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EMOTIONAL INTELLIGENCE AS A PREDICTOR OF ORGANISATIONAL COMMITMENT: MEDIATING INFLUENCE OF WORK-LIFE BALANCE IN INDIAN IT SECTOR

Nancy Lydia E¹

1. Research scholar, PG Research Centre, Management studies, Bishop Heber College, Affiliated to Bharathidasan University, Tiruchirappalli-620017, India.

Dr. Soundria S M²

2. Assistant professor, PG Research Centre, Management Studies, Bishop Heber College, Affiliated to Bharathidasan University, Tiruchirappalli-620017, India.

Abstract

This study investigates the role of Emotional Intelligence (EI) as a key predictor of Organisational Commitment (OC), with Work-Life Balance (WLB) serving as a mediating variable among employees in the Indian Information Technology (IT) sector. Drawing on data collected from 425 respondents across major IT hubs, Bengaluru, Hyderabad, Chennai, and Pune, the research adopts a quantitative, cross-sectional design and employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships. The results reveal that EI has a significant direct effect on both WLB and OC. Moreover, WLB partially mediates the relationship between EI and OC, indicating that emotionally intelligent employees are more likely to maintain a healthy work-life balance, which in turn enhances their commitment to the organization. These findings underscore the importance of integrating emotional intelligence development and work-life balance initiatives into organizational practices

to foster long-term employee engagement and loyalty. The study contributes to the theoretical understanding of psychological resources in organizational behavior and offers actionable insights for human resource management in high-demand knowledge sectors. While the research is limited by its cross-sectional design and reliance on self-reported data, it lays the groundwork for future longitudinal and multi-sectoral studies exploring the dynamic interplay between emotional competencies and organizational outcomes.

Keywords: Emotional Intelligence, Work-Life Balance, Organisational Commitment, PLS-SEM, Indian IT Sector, Employee Engagement, Human Resource Management.

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1. Introduction

In the rapidly evolving landscape of the Indian Information Technology (IT) sector, employees are increasingly faced with heightened work demands, stringent deadlines, and a dynamic work environment. This intense professional setting often exerts pressure on employees, challenging their emotional resilience, professional loyalty, and ability to maintain a healthy work-life balance (Aruldoss, Kowalski & Parayitam, 2021). Against this backdrop, *Emotional Intelligence* (EI) has emerged as a crucial personal resource that not only enhances an individual's ability to manage stress and interpersonal relationships but also plays a pivotal role in shaping their commitment to the organisation (Al-Oweidat et al., 2023; Hameli & Ordun, 2022).

Emotional Intelligence, broadly defined as the ability to perceive, use, understand, manage, and regulate emotions in oneself and others, has gained significant scholarly attention for its influence on various organisational outcomes such as leadership effectiveness, job performance, employee engagement, and organisational commitment (Clarke & Mahadi, 2017; George, Okon & Akaihe, 2022). Particularly within the high-stress context of the Indian IT sector, emotionally intelligent employees are better equipped to navigate interpersonal complexities, manage work pressure, and remain committed to their organisations. Studies have demonstrated that EI positively influences organisational commitment by fostering affective attachment, trust, and intrinsic motivation (Jena & Pradhan, 2018; Al-Oweidat et al., 2023).

Organisational commitment, often conceptualised as the psychological attachment an employee has towards their organisation, comprises three dimensions: affective, continuance, and normative commitment. Affective commitment, which denotes an emotional attachment to the organisation, is found to be most strongly associated with positive workplace outcomes such as reduced turnover intentions and enhanced performance (Naz et al., 2019; Sheikh, 2022). As organisations strive for competitive advantage in the knowledge-based economy, understanding the antecedents of organisational commitment becomes essential. Emotional intelligence stands out as a significant predictor, influencing how employees perceive their roles and align with organisational values (Hameli & Ordun, 2022).

Simultaneously, the concept of *Work-Life Balance* (WLB) has gained increasing importance, especially in knowledge-intensive sectors like IT, where long hours, remote work expectations, and project-based workloads are prevalent. Work-life balance refers to the equilibrium between professional responsibilities and personal life, and its disruption can lead to stress, dissatisfaction, and attrition (Memon, Khaskhely & Pitafi, 2020; Clarke & Mahadi, 2017). Several scholars have highlighted that employees with high EI are more likely to maintain work-life harmony by managing emotional labor, time pressures, and workplace stress effectively (Kumarasamy, Pangil & Isa, 2016; Vasumathi & Sagaya, 2017).

Emerging research indicates that work-life balance may serve as a *mediating variable* in the relationship between emotional intelligence and organisational commitment (Marseno & Muafi, 2021; Chigeda, Ndofirepi & Steyn, 2022). That is, emotionally intelligent employees are more capable of managing personal and professional demands, which in turn enhances their commitment to the organisation. For instance, Pradhan, Pattnaik & Jena (2016) found that employees who experience greater balance in their lives tend to show higher levels of commitment, particularly when they possess strong emotional competencies. Likewise, Talukder (2019) asserted that work-life balance plays a crucial role in strengthening the emotional and professional bonds between employees and their organisations.

Despite the growing body of research, there remains a dearth of empirical studies that explore these dynamics in the Indian IT sector, an industry known for its fast-paced, high-performance culture and elevated burnout rates (Aruldoss et al., 2021; Deshpande & Srivastava, 2023). As the sector continues to grow and redefine workforce expectations, there is an urgent need to understand how emotional intelligence and work-life balance contribute to the development and sustainability of organisational commitment. Moreover, while emotional intelligence has been studied as a direct predictor of commitment, its indirect effects via

mediating variables like work-life balance have not been adequately examined in the Indian context (Sagaya, Vasumathi & Subashini, 2015; Eyoum, Guo & Shammout, 2025).

This study, therefore, aims to fill this critical research gap by investigating the mediating role of work-life balance in the relationship between emotional intelligence and organisational commitment among employees in the Indian IT sector. By integrating emotional intelligence and work-life balance frameworks, this study seeks to provide a holistic understanding of how psychological resources and personal well-being can enhance organisational attachment. The findings are expected to offer meaningful insights for HR practitioners, policy makers, and corporate leaders in designing interventions that foster emotional competencies and promote work-life integration, thereby enhancing employee commitment and organisational effectiveness in the long run.

2. Literature Review and Hypotheses Development

2.1 Emotional Intelligence and Organisational Commitment

Emotional Intelligence (EI) has been widely acknowledged as a critical psychological construct that influences employee attitudes, behaviours, and performance outcomes (Clarke & Mahadi, 2017). Salovey and Mayer (1990) initially defined EI as the ability to monitor one's own and others' emotions, to discriminate among them, and to use this information to guide one's thinking and actions. Goleman (1998) extended the concept by incorporating emotional self-awareness, self-regulation, motivation, empathy, and social skills. Numerous studies have highlighted the significant positive relationship between EI and Organisational Commitment (OC). Employees with high EI tend to better understand workplace dynamics, regulate emotional reactions, and exhibit stronger identification with organisational goals and values (Jena & Pradhan, 2018; Al-Oweidat et al., 2023). This emotional competence enables them to develop positive workplace relationships, resolve conflicts constructively, and remain emotionally engaged with their roles, thereby enhancing affective and normative commitment. Hameli and Ordun (2022) found that EI significantly influences organisational commitment through improved interpersonal functioning and stress management. Similarly, George, Okon, and Akaiqhe (2022) demonstrated that emotional intelligence enhances employee engagement, which in turn fosters organisational loyalty and reduces turnover intentions. These findings are particularly relevant in high-pressure environments such as the Indian IT sector, where emotional regulation plays a vital role in sustaining motivation and dedication.

H1: *Emotional Intelligence has a positive and significant impact on Organisational Commitment.*

2.2 Emotional Intelligence and Work-Life Balance

Work-Life Balance (WLB) is defined as an individual's ability to meet both work and personal life demands satisfactorily (Greenhaus & Allen, 2011). The role of EI in facilitating work-life balance has gained empirical validation in recent years. Employees with high EI can better manage time, prioritize tasks, and navigate emotional demands both at work and home (Kumarasamy, Pangil & Isa, 2016). They are less likely to experience work-family conflict and more capable of adapting to job stressors without compromising personal responsibilities. Pradhan, Pattnaik, and Jena (2016) established a significant positive association between EI and perceived work-life balance. Their study found that emotionally intelligent employees demonstrated better stress coping mechanisms and boundary management between work and family domains. Similarly, Vasumathi and Sagaya (2017) revealed that among academic professionals in India, higher levels of EI were associated with better work-life integration and reduced job-related exhaustion.

H2: *Emotional Intelligence has a positive and significant impact on Work-Life Balance.*

2.3 Work-Life Balance and Organisational Commitment

The relationship between work-life balance and organisational commitment has been extensively studied, especially in service-intensive sectors. When employees perceive a healthy integration between work and personal life, they are more likely to demonstrate emotional loyalty and satisfaction towards their employer (Shabir & Gani, 2020). A favourable work-life balance not only reduces absenteeism and burnout but also fosters a deeper connection with the organisation's mission. Aruldoss, Kowalski, and Parayitam (2021) argued that a balanced life allows employees to recharge and return to work with renewed commitment. Liu et al. (2021) in their study of female hospitality employees, found that work-life balance is a strong predictor of affective and normative organisational commitment. Likewise, Talukder (2019) suggested that work-life balance acts as a buffer against job dissatisfaction and enhances employees' intent to stay with the organisation.

H3: *Work-Life Balance has a positive and significant impact on Organisational Commitment.*

2.4 The Mediating Role of Work-Life Balance

Recent literature suggests that work-life balance may play a mediating role in the relationship between emotional intelligence and organisational commitment. That is,

emotionally intelligent employees achieve greater work-life balance, which in turn boosts their sense of commitment to the organisation (Marseno & Muafi, 2021; Chigeda, Ndofirepi & Steyn, 2022). According to Memon, Khaskhely, and Pitafi (2020), EI influences job satisfaction and organisational attachment indirectly through improved work-life balance. Similarly, Eyou, Guo, and Shammout (2025) found that among hospitality employees, emotional intelligence facilitated generationally diverse employees in managing work-life challenges, which improved retention and commitment. These findings underscore the critical role of WLB as a mechanism through which EI translates into organisational loyalty. In the context of Indian IT companies, where employees often work extended hours and face high performance expectations, EI can empower employees to create work-life synergy, which then strengthens their organisational ties.

H4: *Work-Life Balance mediates the relationship between Emotional Intelligence and Organisational Commitment.*

2.5 Conceptual Framework

The study is grounded in the Job Demands-Resources (JD-R) model, which posits that personal resources like emotional intelligence can mitigate the impact of job demands (e.g., long hours, stress) by enabling better work-life balance and enhancing motivational outcomes such as commitment. Based on this theoretical underpinning, the conceptual framework positions Emotional Intelligence as the independent variable, Organisational Commitment as the dependent variable, and Work-Life Balance as the mediating variable.

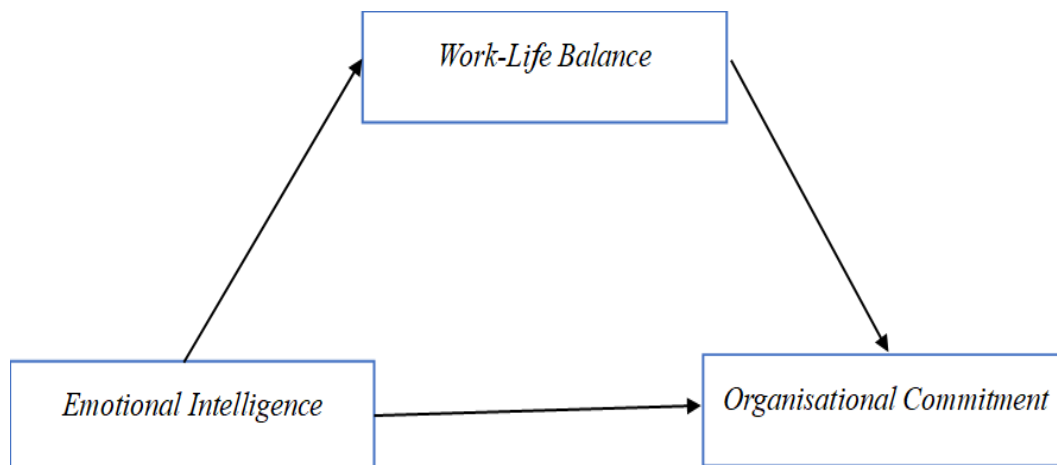


Figure 1: Conceptual Framework

3. Methodology

3.1 Research Design and Approach

This study employed a quantitative and explanatory research design, suitable for examining the causal relationships between emotional intelligence, work-life balance, and organisational commitment within the Indian IT sector. The research followed a deductive approach, grounded in theory, with hypotheses derived from existing literature and empirically tested using statistical methods. The study adopted a cross-sectional survey method, capturing data at a single point in time to provide a snapshot of employee perceptions and attitudes. This design was deemed appropriate to address the research objective of evaluating the mediating role of work-life balance in the relationship between emotional intelligence and organisational commitment (Creswell & Creswell, 2018).

3.2 Sampling Technique and Population Details

The target population consisted of employees working in mid-sized to large IT companies located in major Indian technology hubs such as Bengaluru, Hyderabad, Chennai, and Pune. These cities were selected due to their prominence in the Indian software services industry and high concentration of IT professionals. A purposive sampling technique was adopted to select respondents who had a minimum of one year of continuous experience in their current organisation. This inclusion criterion ensured that participants were adequately exposed to the organisational environment and work-life challenges inherent in the IT sector (Etikan, Musa, & Alkassim, 2016). A total of 425 valid responses were collected for analysis. The sample size exceeded the minimum recommended threshold for Partial Least Squares Structural Equation Modeling (PLS-SEM), which suggests having at least 10 times the maximum number of structural paths directed at any latent construct (Hair et al., 2021). The adequate sample size further enhanced the statistical power and generalizability of the findings within the IT sector.

3.3 Data Collection Methods and Instruments

Data were collected using a structured and self-administered questionnaire, distributed both online (via Google Forms and LinkedIn groups) and offline through printed copies shared in select IT organisations with HR department approvals. The questionnaire was divided into five sections: demographic details, emotional intelligence, work-life balance, organisational commitment, and a closing section for optional comments. Each construct was measured using previously validated and reliable scales. A five-point Likert scale ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree" was employed to measure responses. Prior to the main data collection, a pilot study was conducted with 30 IT employees to assess the clarity and reliability

of the questionnaire items. Minor modifications were made based on feedback to enhance interpretability.

3.4 Variables and Measurement Scales

The primary constructs in the study included Emotional Intelligence (EI) as the independent variable, Organisational Commitment (OC) as the dependent variable, and Work-Life Balance (WLB) as the mediating variable. Emotional Intelligence was measured using the Schutte Self-Report Emotional Intelligence Test (SSEIT) developed by Schutte et al. (1998), which captures self-awareness, self-regulation, motivation, empathy, and social skills. The scale has been widely validated in organisational settings and has shown good psychometric properties (Hameli & Ordun, 2022). Work-Life Balance was assessed using the scale by Fisher, Bulger, and Smith (2009), which measures three key dimensions: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work-Personal Life Enhancement (WPLE). This scale was chosen due to its holistic approach to the construct and applicability across service sectors, including IT (Aruldoss et al., 2021). Organisational Commitment was measured using Meyer and Allen's (1991) Three-Component Model, which comprises Affective Commitment (emotional attachment), Continuance Commitment (cost-related attachment), and Normative Commitment (moral obligation). The scale items have been tested extensively across cultural and occupational contexts (Al-Oweidat et al., 2023). All scales demonstrated strong internal consistency, with Cronbach's alpha values exceeding 0.80 for each construct in the pilot and final samples, confirming reliability.

3.5 Analytical Tools and Statistical Techniques

The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS version 4.0 for hypothesis testing and model evaluation. PLS-SEM was selected for its suitability in analyzing complex causal relationships with latent variables, especially when assumptions of multivariate normality are not strictly met (Hair et al., 2021). The data analysis followed a two-step approach. First, the measurement model was evaluated to assess construct reliability, convergent validity, and discriminant validity. This included tests for Cronbach's alpha, composite reliability, and average variance extracted (AVE). Discriminant validity was evaluated using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. Second, the structural model was tested to determine the strength and significance of hypothesized relationships. Key indicators included path coefficients (β), R^2 values, effect sizes (f^2), and predictive relevance (Q^2). The significance of direct and indirect paths was determined using the bootstrapping procedure with 5,000 subsamples, providing confidence intervals and t-statistics for the mediation analysis. Ethical

guidelines were followed rigorously. Informed consent was obtained from all participants, and the anonymity of responses was ensured. Institutional ethics clearance was secured before initiating the data collection process.

4. Results and Findings

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	248	58.40%
	Female	177	41.60%
Age Group	21–30 years	183	43.10%
	31–40 years	162	38.10%
	41–50 years	56	13.20%
	Above 50 years	24	5.60%
Educational Qualification	Bachelor's Degree	188	44.20%
	Master's Degree	207	48.70%
	M.Phil./PhD	30	7.10%
Marital Status	Single	179	42.10%
	Married	246	57.90%
Years of Experience	1–3 years	112	26.40%
	4–6 years	143	33.60%
	7–10 years	98	23.10%
	More than 10 years	72	16.90%
Designation Level	Entry Level	129	30.40%
	Mid-Level Management	202	47.50%
	Senior-Level Management	94	22.10%
Work Location	Bengaluru	143	33.60%
	Hyderabad	117	27.50%
	Chennai	93	21.90%
	Pune	72	16.90%

Source: Primary data

Based on the demographic distribution of the 425 respondents in the Indian IT sector, the majority were male (58.4%), while females constituted 41.6%, indicating a gender disparity that reflects prevailing trends in the tech industry. Age-wise, most respondents fell in the 21–30 years (43.1%) and 31–40 years (38.1%) categories, highlighting a predominantly young and early-career workforce, which is consistent with the age profile typically seen in India's IT workforce (Kumari & Priya, 2022). In terms of education, a substantial proportion held a master's degree (48.7%), followed by bachelor's degree holders (44.2%), indicating a highly

educated sample, which aligns with the sector’s demand for advanced qualifications (Deshpande & Srivastava, 2023). Marital status showed that 57.9% were married, suggesting possible implications for work-life balance considerations, especially among middle-aged employees.

Regarding professional experience and position, 33.6% had 4–6 years of experience, 26.4% had 1–3 years, and 23.1% had 7–10 years, reflecting a well-distributed range of tenures. Notably, 16.9% had more than 10 years of experience, which may offer deeper insights into long-term organizational commitment patterns. The largest proportion of respondents were in mid-level management roles (47.5%), followed by entry-level (30.4%) and senior management (22.1%), providing a balanced perspective across hierarchical levels. Regionally, the highest concentration of participants was from Bengaluru (33.6%), followed by Hyderabad (27.5%), Chennai (21.9%), and Pune (16.9%), representing key IT hubs in India. These geographical patterns further validate the contextual relevance of the study to urban IT ecosystems (Aruldoss et al., 2021).

Table 2: Reliability and Validity Measures			
Construct (Abbr.)	Cronbach’s Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Emotional Intelligence (EI)	0.886	0.911	0.635
Work-Life Balance (WLB)	0.873	0.901	0.612
Organisational Commitment (OC)	0.894	0.923	0.657

Source: Primary data

Table 2 presents the reliability and validity indicators for the study constructs, Emotional Intelligence (EI), Work-Life Balance (WLB), and Organisational Commitment (OC). All three constructs demonstrate high internal consistency, with Cronbach’s Alpha values exceeding the acceptable threshold of 0.70 (Hair et al., 2021). Specifically, EI ($\alpha = 0.886$), WLB ($\alpha = 0.873$), and OC ($\alpha = 0.894$) show strong reliability, suggesting that the items within each construct consistently measure the same underlying concept. In terms of composite reliability (CR), which provides a more robust estimate than Cronbach’s Alpha, all constructs also exceed the recommended benchmark of 0.70. The CR values for EI (0.911), WLB (0.901), and OC (0.923) indicate excellent internal consistency and reliability of the measurement model (Fornell & Larcker, 1981). Regarding convergent validity, measured through the Average Variance Extracted (AVE), all constructs meet the minimum threshold of 0.50, indicating that

the constructs explain more than half of the variance of their indicators. The AVE values are 0.635 for EI, 0.612 for WLB, and 0.657 for OC, confirming that the constructs possess sufficient convergent validity (Bagozzi & Yi, 1988). These results collectively confirm that the measurement model is both reliable and valid, providing a strong foundation for further structural model analysis.

Table 3: Model Goodness-of-Fit Summary		
Fit Index / Metric	Value	Threshold / Interpretation
SRMR (Standardized Root Mean Square Residual)	0.058	< 0.08 indicates good model fit
NFI (Normed Fit Index)	0.92	> 0.90 indicates acceptable fit
R ² – Work-Life Balance	0.382	Moderate explanatory power
R ² – Organisational Commitment	0.514	Moderate to substantial explanatory power
Q ² – Work-Life Balance	0.246	> 0 indicates predictive relevance
Q ² – Organisational Commitment	0.301	> 0 indicates strong predictive relevance
Effect Sizes (f ²)	0.152– 0.276	Medium to large effect sizes (Cohen, 1988)
VIF (Variance Inflation Factor)	< 3.0	Below threshold of 5, indicating no multicollinearity

Source: Primary data

The model goodness-of-fit indicators in Table 3 confirm that the structural equation model has an overall acceptable and robust fit. The SRMR value of 0.058 is below the acceptable threshold of 0.08, indicating a good model fit (Henseler et al., 2016). The Normed Fit Index (NFI) is 0.92, exceeding the minimum threshold of 0.90, which further supports the model's adequacy in explaining the observed data (Bentler & Bonett, 1980). The R² value for Work-Life Balance (0.382) suggests moderate explanatory power, while the R² for Organisational Commitment (0.514) indicates moderate to substantial explanatory strength, implying that the predictors explain a significant portion of variance in these endogenous variables (Hair et al., 2021). Additionally, the Q² values for Work-Life Balance (0.246) and Organisational Commitment (0.301) are well above zero, confirming good predictive relevance for both constructs. The effect size (f²) values ranging from 0.152 to 0.276 reflect medium to large effects based on Cohen's (1988) guidelines, implying that the independent variables have meaningful impacts on the dependent variables. Lastly, the VIF values are all below 3.0, indicating no issues with multicollinearity and ensuring that the predictor variables are independent of one another.

Path	β (Std. Est.)	SE	t-value	p-value	Status of the Hypotheses
Emotional Intelligence → Work-Life Balance	0.521	0.049	10.63	<0.001	Supported
Work-Life Balance → Organisational Commitment	0.417	0.051	8.18	<0.001	Supported
Emotional Intelligence → Organisational Commitment	0.294	0.052	5.65	<0.001	Supported
Emotional Intelligence → WLB → Org. Commitment (Indirect Effect)	0.217	0.044	4.93	<0.001	Supported (Mediating effect)

Source: Primary data

Table 4 presents the structural path estimates derived from the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. The results provide strong empirical support for all hypothesized relationships in the model. The path coefficient from Emotional Intelligence to Work-Life Balance ($\beta = 0.521$, $t = 10.63$, $p < 0.001$) is both statistically significant and substantial, indicating that employees with higher emotional intelligence are more likely to maintain a better work-life balance. This finding is consistent with prior research which has shown that emotionally intelligent individuals can regulate stress and balance personal and professional domains effectively (Kumarasamy et al., 2016; Pradhan et al., 2016). Further, the relationship between Work-Life Balance and Organisational Commitment is also significant ($\beta = 0.417$, $t = 8.18$, $p < 0.001$), suggesting that when employees achieve a satisfactory balance between work and life, their emotional attachment and loyalty to the organisation increases, a conclusion aligned with the findings of Shabir and Gani (2020).

In addition, Emotional Intelligence also has a direct positive effect on Organisational Commitment ($\beta = 0.294$, $t = 5.65$, $p < 0.001$), which supports the idea that emotionally intelligent employees are more inclined to demonstrate higher levels of affective and normative commitment (Clarke & Mahadi, 2017; Al-Oweidat et al., 2023). Crucially, the indirect effect of Emotional Intelligence on Organisational Commitment through Work-Life Balance is significant ($\beta = 0.217$, $t = 4.93$, $p < 0.001$), confirming the mediating role of Work-Life Balance in this relationship. This mediating effect highlights the mechanism through which emotional intelligence translates into higher organisational commitment, by helping employees achieve a better equilibrium between their professional and personal lives, which in turn fosters greater attachment to their organisation (Marseno & Muafi, 2021; Chigeda et al., 2022).

5. Discussion

This study explored the role of Emotional Intelligence (EI) as both a direct and indirect predictor of Organisational Commitment (OC), with Work-Life Balance (WLB) acting as a mediating variable. The findings indicate that EI significantly enhances both WLB and OC among employees, and WLB plays a crucial mediating role in strengthening the link between EI and OC. These results align with previous research asserting that emotionally intelligent employees are more effective at managing stress, maintaining interpersonal relationships, and navigating professional demands, which contributes positively to their organizational involvement and commitment (Clarke & Mahadi, 2017; Pradhan et al., 2016).

The strong direct effect of EI on WLB suggests that employees who possess higher emotional intelligence are better equipped to balance their personal and professional lives. Emotional regulation, empathy, and interpersonal skills, core facets of EI, are critical in reducing role conflict and stress, thus promoting WLB (Kumarasamy et al., 2016). This reinforces the argument that EI is not only essential for job performance but also for enhancing employee well-being (Goswami et al., 2021). Additionally, the significant path from WLB to OC demonstrates that when employees are able to manage their roles effectively, they feel more satisfied and committed to the organization (Shabir & Gani, 2020).

Importantly, the mediating role of WLB supports a process-based understanding of how EI translates into commitment. It indicates that while emotionally intelligent individuals are naturally predisposed to exhibit organizational loyalty, the capacity to maintain balance in life acts as a crucial psychological mechanism that enhances this outcome (Chigeda et al., 2022; Marseno & Muafi, 2021). This not only broadens the theoretical framework of EI in organizational behavior but also provides practical insights for HR and leadership practices.

6. Implications

From a managerial perspective, these findings imply that enhancing emotional intelligence through training and development programs can yield significant benefits for organizations. Integrating emotional intelligence assessments in recruitment and leadership development can help in selecting and grooming individuals who are not only capable of performance but also resilient and committed (Al-Oweidat et al., 2023). Furthermore, designing policies and practices that support work-life balance, such as flexible working hours, remote work options, and wellness initiatives, can significantly boost organizational commitment,

particularly when combined with a workforce high in EI. For HR professionals, this study underscores the strategic role of EI and WLB in talent retention. By fostering a psychologically supportive and emotionally intelligent work culture, organizations can mitigate burnout, reduce turnover intentions, and build a more engaged workforce. The mediation effect further suggests that organizations should not focus solely on emotional intelligence or commitment in isolation, but consider the synergistic relationship between emotional capabilities and life balance.

This research contributes to the organizational behavior literature by integrating emotional intelligence and work-life balance into the broader theoretical framework of organizational commitment. While past studies have examined these variables independently, this study provides a holistic perspective by testing a mediational model using robust structural equation modeling techniques (Hair et al., 2019). It enriches the understanding of how soft skills like EI translate into hard outcomes such as commitment, through intermediary psychological states like WLB. Additionally, the study's findings contribute to the growing discourse on positive psychology in the workplace, emphasizing how personal resources (like emotional intelligence) and job resources (like work-life policies) interact to foster favorable organizational outcomes. The model tested in this study offers a valuable blueprint for future empirical research in diverse cultural and organizational contexts.

7. Conclusion

This study set out to examine the role of Emotional Intelligence (EI) as both a predictor and an outcome in relation to Organisational Commitment (OC), with Work-Life Balance (WLB) acting as a mediating variable. Drawing from 425 valid responses and employing Partial Least Squares Structural Equation Modeling (PLS-SEM), the findings demonstrated significant direct effects of EI on both WLB and OC, as well as a noteworthy indirect (mediated) relationship through WLB. These results affirm the pivotal role of emotional intelligence in enhancing employee commitment, particularly when supported by a healthy work-life equilibrium.

The empirical outcomes underscore that emotionally intelligent individuals are more adept at managing role stressors, which enables them to balance work and life demands more efficiently, thus reinforcing their loyalty and affective commitment to the organization. Moreover, the significant mediating effect of WLB confirms its strategic role in translating emotional competencies into organizational outcomes, highlighting its importance as a

psychological resource in today's demanding work environments. Collectively, the study contributes to both academic theory and HR practice by presenting a robust model of how personal and job-related factors interact to shape employee behavior and organizational alignment.

8. Limitations

Despite its theoretical and practical contributions, this study has several limitations. First, the cross-sectional design limits the ability to infer causality between variables. A longitudinal design could offer stronger evidence regarding the directionality and stability of these relationships over time. Second, the data were collected using self-reported questionnaires, which could lead to common method bias despite the inclusion of procedural remedies (e.g., anonymity and varied scale items). Third, the sample was limited to employees working in urban centers such as Bengaluru, Hyderabad, Chennai, and Pune, potentially restricting the generalizability of the findings to rural or international contexts.

Additionally, although the study controlled for key demographic factors, it did not account for industry-specific dynamics or organizational culture, both of which could significantly influence WLB and OC. Finally, emotional intelligence was treated as a unidimensional construct, whereas future studies might benefit from analyzing its dimensions (e.g., self-awareness, emotional regulation, empathy) separately for more granular insights.

9. Future Research Directions

Future research could build upon these findings in several meaningful ways. First, longitudinal or experimental designs could be employed to validate the causal relationships among EI, WLB, and OC, and to assess changes over time. Second, expanding the geographical and cultural scope of the sample would allow for cross-cultural comparisons, which are increasingly relevant in globalized work environments. Third, researchers may consider including additional moderating or mediating variables such as job satisfaction, perceived organizational support, or leadership style to understand the full dynamics influencing organizational commitment. Further exploration could also focus on sectoral analyses (e.g., IT, healthcare, education) to determine whether industry type moderates the relationships studied. Moreover, given the growing emphasis on digital transformation and remote work, future

research could explore how digital competencies and virtual communication affect the interplay between EI, WLB, and OC in hybrid work settings. Lastly, integrating qualitative methods, such as in-depth interviews or case studies, could provide richer contextual understanding and help validate the quantitative findings with practical narratives from the field.

In conclusion, this study affirms that emotional intelligence, when supported by a balanced work-life environment, significantly boosts organizational commitment. Organizations aiming to retain talent and build resilient workforces should invest not only in technical skills but also in emotional and psychological capacities, thereby cultivating a committed, adaptable, and emotionally intelligent workforce for the future.

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