

Combating deviant behaviour for strengthening organisational commitment: role of emotional intelligence

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Abstract: This study aims to examine the relationship between workplace deviant behaviour (WDB) and organisational commitment (OC), and to explore the role of emotional intelligence as a moderator on the relationship between WDB and OC. Data for the study were obtained from the respondents of information technology industries across Delhi/NCR by using convenience sampling. 302 middle level managers belonging to 24 different public and private sector IT companies were surveyed to investigate the above-mentioned relationship. The study reveals that work deviant behaviour negatively influences organisational commitment. Results further indicated that emotional intelligence weakens the negative influence of work deviant behaviour on organisational commitment. Due to the paucity of time, the present research work studies only small number of companies belonging only to Delhi-NCR region and a specific sector, hence, the results cannot be generalised. The study advances the existing literature on organisational commitment by identifying a significant association between organisational commitment, workplace deviant behaviour, and emotional intelligence, and highlighting its theoretical and practical implications.

Keywords: emotional intelligence; work deviant behaviour; organisational commitment; IT sector; managers; India.

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1 Introduction

Does work deviant behaviour reduces the commitment of employees towards organisations? Will emotional intelligence (EI) reduce the effect deviant behaviour on organisational commitment (OC)? These two questions are of immense importance in reference to present study on IT sector. In the recent few years, substantial growth in the field of IT industry in India has posed novel challenges and organisations are confronted with societal advances such as globalisation, technology advancements and increasing of the global competition [Govaerts et al., (2011), p.35]. With increasing cut throat competition, the relationships at workplace have underwent significant changes, changing the nature and volume of work done by the employees, and accountability and stress they undertake (Srivastava and Pathak, 2016; Rothmann, 2003). As a result of changing workplace demands, employees' get unrealistic targets and are expected to take fewer holidays and work longer hours. This has resulted in greater anxiety and stress among employees which in turn deteriorates the employee work performance, relationships at work and family, and also well-being of the individuals (Gupta et al., 2013), and results in deviant workplace behaviours.

The fastest growing deviant workplace behaviours in Indian firms encompasses an array of activities ranging from minor such as not abiding by the rules, not following the manager's instructions, deliberately slowing down the work cycle, late coming, denying necessary assistance at work, hoarding information and arguing, and behaving rudely with the co-workers with respect to major like fraud, sexual harassment and sabotage of property (Colquitt et al., 2017; Skarlicki and Folger, 1997). In general, the significant organisational norms are being violated in deviant behaviours. According to Bodla and Danish (2011), workplace deviance results from the desecration of the organisational

ethnicities, procedures and internal protocols by an individual or a group which further endanger the well-being of the workplace. Parks et al. (2013) highlight the direct relation between employee's workplace behaviours and organisational outcomes.

In their research work Ugwu and Okafor (2017) found core self-evaluation, occupational stress, and OC as strong predictors of workplace deviance. With the increasing frequency of the deviant behaviour and its detrimental effects, it has become an issue of great distress for all the organisations and there is an increased concern about how to overcome this issue (Fox et al., 2001; Fisher, 2003).

Research work in the past has shown that root cause of deviant work behaviour can be the organisation itself or the personality differences among individual employees (Tuzun et al., 2016; Tuzun and Kalemci, 2012). Apart from those who indulge in deviant behaviours, the employees who become the victim of deviant workplace behaviour are likely to have high turnover intentions, face high work stress, has reduced efficiency, low self-esteem, and high absenteeism (O'Leary-Kelly et al., 1996). Also, the deviant behaviour wrecks the cohesiveness and social relationships by infuriating revengeful spirits in the organisations (Shim, 2008). Therefore, the prevalence of deviant workplace behaviours is costly to both organisations and individuals (Bennett and Robinson, 2003), especially bearing in mind their unfavourable effects on organisations as well as its employees (Hastings and Finegan, 2011) like employee turnover (Tepper, 2000) and organisation failure to meet challenges posed by the global economy (Pearson and Porath, 2005; Alias et al., 2013).

1.1 Need and context of the study

Needless to say, that one of the most important stakeholders for any organisation is its employees. Committed employees not only enhances the productivity, the also reduces the turnover. Presence of any deviant behaviour reduces the commitment. To reduce the impact of work deviant behaviour, high level of EI is required. Man, being a social animal is influenced by pleasant as well and not so pleasant behaviours. Hence, it is very pertinent that he/ she should be so strong that he should be able to cope up with the unpleasant behaviours which acts as a road block in their career growth.

The objective of the present study is twofold. First, we set out to examine the relationship of the two dimensions of work deviant behaviour viz., organisational deviant behaviour and interpersonal deviant behaviour with OC. Second, the study explores the moderating effect of EI on the relationship between work deviant behaviour (organisational deviant behaviour and interpersonal deviant behaviour) and OC relationship. The present study proposes that EI reduces the negative influence that WDB exerts on OC.

2 Theory development and hypotheses

2.1 Work deviant behaviour

According to Robinson and Bennett (1995), "workplace deviance is a voluntary behavior that violates critical hierarchical standards and, in doing as such, undermines the opulence of the association or its individuals." Robinson and Bennett (1995) categorised deviant workplace behaviour into two dimensions – interpersonal and organisational.

Interpersonal deviant behaviour is harmful to the individual as its personal. It generates from the negative attitude which further results in few of the subtle, yet harmful, deviant behaviours like substance misuse, playing mean tricks, dishonesty (Depaulo and Depaulo, 1989), intent to quit, spreading rumours (Fox et al., 2001), and ridiculing others. On the other hand organisational deviance is impersonal and is directed at harming the organisation. It includes absenteeism (Johns, 1997), burglary, withholding effort (Kidwell and Bennett, 1993), and harming organisation's intellectuality (Malisetty and Kumari, 2016). These fatal attitudes disrupt workplace procedures and therefore are considered to be counterproductive work behaviour (Robinson and Bennett, 1995). With the exposure of various corporate scandals, more and more researchers and practitioners are raising their concern towards workplace deviance. Deviant behaviour at the workplace includes burglary, scam, wreckage, and sabotage and a study done by Harper (1990) reveals that between 33 and 75% of all workers engage in such behaviours like burglary, computer scam, pilfering, sabotage, and absenteeism at least once in their work life. Workplace deviant behaviour (WDB) is comprised of all those activities undertaken by organisational affiliates that have, or are envisioned to have, the negative consequence on overall organisation as well as colleagues, and overseers (Bennett and Robinson, 2003; Robinson and Greenberg, 1998). According to the past studies WDB includes disobeying important workplace norms and threatens to hinder the status of organisation (Robinson and Bennett, 1995). Researchers in the western countries have found that organisational deviant behaviour is higher in public organisations in comparison with the private organisations (Aquino et al., 2004; Mayhew and McCarthy, 2005).

There has been an increase in the deviant behaviours among employees which is interpersonal in nature, such as physical violence and workplace bullying. Different researchers have used different terminologies for deviant behaviour like aggression (Doughlas and Martinko, 2001), counter productivity (Fox et al., 2001), and organisational misbehaviour (Vardi and Weitz, 2004). Robinson and Bennett (1995) proposed a framework for WDB which comprises of the two dimensions:

- 1 minor vs. serious
- 2 interpersonal vs. organisational.

The former dimension defines the severity of the deviant behaviour and the latter one describes the target or victim of the deviant behaviour. All of the four forms of deviant behaviour described above are interlinked. Counterproductive behaviours start with minor issues like longer lunch breaks (Wellen, 2004), and when these misbehaviours remain unnoticed and unresolved they further lead to more grave deviant behaviours like cyber malingering (Lim, 2002) and abusive supervision (Tepper, 2000). There is an array of activities that could be considered as part of deviant behaviour including aggression (both verbal and physical), discrimination, stealing, damage, harassment, lying, revenge. Any form of behaviour by the employee which is intentional and considered by the organisation as conflicting to its legitimate interests is being considered as deviant behaviour. Deviant behaviour arises when the actions undertaken have negative outcomes for the organisational members, and/or the overall organisation. Workplace misconduct is defined as an intentional deed by an employee that disrupts elementary structural and/or group norms. There are numerous explanations cited to have triggered such divergent behaviours among employees, and one of them is the individual's antipathy towards the

organisation especially in the case of unfair organisational decisions (Ferris et al., 2012). Organisations stand to lose millions of dollars as an outcome of workplace deviance.

2.2 *OC and work deviant behaviour*

According to Meyer and Herscovitch (2001), “organizational commitment is a stabilizing force that gives direction to behaviour and binds a person to a course of action.” One of the key powerful factor behind the wide-ranging research on commitment is that it is often considered as the key to ‘corporate success’ (Benkhoff, 1997). Majority of the past research work done in the area of OC has used the three component model of commitment developed by Meyer and Allen (1991) which consist of: affective commitment (AC), normative commitment (NC) and continuance commitment (CC). AC signifies the emotional attachment to the organisation and a robust reception of organisation’s objectives and principles; CC involves the readiness to continue in an organisation because of the perceived cost of parting; and third component, i.e., NC is the feeling of compulsion to preserve affiliation in any organisation (Mowday et al., 1982). Commitment binds an individual to the organisation, and therefore reduces turnover and escalates employees’ job contentment, and help them to increase their efforts in their jobs and to choose to continue with the organisation (Pathak and Srivastava, 2017; Chhabra and Mohanty, 2014; Meyer et al., 1993).

There has been extensive use of the social exchange theory to explain the association between OC and employee constructive behaviours such as obligation and organisational citizenship behaviour (Organ, 1990). OC describes a feeling of attachment towards the organisation. Therefore, there is a probability that lower commitment is likely to exhibit an individual’s dissatisfaction with his or her transactional association with the organisation; and that those employees may be more likely to involve in deviant workplace behaviours (Kodellas et al., 2011). In a study conducted by Liao et al. (2004), the researchers found that the OC negatively predicted interpersonal deviance. Researchers in past have found a negative relationship between OC and withdrawal from work, turnover intentions, and employee turnover (Pathak and Srivastava, 2017; Cotton and Tuttle, 1986; Farkas and Tetrick, 1989; Lee and Mowday, 1987; Mathieu and Zajac, 1990; Mobley et al., 1978). These findings from the previous studies suggest that when employees who engage in counter-productive work behaviour may feel fewer obligations towards the organisation and are less likely to abide by organisational norms and this attitude makes them feel less committed towards the organisation or its members. On the basis of above literature, we formulate the following hypotheses:

- H1 There is a negative association between interpersonal deviant behaviour and organisational commitment.
- H2 There is a negative association between organisational deviant behaviour and organisational commitment.
- H3 There is a negative association between work deviant behaviour and organisational commitment.

2.3 *Work deviant behaviour, OC and EI*

The Indian IT industry is rapidly growing over the past few years, with companies facing various new challenges such as globalisation, technological developments and growing of the worldwide competition [Govaerts et al., (2011), p.35]. The employer-employee relations have become dynamic in nature, varying the volume of work done by the employees, and accountabilities and stress they undergo (Srivastava and Pathak, 2016). As a result of changing workplace demands, there is greater concern and pressure among employees which in turn deteriorates the work performance, and interpersonal relations (Gupta et al., 2013), and results in deviant workplace behaviours. Researchers in the past have found that people with high levels of EI engage less in deviant behaviours (Taboli, 2013; Eisenberg, 2000; Petrides et al., 2004). There is a vast body of research on EI as the topic of EI has generated a great deal of interest among both researchers and academics which is stimulated by its positive implications on work situations (e.g., Jain and Duggal, 2018; George, 2000; Van Rooy and Viswesvaran, 2004; Wong and Law, 2002). According to Salovey and Mayer (1990), “emotional intelligence is the set of interrelated abilities possessed by an individual which helps an individual to validly reason with emotions and to use emotions to enrich thought.” Researchers have found the positive association between EI and many work related attitudes (Jain and Duggal, 2018; Carmeli, 2003; Carmeli and Josman, 2006). Emotionally intelligent employees tend to be more satisfied with their jobs and are better performers as compared to their counterparts (Wong et al., 2004; Wong and Law, 2002). In their research work Mayer and Geher (1996) found that the individuals who are high on EI are conscious of their own and others emotions; are capable to control their emotions; and use this information effectively within relationships. Individuals with high-EI are able to understand their emotions well and monitor their behaviour in the social situation and therefore, engage less in hostile behaviours (Gupta, 2012; Petrides et al., 2004) and, are further inclined to be a better performer and follow moral principles and ethics at the workplace towards their organisation (Van Rooy and Viswesvaran, 2004; Deshpande et al., 2005). One of the research work done by Aznira’s (2006) concluded that EI is significantly and negatively correlated with deviant workplace behaviour ($r = -0.563, p < 0.01$).

Inability of an individual to control negative emotional reactions leads to a varied range of adverse outcomes such as anxiety, absenteeism, reduced productivity, intentions to leave and even workplace aggression (Bagozzi, 2003). Researchers argue that the high levels of EI can promote increased productivity and job satisfaction by promoting emotional disclosure, and inclination to seek social support during or after the occurrence of undesired events (Jordan et al., 2002; Mayer et al., 1999). Emotionally intelligent people are able to control extreme reactions towards stressful events and are perform their jobs better than individuals with low EI performance (Brotheridge, 2006; Cherniss and Adler, 2001; Goleman, 1998; Lopes et al., 2006). Zainal Arifin et al. (2004) investigated the outcome of EI on relationship between OC and job satisfaction and found a high significant and positive correlation between the two variables. Employees with high EI tend to be contented than others and show high level of commitment towards their organisation and this may suppress the deviant workplace behaviour.

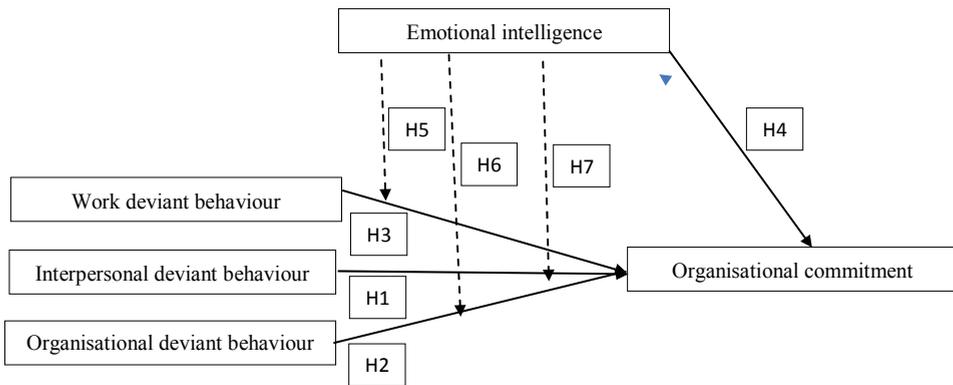
Hence, the role of EI in both DWB and OC should be recognised as it is a significant proficiency for cultivating commitment and minimising work place deviant behaviours. Therefore, we propose:

- H4 There is a positive association between EI and organisational commitment.
- H5 EI will moderate the relationship between work deviant behaviour – OC.
- H6 EI will moderate the relationship between interpersonal deviant behaviour – OC.
- H7 EI will moderate the relationship between organisational deviant behaviour – OC.

2.4 Theoretical framework and hypotheses

Figure 1 depicts the conceptual model of the present study. All the study variables and their relationships are being displayed in the figure. Both direct and moderating relationships between the variables (as proposed) can be observed in the conceptual model of the study.

Figure 1 The conceptual scheme of the study (see online version for colours)



Note: - - - - - > – denotes moderator.

3 Method

3.1 Participants and procedure

The present study consisted of 302 managers from 24 public and private sector organisations. The response rate was found to be 86.28% as originally, 350 managers were contacted but due to incomplete responses, 48 were rejected. The managers were assured of their confidentiality of their responses.

Table 1 Demographic details

| <i>Gender</i> | <i>Sector</i> | <i>Marital Status</i> | <i>Tenure (yrs)</i> | <i>Age (yrs)</i> |
|---------------|---------------|-----------------------|---------------------|------------------|
| Males (175) | Public (131) | Married (144) | 1–5 (116) | 21–30 (118) |
| Females (127) | Private (171) | Unmarried (158) | 6–10 (80) | 31–40 (83) |
| | | | 11–15 (75) | 41–50 (70) |
| | | | 16–20 (23) | 51–60 (22) |
| | | | Above 20 (8) | Above 60 (9) |

3.2 Measures

Workplace deviance: Bennett and Robinson's (2000) measures of workplace deviance (MDW) was used for the present study. The scale comprises of 28 items with 12 items for organisational deviance and remaining 16 items for interpersonal deviance behaviour. For MDW scale, Bennett and Robinson (2000), found an internal reliability of 0.81 for organisational deviance dimension and 0.78 for interpersonal deviance dimension. As items like "taken property from work without permission" (organisational deviance) and, "made fun of someone at work" (interpersonal deviance) were assessed on a five point rating scale.

OC was assessed through 11 items scale developed by Cook and Wall (1980) response alternatives ranged from strongly agree (score as 1) to strongly disagree (score as 5). Examples of items are "it would be very hard for me to leave this organisation" and "I feel like a part of the family in my organization" which were measured on a five-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

EI was assessed through Wong and Laws' (2002) validated a 16-item measure of EI. The EI scale measures four dimensions of emotional which include self-emotion appraisal (SEA), others' emotion appraisal (OEA), uses of emotion (UOE), and regulation of emotion (ROE). Four items are used to measure each dimension. "I am a good observer of others' emotions" and "I am quite capable of controlling my own emotions" were rated on a five-point Likert scale with response options ranging from 'strongly disagree' to 'strongly agree'.

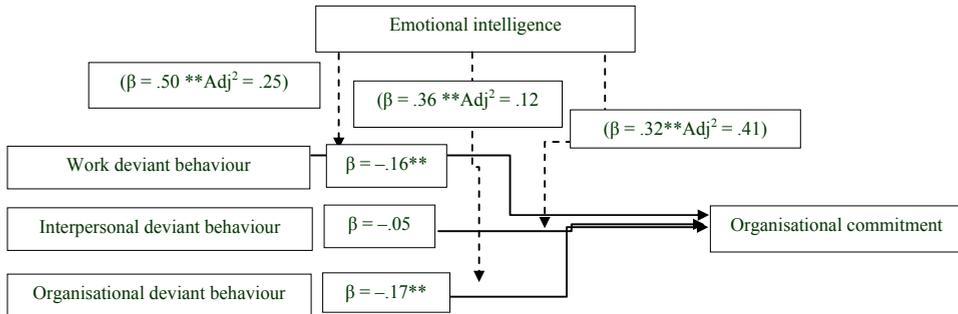
4 Results

4.1 Descriptive statistics and moderated regression

The result in Table 2 shows a significant association between the study variables. The first hypothesis of the study which states that interpersonal deviant behaviour has a negative and significant association with OC is partially proven by the result which found interpersonal deviant behaviour has a negative association, although not a significant one ($r = 0.05$). Organisational deviant behaviour is found to have a negative and significant association with OC is proven by the result ($r = -0.17$, $p < 0.01$), thus, proving the second

hypothesis of the study. WDB and OC ($r = -0.16, p < 0.01$) also found a negative and significant association which proves the third hypothesis of the study that WDB will have a negative impact on OC. The fourth hypothesis of the study that there is a positive association between EI and OC is also proven by the result in Table 2 ($r = 0.64, p < 0.01$).

Figure 2 Hypothesised model



Notes: -----> – denotes moderator; ** $p < 0.01$.

Table 3 reflects the results of moderated regression analysis. Results show that WDB had a negative impact on OC ($\beta = -0.16^{**}$ $adj^2 = 0.02$) and EI had a positive and significant impact on OC ($\beta = 0.64^{**}$ $adj^2 = 0.36$). Higher beta values of EI reflected a stronger impact on OC as compared to work deviant behaviour. The interaction impact between WDB and EI reduced the impact of WDB on OC ($\beta = 0.50^{**}$ $adj^2 = 0.25$). The result proves the fifth hypothesis of the study that EI will have a significant moderating impact on WDB and OC relationship.

Table 2 Means, standard deviations, correlations and reliabilities among the variables (N = 302)

| S. no. | Variables | Mean | SD | Reliability | 1 | 2 | 3 | 4 | 5 |
|--------|---------------------------|-------|-------|-------------|--------|---------|---------|--------|---|
| 1 | IDB | 12.79 | 1.84 | 0.78 (7) | 1 | | | | |
| 2 | ODB | 27.36 | 9.20 | 0.86 (12) | 0.17** | 1 | | | |
| 3 | WDB | 40.16 | 9.55 | 0.82 (19) | 0.38** | 0.98** | 1 | | |
| 4 | Emotional intelligence | 60.38 | 10.90 | 0.86 (16) | -0.07 | -0.23** | -0.23** | 1 | |
| 5 | Organisational commitment | 39.66 | 6.97 | 0.77 (11) | -0.05 | -0.17** | -0.16** | 0.93** | 1 |

Notes: ** $p < 0.01$. IDB = interpersonal deviant behaviour; ODB = organisational deviant behaviour and WDB = workplace deviant behaviour.

Table 3 Moderated regression analysis results: independent variable-WDB; moderator variable-EI; dependent variables-OC (N = 302)

| Predictor and moderator | Main effect of workplace deviant behaviour (WDB) | | Main effect of emotional intelligence (EI) | | Interaction effect of WDB * EI | |
|---------------------------|--|---------------------|--|---------------------|--------------------------------|---------------------|
| | Beta | Adj. R ² | Beta | Adj. R ² | Beta | Adj. R ² |
| Organisational commitment | -0.16** | 0.02 | 0.64** | 0.36 | 0.50** | 0.25 |

Note: ** $p < 0.01$.

Table 4 Moderated regression analysis results: independent variable-interpersonal deviant behaviour; moderator variable-EI; dependent variables-OC (N = 302)

| Predictor and moderator | Main effect of interpersonal deviant behaviour (IDB) | | Main effect of emotional intelligence (EI) | | Interaction effect of IDB * EI | |
|---------------------------|--|---------------------|--|---------------------|--------------------------------|---------------------|
| | Beta | Adj. R ² | Beta | Adj. R ² | Beta | Adj. R ² |
| Organisational commitment | -0.05 | 0.01 | 0.64** | 0.36 | 0.32** | 0.41 |

Note: **p < 0.01.

Table 5 Moderated regression analysis result: independent variable-organisational deviant behaviour; moderator variable-EI; dependent variables-OC (N = 302)

| Predictor and moderator | Main effect of organisational deviant behaviour (ODB) | | Main effect of emotional intelligence (EI) | | Interaction effect of ODB * EI | |
|---------------------------|---|---------------------|--|---------------------|--------------------------------|---------------------|
| | Beta | Adj. R ² | Beta | Adj. R ² | Beta | Adj. R ² |
| Organisational commitment | -0.17** | 0.03 | 0.64** | 0.36 | 0.36** | 0.12 |

Note: **p < 0.01.

The sixth hypothesis of the study that EI will have a significant moderating impact on interpersonal deviant behaviour and OC relationship is also proven by the results as observed from Table 4 ($\beta = 0.32^{**}$ $\text{adj}^2 = 0.41$).

Table 5 result proves the seventh hypothesis of the study that EI will have a significant moderating impact on organisational deviant behaviour and OC relationship ($\beta = 0.36^{**}$ $\text{adj}^2 = 0.12$).

However, if we compare the impact of moderating variable, EI on all the three independent variables viz., interpersonal deviant behaviour, WDB and organisational deviant behaviour the impact on interpersonal deviant behaviour was the highest (Adj. R² = 0.41; adj. R² = 0.25; adj. R² = 0.12) respectively.

5 Discussion

The findings of the study suggested that the employees' commitment is strongly affected by the WDB and EI. This is supported by earlier research, which also concludes that OC is negatively associated with WDB (Kodellas et al., 2011). Further, the moderation effects of EI were also found to be significant. The findings of the study suggest that the emotionally intelligent employees are able to understand their emotions well, monitor their behaviour in the social situation and tend to be more satisfied with their jobs. Also, they are expected to be less aggressive and are highly committed towards the organisation. This is consistent with the previous findings (Petrides et al., 2004) and is important because employees high on EI are engage less in deviant workplace behaviours.

It was found in the results that out of the two dimensions of WDB, both interpersonal and organisational deviant behaviour showed negative and significant relationship with OC ($r = -0.05$ and $r = -0.17$ respectively; $p \leq 0.01$). The overall WDB also found to be

negatively and significantly related to turnover intention ($r = -0.17$; $p \leq 0.01$). The result was consistent with the previous research work (Cotton and Tuttle, 1986; Farkas and Tetrick, 1989; Lee and Mowday, 1987; Mathieu and Zajac, 1990; Mobley et al., 1978) which found that the OC had a significant and negative relationship with deviant workplace behaviours like intention to quit; absenteeism etc. Also, Liao et al. (2004) found that interpersonal deviance is significantly and negatively related to OC.

Another finding of the study was that the employees who feel emotionally connected to the organisation are likely to stay in the organisation and feel higher satisfaction ($r = 0.93$; $p \leq 0.01$). In circumstances where there is lot competition resulting in heavy work pressure on employees, the results of the study suggest that the organisations have an opportunity to make sure that during the recruitment process focus should be on EI of the candidate.

Another hypotheses saying EI moderates the relationship between WDB and OC is also proved by our results. In other words, employees with higher EI are able to manage the stress well and have more self-control and are therefore, less likely to engage in deviant behaviours. The study further supports the findings of Bagozzi (2003), which concluded that inability of an individual to control negative emotional reactions leads to a varied range of adverse outcomes such as anxiety, absenteeism, reduced efficiency, intentions to leave and even workplace aggression which in turn affects the commitment of employees. Individuals who are high on EI have better self-control over their actions and are able to control their interpersonal and organisational behaviours.

The results indicate that the employees demonstrate high levels of OC when they trust their own abilities and try to understand the organisational dynamics and adapt the desired behaviour by understanding their own and other's emotions and controlling their emotions.

6 Implications

The results of the present study found some relevant theoretical implications for employees' OC. The study advances the existing literature on OC by identifying a significant association between OC, WDB, and EI. The findings are of immense value to the managers of the organisation. The study is an eye opener to the organisation as it will help them to find the ways to overcome the organisational politics that emerges due to involvement of employees in counterproductive behaviour. If employees are engaged in deviant workplace behaviour, commitment towards the organisation is likely to reduce. It is pertinent for the managers to keep their employees actively engaged in productive work. The results also provide evidence that EI moderates the relationship between WDBs and OC. Therefore, training sessions on managing emotions at workplace and other personality attributes should be arranged on regular basis to create awareness and deep understanding to overcome the influence of counterproductive behaviour. The results further suggest selective recruitment of managers who demonstrate high EI. Thus, we suggest organisations to conduct timely training programs on interpersonal skills especially at supervisory levels.

7 Limitations and future research

Although, study provides few significant findings, it has some limitations that need to be addressed in future research. While different industries may have some unique attributes and requirements from managers, without an appropriate comparison of the findings with samples from other industries the findings of the present research work cannot be generalised as the sample consists of only IT sector. Future research can also take other industries into account and can also assess the relationship between demographic variables and the variables under study. Another limitation of the present study is that data were measured using self-report questionnaires from a single source, which may in turn lead to common method bias. To overcome this, future researchers should use more than one source of data collection (Podsakoff et al., 2003). Future research might examine some other moderating and mediating variables or the mediating role of EI in the relationship between WDB and OC.

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