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Research Article

An Analysis of the Role of Emotional Intelligence and Employee Commitment in Organizational Culture

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Abstract

The intent of the present study is to scrutinize the relationship between emotional intelligence and employee commitment in banking sector. The importance of emotional intelligence cannot be neglected when it comes to employees' behavioral outcomes in the workplace. Emotions are vital for every human being. Emotional intelligence is a construct which help in determining and managing emotions. It is the most researched areas in today's dynamic and globalized era. The two important pillars of any organization are employee commitment and organizational culture. A quantitative research approach has been adopted to ensure objective and systematic analysis. Primary data were collected from 300 respondents through structured questionnaires administered to banking professionals and customers. The study employs various statistical techniques, including descriptive statistics, reliability analysis, correlation, and regression analysis, using SPSS software to examine relationships among variables. Emotional intelligence and Employee commitment is considered as an independent variables and Organizational culture as Dependent variable.

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1. INTRODUCTION

1.1 Emotional Intelligence

To understand the concept of emotional intelligence, it is necessary to understand intelligence and emotion. Thorndike in 1920 examined the three dimensions of intelligence, which are – social intelligence (social life adaption), mechanical intelligence (use of tools and objects) and abstract intelligence (application of concepts and principles to problem solving). The concept of emotional intelligence as a form of social intelligence that involves the ability to monitor one's own and others' emotions, to distinguish among them, and to use this information to guide thinking and actions. The study explains that emotional intelligence includes key components such as emotional appraisal, emotional regulation, and the utilization of emotions in problem-solving. The authors emphasize that individuals with higher emotional intelligence are better at managing emotions, adapting to their environment, and maintaining effective interpersonal relationships. This foundational work highlights the importance of emotions in cognitive processes and decision-making. Salovey and Mayer (1990).

2. Employee Commitment

An employee is committed to the organization for various monetary and non-monetary reasons (Mottaz, 1988). The "side-bets" theory developed the notion of commitment. He defined commitment as "consistent lines of activity" (Becker, 1960). Organizational commitment can also be defined as identification with and devotion to the organization and its goals (Blau & Boal, 1987). The focus of organizational commitment is on the individual employee, and it emphasises how much one identifies with and is deeply involved in the organization. Furthermore, as stated by Galais and Moser (2009), work balance and stability are due to the beneficial and unsatisfactory effects of organizational commitment on welfare, indicating a reassessment of the role of organizational commitment for people in unsteady work settings. There is also a link between stress levels caused by intrinsic factors and work and mental wellbeing (Leong et al. 1996). Meyer, Becker, and Vandenberghe (2004) present an integrative model linking employee commitment with motivation. The study explains that different forms of organizational commitment—affectional, continuance, and normative—can influence employee motivation in distinct ways. It highlights that commitment shapes work behavior by affecting the reasons why employees choose to perform their tasks. The authors argue that a strong alignment between commitment and motivation leads to improved job performance and organizational outcomes. This conceptual framework provides a deeper understanding of how commitment functions as a motivational force within the workplace.

3. Organizational Culture

The roots of organizational culture lie in the 80's but it is still relevant in today's era. The globalization and privatization have opened the door to dynamic work culture. It is important for

any organization to maintain a workforce which is not only committed to its work but is ready to put an extra effort for its organization. It is hard to find such human capital, but an organization can differentiate itself from the others by managing an extraordinary culture for the extraordinary workforce. Organizations have a set of beliefs, norms and guidelines which are to be adhered for maintaining a long-term cordial relation. These beliefs, norms and guidelines are the elements of culture which are shared and strongly held within the organizations by all the employees (Li and Steen, 2021). Corporate culture is becoming increasingly unsustainable as scrutiny of all elements of organizational conduct intensifies as the importance of environmental, social and governance (ESG) indicators grows.

Theoretical framework

Research on the emotional intelligence and employee commitment in shaping organizational culture is grounded in several complementary theoretical frameworks that explain employee behaviour and organizational outcomes. The most widely used perspectives include the Emotional Intelligence Theory proposed by Peter Salovey and John D. Mayer, along with the Three-Component Model of Commitment developed by John P. Meyer and Natalie J. Allen. These frameworks emphasize how individuals' ability to perceive, understand, and manage emotions, along with their emotional attachment and sense of obligation toward the organization, influence workplace behaviour and cultural development.

Additionally, scholars apply Social Exchange Theory and Organizational Culture Theory to explain how emotionally intelligent employees foster trust, cooperation, and shared values within organizations, thereby strengthening commitment levels. These approaches highlight emotional intelligence as a strategic capability and employee commitment as a critical outcome that together contribute to a positive and adaptive organizational culture.

Based on this theoretical framework, the study not only examines the role of emotional intelligence in enhancing employee commitment and organizational culture but also considers multiple dimensions such as - self-awareness, emotional regulation, motivation, and interpersonal relationships - as key determinants. The subsequent sections review the relevant literature on the influence of emotional intelligence and employee commitment on organizational culture and their interrelationships.

2. REVIEWS OF LITERATURE

This study by Twumasi *et al.* (2026) examines how organisational culture influences employee creativity, while also exploring the roles of emotional intelligence and employee self-efficacy. The research finds that a positive and supportive organisational culture significantly enhances creativity among employees. Additionally, emotional intelligence and self-efficacy act as important factors that strengthen this relationship, meaning employees who are emotionally intelligent and confident in their abilities tend to be more

creative. The study highlights that organisation should focus on building a strong culture and developing employees' emotional and psychological capabilities to improve creative performance. The study by Prabowo *et al.* (2025) examines the influence of emotional intelligence and organizational culture on employee performance in Gajah Sakti Village. Using a quantitative approach, data were collected from employees and analyzed through statistical methods to determine the relationships among variables. The findings reveal that both emotional intelligence and organizational culture have a positive and significant effect on employee performance, both individually and simultaneously. Emotional intelligence helps employees manage emotions and improve interpersonal relationships, while a supportive organizational culture enhances motivation and work effectiveness. The study concludes that strengthening these factors can lead to improved employee performance in organizational settings. The study by Louhenapessy and Lindawati (2022) examines the effect of emotional intelligence and organizational culture on employee performance, with organizational commitment as a mediating variable. Using a quantitative research approach, data were collected from employees and analyzed through statistical techniques to test both direct and indirect relationships. The findings show that emotional intelligence and organizational culture have a positive and significant impact on employee performance. Additionally, organizational commitment is found to mediate the relationship, strengthening the influence of both variables on performance. The study concludes that improving emotional intelligence and fostering a strong organizational culture can enhance employee commitment and ultimately lead to better performance outcomes. The study by M. R. Solichin (2025) examines the moderating role of emotional intelligence in the relationship between work culture and the commitment and performance of health workers. Using a quantitative approach, data were collected from healthcare employees and analyzed using statistical techniques to test both direct and moderating effects. The results show that work culture has a significant positive influence on employee commitment and performance. Furthermore, emotional intelligence strengthens (moderates) this relationship, indicating that employees with higher emotional intelligence are better able to translate a positive work culture into stronger commitment and improved performance. The study highlights the importance of developing emotional intelligence alongside fostering a supportive work culture to enhance workforce outcomes in the healthcare sector.

3. RESEARCH OBJECTIVES

1. To study the emotional intelligence level of public and private sector bank employees.
2. To study the employee commitment level of public and private sector bank employees.
3. To study the relationship among employee commitment, emotional intelligence and organizational culture.

4. RESEARCH METHODOLOGY

Research Methodology is the systematic and scientific approach used to collect, analyze, and interpret data to achieve the objectives of the study. Research is thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observations, comparison, and experiments. In short, the search for knowledge through objective and systematic method of generalisation and the formulation of a theory is also research.

Research Design

A quantitative research approach has been adopted to ensure objective and systematic analysis. Data were collected through a structured questionnaire using a five-point Likert scale. The design helps in understanding how emotional intelligence and employee commitment helps in shaping organizational culture in banking sector.

Sources of Data

- a) **Primary Data:** Primary data is also known as the data collected for the first time through the field survey. Such data are collected with a specific set of objectives to assess the current of any variable studied.
- b) **Questionnaires**
- c) **Secondary data:** Secondary data was obtained from online sources such as research papers related to the role of emotional intelligence and employee commitment in organizational culture.

Sample Size

A total of 300 valid responses were collected.

Sampling Method

The study used the convenience sampling method, a non-probability technique where respondents were selected based on their availability and willingness to participate. This approach was suitable due to limited time, resources, and easy accessibility of banking professionals and customers in Hoshiarpur city.

Variables of the Study: The study consists of two types of variables.

1. Independent Variables

- a) Emotional Intelligence
- b) Employee Commitment

2. Dependent Variable

a) Organizational Culture

These variables are verified on a 5-point Likert Scale and IBM SPSS Statistics was used to analyse the data and test the suggested hypotheses using statistical methods, including multiple regression analysis, correlation and Pearson correlation.

Statistical Analysis

During this procedure, a number of sources were owned by the author. Before proceeding, the essential assumptions of

regression were tested. The values of $p > 0.05$ indicated that the data is normally distributed, as indicated by the Kolmogorov–Smirnov and Shapiro–Wilk tests; the values of skewness and

kurtosis was determined and validated within the acceptable range of ± 2 (Schmidt & Finan, 2018).

5. RESULTS

Descriptive Statistics

Table 1: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Emotional Intelligence	300	4	1	5	.032142	.556731	-2.094	.141	5.898	.281
Employee Commitment	300	4	1	5	.040767	.706106	-.986	.141	1.598	.281
Organizational Culture	300	4	1	5	.038954	.674718	-2.397	.141	6.607	.281
Valid N (listwise)	300									

Source: Authors own

The descriptive statistics indicate that all three variables — Emotional Intelligence (IV1), Employee Commitment (IV2), and Organizational Culture (DV) — are based on 300 responses, with values ranging from 1 to 5, showing consistent measurement across the dataset. The mean values for all variables are relatively high, suggesting that respondents generally have positive perceptions of emotional intelligence and employee commitment in organizational culture in public and private banking sector. The standard deviation values are moderate, indicating that responses are fairly consistent with limited variation.

The skewness values for all variables are negative (Emotional Intelligence = -2.094, Employee Commitment = -0.986, and

Organizational Culture = -2.397), which implies that most responses are concentrated toward higher values (i.e., respondents tend to agree or strongly agree). Additionally, the kurtosis values are positive and relatively high, especially for Emotional Intelligence (5.898) and Organizational Culture (6.607), indicating a leptokurtic distribution where responses are highly peaked and clustered around the mean.

Overall, the data suggest a strong positive inclination of respondents toward the studied variables, with acceptable consistency for further statistical analysis.

The Durbin-Watson test was used (Table 2) to look for autocorrelation in the residuals. All statistical analyses were carried out using SPSS version 25.0.

Table 2: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.679 ^a	.462	.458	.4967	2.086

a. **Independent Variable:** Emotional Intelligence and Employee Commitment

b. **Dependent Variable:** Organizational Culture

The model summary results indicate a strong relationship between the independent variables (Emotional Intelligence and Employee Commitment) and the dependent variable (Organizational Culture). The correlation coefficient ($R = 0.679$) shows a moderately strong positive relationship, the R Square value (0.462) suggests that approximately 46.2% of the variation in Organizational Culture is explained by, Emotional Intelligence and Employee Commitment which indicates a good level of explanatory power for the model. The Adjusted R Square (0.458)

is very close to R Square, confirming that the model is reliable and not affected by unnecessary variables. The standard error of the estimate (0.4967) indicates a moderate level of prediction error, meaning the model's predictions are reasonably accurate. Additionally, the Durbin-Watson value (2.086) is close to 2, which shows that there is no autocorrelation problem in the data. Overall, the model is statistically sound and suitable for further analysis in the research.

Table 3: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	62.831	2	31.416	127.315	.000 ^b
Residual	73.287	297	.247		
Total	136.118	299			

a. **Independent Variable:** Emotional Intelligence and Employee Commitment

b. **Dependent Variable:** Organizational Culture

The ANOVA results indicate that the regression model is statistically significant and well-suited for the study. The F-value (127.315) is quite high, which shows that the overall model has strong explanatory power. This means that emotional intelligence and employee commitment together have a meaningful impact on organizational culture. Overall, the ANOVA results confirm that the regression model is valid, reliable, and suitable for explaining the effect of emotional intelligence and employee commitment in organizational culture.

6. FINDINGS

It is concluded from the research findings that several important observations have been made regarding emotional intelligence, employee commitment, and organizational culture, and how these factors influence the overall effectiveness of workplace environment and organizational functioning. According to the descriptive statistics, respondents showed a high level of agreement toward emotional intelligence, employee commitment, and organizational culture, with responses skewed toward positive values. The normality of the data is acceptable, allowing the use of parametric statistical techniques for further analysis.

The correlation results indicate that both emotional intelligence and employee commitment have a positive relationship with organizational culture, suggesting that higher levels of emotional intelligence and stronger employee commitment are associated with a more positive and supportive organizational culture. These findings are further supported by regression analysis, which shows that emotional intelligence and employee commitment significantly influence organizational culture. The model demonstrates moderate explanatory power, explaining 46.2% of the variance in organizational culture ($R^2 = 0.462$).

The ANOVA results confirm the statistical significance of the regression model, with an F-value of 127.315 and $p < 0.001$, indicating that the independent variables collectively have a significant impact on organizational culture. Furthermore, the Durbin–Watson value (2.086) suggests that there are no autocorrelation issues, ensuring the reliability of the model.

Overall, the findings highlight that emotional intelligence and employee commitment are key drivers in shaping a strong and positive organizational culture. Enhancing these factors can lead to improved workplace relationships, higher employee satisfaction, and better organizational outcomes. However, challenges such as lack of emotional awareness, low engagement levels, and inadequate organizational support must be addressed to fully strengthen organizational culture.

7. CONCLUSION

The study concludes that emotional intelligence and employee commitment play a crucial role in shaping a strong and positive organizational culture. The empirical findings reveal that employees with higher emotional intelligence are better able to manage their emotions, build interpersonal relationships, and contribute to a supportive work environment. Similarly, a high level of employee commitment enhances loyalty, engagement,

and willingness to contribute toward organizational goals, thereby strengthening the overall culture of the organization.

The statistical analysis supports these conclusions, as both emotional intelligence and employee commitment show a significant positive impact on organizational culture. The regression model explains a considerable proportion of variance ($R^2 = 0.462$), indicating that these factors meaningfully contribute to cultural development within the organization. The ANOVA results further confirm the model's significance ($F = 127.315$, $p < 0.001$), while the Durbin–Watson value (2.086) ensures the reliability of the findings by indicating no autocorrelation issues.

Overall, the study highlights that fostering emotional intelligence and enhancing employee commitment are essential strategies for organizations aiming to build a healthy, collaborative, and productive work culture. Organizations should focus on training programs, employee engagement initiatives, and supportive leadership practices to strengthen these attributes. By doing so, they can create a sustainable organizational culture that promotes long-term performance and employee well-being.

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