sectors entities because of their unselfish behaviour. However, the employees working in NGOs usually remain in strain as they have a very high demanding work to perform, they are basically the under-funded units and employees are poorly paid for their work. Therefore, it is vital to recognize the organisational culture and their principles. Although this approach has attracted some attention in private and public sector organisations, still this has not received attention within NGOs (Leiter & Newton, 2010). NGOs must facilitate their employees by providing an organisational atmosphere where employee feel valued; receive essential support to recognise their potential by contributing to the improvement of organisational strategies, structures, policies and processes for recuperating the efficiency of the organisation. Management must certify that organisation have HR strategies and policies that focus on supporting employee objectives and organisational goals. Culturally suitable activities, financial and non-financial incentives such as professional and academic studies relating to social work, employee performance recognition scheme, carrier development and special projects/assignments should be included to motivate the employees.

There is no fixed rule for the work life balance. It differs from situation to situation and at the same time the nature of work and other different factors. It is also true that these staffs are equally important for the growth of the organisation. Their feelings, emotions and expectations cannot be taken for granted. Balance between one's profession and personal life can develop both the quality of life and efficiency at work. Many organisations have work-life policies, either formal or informal, that provide accommodations and flexibility to workers. Building a healthy balance between time spent in the organisation and with family and friends should be an imperative. Employees should save time at work, get more done quickly and have more of a life.

Limitation and future research

The present study is restricted to the NGOs operating in West Delhi region (Capital of India). However, this study can be extended to other states to see whether the study results are valid and produce the same results or not. The comparison among the results of two different regions can also be done. Secondly, the current study have not recognised any antecedents of emotional intelligence such as self determination, personality traits, psycho physiological approach, etc., so in the future these antecedents can be taken up. Since the study is confined to the NGOs working for differently able children, similar research can be undertaken in NGOs working with different themes such as child labour, natural calamities and saving girl child to validate the relationships established in the current study.



Outcome Variable (Organisational Commitment)

	Model 1	Model 2	Model 3	Model 4
Control variable				
Gender				
Age	($\beta=.021$, $p=.454$)	($\beta=.033$, $p=.735$)	($\beta=.004$, $p=.502$)	($\beta=.035$, $p=.795$)
income	($\beta=.024$, $p=.590$)	($\beta=.033$, $p=.927$)	($\beta=.002$, $p=.442$)	($\beta=.020$, $p=.684$)
Prev. experience	($\beta=.061$, $p=.797$)	($\beta=.038$,	($\beta=.037$, $p=.393$)	($\beta=.039$, $p=.733$)
Marital status	($\beta=.038$, $p=.542$)	$p=.454$)	($\beta=.044$, $p=.415$)	($\beta=.030$, $p=.578$)
	($\beta=.021$, $p=.657$)	($\beta=.025$, $p=.367$)	($\beta=.013$, $p=.574$)	($\beta=.049$, $p=.619$)
		($\beta=.027$, $p=.543$)		
Independent variable				
Psychological well being		($\beta=.231$, $p=.000$)	($\beta=.376$, $p=.000$)	($\beta=.380$, $p=.012$)
Moderator				
Work life balance			($\beta=.589$, $p=.000$)	($\beta=.590$, $p=.000$)
Interaction				
PWB*WLB				($\beta=.636$, $p=.000$)
(R) ²	.009	.278	.323	.360
Change in (R) ²	.009	.269	.054	.037
F value	.662	20.340	20.649	21.021

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