

Psychological Workplace Climate, Emotional Intelligence and Employee Well-Being in Nepali Information Technology Industry

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Received on: Oct 27, 2022

Revised on : Nov 30, 2022

Accepted on: Dec 07, 2022

Published on: Dec 25, 2022

Cite this paper

Pokhrel, S.K. & Goyal, R. (2022). Psychological Workplace Climate, Emotional Intelligence and Employee Well-Being in Nepali Information Technology Industry. *The International research Journal of Management Science*, vol. 7 (1), pp.131 -146

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Abstract

Objectives – This paper investigates the impact of psychological workplace climate (PWC) on employee well-being (EWB). It also examines the moderating effect of emotional intelligence (EI) on the relationship of psychological workplace climate and overall employee well-being.

Design/Methodology/Approach – Quantitative approach is used as a design involving a self-administrated questionnaire for data collection from 125 information technology professionals working in 7 different software development companies of Kathmandu Valley. Different analytical tools like correlation analysis, hierarchical regression, and one-way analysis of variance (ANOVA) tests are executed to test the proposed hypotheses.

Findings – The results highlight the positive impact of psychological workplace climate on overall employee well-being and the moderating effect of emotional intelligence is evident in the relationships between independent and dependent variables.

Practical Implications – These findings highlight that managers must consider psychological workplace climate while formulating organizational policies and strategies. It also serves as a guideline for IT managers to improve their emotional intelligence for the well-being of their employees.

Originality/Value – The study depicts the high value of moderating variable - emotional intelligence and independent variable- psychological workplace climate on employee well-being, which is crucial knowledge to managers and chief executive officer (CEO) for building successful businesses.

Keywords: Psychological workplace climate, Emotional intelligence, Employee well-being

1. Introduction

Globalization has created a highly competitive atmosphere for organizations all around the world. Along with the advancement of technologies, organizations' expectations from employees are increasing day by day. Human resource (HR) managers are having a difficult time motivating and retaining skillful employees. Employees expect other non-financial and fringe benefits like learning facilities, refreshments, work-life balance, and recognition on top of monetary packages. However, managers still use an incentive program to meet the requirements of their employees. Although, prior studies have not established long-term relationship between financial incentives and satisfaction or motivation, still managers use it as a tool to increase satisfaction (Adenike, 2011). Therefore, it can be inferred that knowledge of employees' perception of workplace climate (PWC) is vital to motivate employees and enhance their performance, job satisfaction, and employee well-being (EWB).

Psychological workplace climate is an employee's perception of their workplace environment. It has received considerable attention in the organizational literature for decades. Studies show that EWB at work is affected by PWC directly or indirectly in different contexts. Shuck and Reio (2013) study has empirically established the positive impact of PWC on EWB.

The software development industry is among the rapidly growing industries around the world. Competent and skillful human resources are considered assets of any software development company. More than 250 software development companies are operating currently in Nepal and the number is still increasing. It is observed that the job of engineers and developers working in a software development company is monotonous. They need to work on a specific project for months and even for years, trying hard to code the clients' expectations. And, it has been challenging for HR managers to keep the employees motivated and reduce turnover.

Many studies have been conducted on PWC in different contexts and organizational settings in different countries. But, PWC and its relationship with EWB are non-existent in Nepali context. Thus, Nepali managers and CEOs must understand how software engineers working in Nepali software development companies perceive their workplace climate and its impact on their job life. This will help to tackle the ongoing problem of technical resource shortage and minimize the turnover rate. Therefore, this study provides valuable insight for improving the workplace climate and EWB.

2. Literature Review

Psychological Workplace Climate

This construct can be understood from Lewin's (1936) early research as a term of 'life space' as a means of explaining an individual's motivational and affective reactions to change (Parker, et al., 2003). Researchers then used PWC construct to understand important individual and organizational outcome variables. The conceptual uncertainty regarding climate perceptions has been perpetuated by researchers' use of a variety of terms (e.g., psychological climate, collective climate, organizational climate, and organizational culture) when referring to individuals' perception of their work environment.

PWC has been understood as a molar construct composed of an individual's psychologically meaningful representations of proximal organizational structures, processes, and events (James, Hater, Gent, & Bruni, 1978; Rousseau, 1988). It is an individual's motivational and affective reactions to change in

organization's work environment (Martin, Jones, & Callan, 2005). In the present study, the six dimensions identified by Brown and Leigh (1996) are used to operationalize PWC. The six dimensions are supportive management, role clarity, contribution, recognition, self-expression, and challenge.

Employee Well-being

Well-being is a subjective phenomenon that an employee experiences predominantly as a positive feeling or relatively a negative one (Wright & Bonett, 2007). It is a wide concept that has been applied in different ways with varying degrees of scope and dimensions (Liu, Siu, & Shi, 2010). EWB is an important construct to be studied as employees spend most of their valuable time at work. When managers examine employees' well-being, he/she frequently does it focusing on only one dimension like job satisfaction (Grant, Christianson, & Price, 2007). However, work-related well-being has been conceptualized through specific notions such as work alienation, job satisfaction, decision making, and work-family conflict (Rollero, Fedi, & Piccoli, 2015).

There is no universal definition of EWB but it is widely known that EWB comprises the presence of positive emotions like contentment and happiness and absence of negative emotions like depression and anxiety. Evidence suggest that well-being is associated with numerous performance measures (productivity, turnover intention, stress, job satisfaction, and work-life balance), which is considered a crucial factor for organization to obtain a competitive advantage (Tuzovic & Kabadayi, 2021). Previous studies have used different measures of well-being like life satisfaction and psychological well-being (PWB) and different methodologies which resulted in inconsistent findings related to well-being and its predictors.

A study by Liu, Siu, and Shi (2010) considers job satisfaction, perceived work stress, and psychological well-being as employee's well-being. In another study, the variables emotional exhaustion, personal accomplishment, depersonalization, and PWB were operationalized as well-being (Shuck & Reio, 2013). The present study however considers employee well-being as job satisfaction (JS), satisfaction with life (SWB), and PWB of employees based on the literature.

Job Satisfaction

Rice, Gentile, and McFarlin (1991) refer job satisfaction as perception of an individual's job and its specific facets (e.g. compensation, autonomy, and coworkers). It is the evaluation of job experiences that results in an affirmative pleasant emotional state. It is the psychological state of mind that reflects the emotion of an individual toward the job (Aboramadan, Dahleez, & Hamad, 2021). It is an individual's positive feelings and effective reaction influencing general life satisfaction which is an important part of an employee's work life (Khan, Ramzan, & Butt, 2013).

Satisfaction differs as per the individual's needs, expectations, and values (Pangil, Yahya, Johanim, Isa, & Daud, 2011). Few recent researches have focused on the work climate as the primary means of increasing JS among employees. If a better workplace climate is established to create a desirable organizational environment, it results in increase in job satisfaction (Jyoti, 2013). Therefore, JS can be considered a strong predictor of EWB (Diaz-Serrano & Vieira, 2005).

Satisfaction with Life

Life satisfaction is one's perception or feelings or attitudes about life at a specific point in time, which can be considered positive or negative. Based upon Diener's conceptualization, satisfaction with life (SWL) is an individual's cognitive assessment of his/her global satisfaction with life across manifold domains. Generally, it is an overall evaluation of an individual about his/her life conditions (Udayar, Urbanaviciute, Massoudi, & Rossier, 2020). Life satisfaction is the feeling of an individual through evaluation of their life, direction, and choices for the future. Early research in life satisfaction (e.g., Fordyce, 1983) suggests that everyone makes their best efforts to gain happiness and SWL. People are more inclined towards non-monetary rewards rather than monetary ones to increase their satisfaction. Findings from various studies e.g. Scollon, Diener, Oishi, and Biswas-Diener (2004) are similar suggesting satisfaction with life is more important than money (Murphy, 2006).

Psychological Well-being

It is the emotional and purposive state of mind that an individual experiences at the workplace (Robertson & Cooper, 2009). In recent years, it can be witnessed that researchers have emphasized well-being rather than dysfunction. Generally, it is defined as a combination of positive emotional states such as happiness and optimal functioning of an individual as well as social life (Winefield et al., 2012). Thus, PWB can be considered as feeling positive emotions at work and the value of work they find in their jobs.

Psychological Workplace Climate & Employee Well-being

PWC has been studied in relation to a variety of individual-level outcomes of organizational behavior including job satisfaction, organizational commitment, job involvement, employee motivation, psychological well-being, and employee performance. Employee's work attitudes such as JS and PWB are strongly associated with PWC rather than employee motivation and performance (Parker, et al., 2003). Perceptions related to one's job had the strongest effects on employees' PWB. Perception of one's job is shaped by the events related to employee recognition which largely comes from financial and non-financial benefits for employees like training, reward, and career development. And, employee recognition has a positive relationship with job satisfaction as suggested by a study conducted in Nepali banking sector (Budhathoki, 2020).

Organizational climate differs with high transactions load, manager's moods, and emotions that largely affect job satisfaction (Khan, Ramzan, & Butt, 2013). Pangil et al., (2011) state that organizational climate's dimensions significantly predict job satisfaction. Similarly, Shuck and Reio (2013) found that a positive relationship exists between PWC and PWB. Additionally, a supportive organizational climate affects psychological capital, leading to an increase in PWB (Kima, Kim, Newman, Ferris, & Perrewe, 2018). One recent study in Nepali banking context confirmed the positive direct relationship between role ambiguity and occupational stress among employees, which implies that due to the absence of role clarity, EWB can be adversely affected (Gautam & Gautam, 2022).

H1a: Psychological workplace climate will positively and significantly relate to employee well-being.

H1b: Psychological workplace climate will positively and significantly relate to job satisfaction.

H1c: Psychological workplace climate will positively and significantly relate to satisfaction with life.

H1d: Psychological workplace climate will positively and significantly relate to psychological well-being.

Emotional Intelligence as a Moderator

Emotional Intelligence refers to the ability to understand, analyze, perceive, and control emotions. EI was created by two researchers – Peter Salavoy and John Mayer which was popularized by Dan Goleman. According to Mayer and Salovey (1997), EI is the ability to perceive, express, assimilate, regulate, reason, and understand emotional thoughts of self or others. Evidence demonstrate that EI is a significant factor that explains emotional reactions to work contexts leading to the proposition of EI's relationship with emerging field of positive psychology (Harminder et al., 2012).

EI influences an employee's capacity to adapt environmental demands and pressure (Matthews, Zeidner, & Roberts, 2007). Therefore, employees who are highly emotionally intelligent have potentiality to make their psychological working environment favorable for themselves. Similarly, Slaski and Cartwright (2002) reveal that people with higher EI have less stress, improved health, and well-being. Furthermore, higher EI increases the ability to deal with occupational stress too (Ismail, Suh-Suh, Ajis, & Dollah, 2009). Therefore, results from these studies conclude that EI is likely to act as a moderator in the occupational/workplace environment and enhance job performance by boosting employee well-being.

H2a: Emotional Intelligence will moderate the relationship between psychological workplace climate and employee well-being.

H2b: Emotional Intelligence will moderate the relationship between psychological workplace climate and job satisfaction.

H2c: Emotional Intelligence will moderate the relationship between psychological workplace climate and satisfaction with life.

H2d: Emotional Intelligence will moderate the relationship between psychological workplace climate and psychological well-being.

Based on the literature review, figure 1 presents the conceptual framework of the study variables.

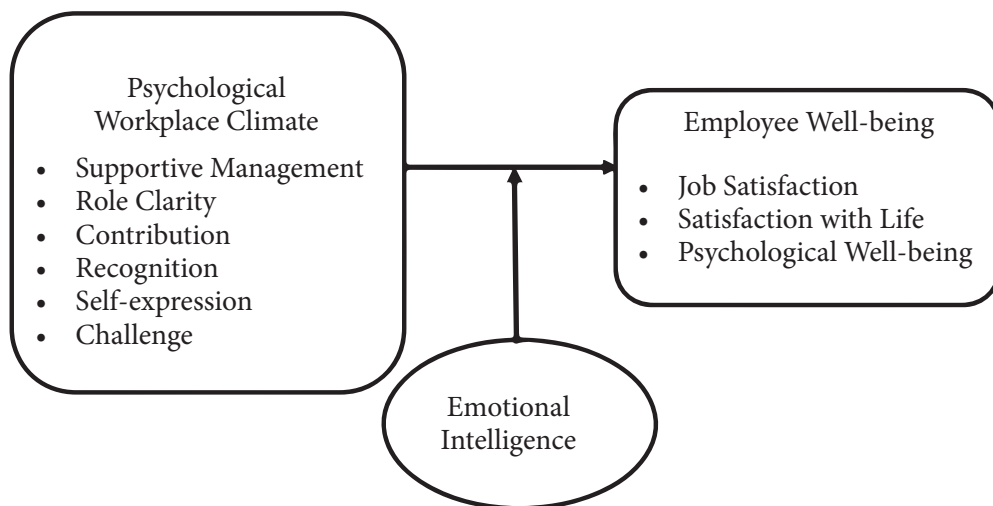


Figure 1: Conceptual Framework

3. Research Methods

Research Design

It is a quantitative study that used statistical tools to test the assumptions formulated in the study. It is a deductive research approach where hypotheses are developed based on existing theories. Reliable and validated questionnaires are used to collect the responses.

Population and Sampling

The study is conducted among IT professionals working in Nepali software development companies. Statistics about the total population are not available but approximately about 250 software development companies are operating currently in Nepal with an average size of 12-15 employees. The total sample consists of 125 employees working in medium and large software development companies in Kathmandu valley. Participants are employees from core software development teams like Web Designer, iOS Developer, Android Developer, PHP Developer, and Quality Analyst. The sample excluded the management team.

Instruments

Five sets of instruments including general information, psychological workplace climate, emotional intelligence, job satisfaction, satisfaction with life, and psychological well-being are provided to the participants. The instruments have validity and reliability as these were used by previous researchers too. General information consists of the participant's details like gender, years of service, current position and level, marital status, educational level, and earnings. Responses are collected through 5-point Likert scale i.e. 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree. Pilot testing was conducted before the distribution of survey questionnaire to the participants.

Reliability analysis is conducted with the collected data. Cronbach value of the validated instruments is reliable enough to capture the intended study variables. The Cronbach values for the instruments are tabulated below.

Table 1: Cronbach Alpha Value for Study Variables

| Instruments | No. of items | Cronbach Alpha Value |
|---------------------------------|--------------|----------------------|
| Psychological Workplace Climate | 21 | 0.850 |
| Emotional Intelligence | 33 | 0.870 |
| Job Satisfaction | 6 | 0.803 |
| Satisfaction with Life | 5 | 0.769 |
| Psychological Well-being | 18 | 0.716 |

PWC is measured using 21-item scale developed by Brown and Leigh (1996). Their measure of psychological climate includes six dimensions: supportive management, role clarity, contribution, recognition, self-expression, and challenge. JS, SWL, and PWB scales are used to measure EWB. Shortened 6-item scale developed by Agho, Price, and Mueller (1992) was used to measure job satisfaction. 5-item scale developed by Diener, Emmons, Larsen, and Griffin (1985) was used to measure SWL. Ryff and Keyes (1995) scale was used to measure PWB. Emotional intelligence is measured using a 33-items emotional intelligence scale developed by Schutte, et al., (1998).

Data Collection

Responses were collected through a self-administered questionnaire using validated instruments of the variables. Two methods i.e. online survey and distribution of questionnaires manually to the respondents were used for the collection of data based on the choice of the respondents. 39 responses were collected from online survey. Likewise, 120 questionnaires were distributed to IT professionals of 7 software development companies operating in Kathmandu Valley. Out of the distributed questionnaires, 95 questionnaires were returned with a response rate of 79.17 percent. Therefore, the total number of responses received were 134.

Data Analysis

The collected data is analyzed using statistical tools with the help of SPSS software. Mean, standard deviation, and variance among the variables are calculated to measure the deviation of the result. Cronbach alpha is used to test the internal consistency to determine whether these instruments could be considered as a measure of different variables in the Nepali context. Correlation analysis is used to measure the direct relationship between PWC and overall EWB. A hierarchical multiple regression model is estimated to test the moderating effect of EI on the relationship between PWC and EWB and its sub-scales.

4. Results

Table 2: Summary of Respondent's Profile

| Variables | Frequency (%) |
|------------------|---------------|
| Gender | |
| Male | 99 (79.2) |
| Female | 26 (20.8) |
| Years of Service | |
| 0-1 years | 38(30.4) |
| 1-3 years | 58(46.4) |
| 3-5 years | 17(13.6) |
| 5-7 years | 12(9.6) |
| Current Position | |
| Designer | 9(7.2) |
| Quality Analyst | 38(30.4) |
| Developer | 65(52.0) |
| Other | 13(10.4) |
| Current Level | |
| Senior | 32(25.6) |
| Medium | 65(52.0) |
| Junior | 28(22.4) |

| | |
|-----------------------|-----------|
| Marital Status | |
| Single | 101(80.8) |
| Married | 24(19.2) |
| Educational Level | |
| Upto Higher Secondary | 3(2.4) |
| Bachelor's Degree | 99(79.2) |
| Master's Degree | 23(18.4) |
| Earning (NRs.) | |
| Upto 15000 | 13(10.4) |
| 15000-25000 | 17(13.6) |
| 25000- 40000 | 48(38.4) |
| 40000-60000 | 36(28.8) |
| 60000-100000 | 7(5.6) |
| Above 100000 | 4(3.2) |

There are a total of 99 (79.2%) male respondents and 26 (20.8%) female respondents. In terms of tenure, it can be observed that highest average tenure of the participants is 1-3 years (46.4%); 30.4% of them have average tenure of one year at maximum; while only 23.2% of participants' tenure ranges between 3-7 years. Therefore, it can be inferred that IT professionals have tendency to switch their jobs frequently. Furthermore, about half of the participants are working as developers, 38 are working as quality analysts, and very few are designers. Most of the respondents (52%) work at a mid-level position, while fewer (25.6%) work at senior level and even less (22.4%) participants are at junior level. 101 IT professionals are single whereas 24 are married & most of them hold a bachelor's degree and few have a master's degree. It can also be observed that most IT professionals earn between NRs. 25000 to 40000 monthly.

Table 3: Correlations between Study Variables

| | Mean | Std. Deviation | PWC | EI | PWB | JS | SWL | EWB |
|-----|------|----------------|--------|--------|--------|--------|--------|-----|
| PWC | 3.71 | .424 | 1 | | | | | |
| EI | 3.69 | .372 | .651** | 1 | | | | |
| PWB | 3.51 | .401 | .248** | .458** | 1 | | | |
| JS | 3.59 | .645 | .638** | .569** | .384** | 1 | | |
| SWL | 3.21 | .715 | .327** | .351** | .166 | .289** | 1 | |
| EWB | 3.48 | .374 | .500** | .624** | .856** | .707** | .543** | 1 |

** Correlation is significant at the 0.01 level (2-tailed).

The mean and standard deviation values of each of the study variables including the sub-scales of EWB are tabulated in above table 3. The mean score 3.71 (SD= .424) suggests that employees have positive perceptions about their present workplace climate. EI level of the IT professionals seems above average with mean score 3.69 (SD= .372). Likewise, they perceive their EWB at work as above average, mean score 3.48 (SD= .374). It can be observed that the employees are satisfied with their present jobs (mean=3.59, SD=.645). They also perceive their PWB as above average (mean=3.51, SD=.401) but they are somewhat less satisfied with their life (mean=3.21, SD=.715) as compared to JS and PWB. The scores in the sub-scales of EWB show that there are no significant differences in each sub-scales as the score in each of these scores is close to the composite score.

The above table also illustrates Pearson's correlation coefficients of the study variables. It can be observed that there exists a significant positive relationship between PWC and EWB ($r=0.500$, $p<0.01$). Likewise, correlation analysis provided evidence to test the direct relationships of PWC on JS, SWL, and PWB ($r=0.638$, $p<0.01$; $r=0.327$, $p<0.01$ and $r=0.248$, $p<0.01$ respectively).

EI also has a positive and statistically significant relationship with PWC with correlation value 0.621. The result shows that EI has significant positive relationships with PWB, JS, SWL, and EWB with positive values 0.458, 0.569, 0.351, and 0.624 respectively at 10% significant level.

Moderation Analyses

Moderated Multiple Regression (MMR) analysis is performed in four stages to assess the moderating effect of EI on PWC relationships with JS, SWL, PWB, and EWB among IT professionals in Kathmandu valley. It is also called hierarchical multiple regression analysis which is used to test the main, additive, and moderating effect hypotheses (Ibrahim, 2012). A new interaction variable is created by multiplying independent and moderating variables i.e. PWC*EI, the interaction variable between psychological workplace climate and emotional intelligence.

Table 4: Moderating effect of EI on PWC-JS relationship

| Model | Unstandardized Coefficients | | Sig. | F | Sig. |
|--------------|-----------------------------|------------|------|--------|-------------------|
| | B | Std. Error | | | |
| 1 (Constant) | -.767 | .455 | .095 | 49.364 | .000 ^a |
| PWC | .715 | .136 | .000 | | |
| EI | .460 | .155 | .003 | | |
| 2 (Constant) | -6.301 | 3.347 | .062 | 34.323 | .000 ^b |
| PWC | 2.290 | 0.953 | .018 | | |
| EI | 1.927 | 0.892 | .033 | | |
| PWC_EI | -.415 | .249 | .098 | | |

Dependent Variable: JS

a. Predictors: (Constant), EI, PWC

b. Predictors: (Constant), EI, PWC, PWC_EI

The moderation effect of EI on PWC and JS is summarized in above table 4. The F- statistic indicates that the model is highly significant. But the beta coefficient of the interaction variable was only significant at 10% level of significance. This implies that there exists moderation effect of EI on PWC and JS relationship among IT professionals.

Table 5: Moderating effect of EI on PWC- SWL relationship

| Model | Unstandardized Coefficients | | Sig. | F | Sig. |
|--------------|-----------------------------|------------|------|-------|-------------------|
| | B | Std. Error | | | |
| 1 (Constant) | .471 | .629 | .456 | 9.626 | .000 ^a |
| PWC | .264 | .188 | .163 | | |
| EI | .479 | .214 | .027 | | |
| 2 (Constant) | 9.954 | 4.596 | .032 | 8.040 | .000 ^b |
| PWC | -2.435 | 1.309 | .065 | | |
| EI | -2.034 | 1.225 | .099 | | |
| PWC_EI | .711 | .341 | .039 | | |

Dependent Variable: SWL

a. Predictors: (Constant), EI, PWC

b. Predictors: (Constant), EI, PWC, PWC_EI

The moderation effect of EI on PWC and SWL is summarized in above table 5. The F statistic indicates that the model is significant. But the explanatory variable in first model was found to be insignificant at acceptable level of significance. This implies that the moderation effect of EI on PWC and SWL relationships among IT professionals could not be established.

Table 6: Moderating effect of EI on PWC-PWB relationship

| Model | Unstandardized Coefficients | | Sig. | F | Sig. |
|--------------|-----------------------------|------------|------|--------|-------------------|
| | B | Std. Error | | | |
| 1 (Constant) | 1.781 | .337 | .000 | 16.567 | .000 ^a |
| PWC | -.091 | .101 | .367 | | |
| EI | .562 | .114 | .000 | | |
| 2 (Constant) | -5.655 | 2.412 | .021 | 15.064 | .000 ^b |
| PWC | 2.025 | 0.687 | .004 | | |
| EI | 2.532 | 0.643 | .000 | | |
| PWC_EI | -.557 | .179 | .002 | | |

Dependent Variable: PWB

a. Predictors: (Constant), EI, PWC

b. Predictors: (Constant), EI, PWC, PWC_EI

The moderation effect of EI on PWC and psychological well-being is summarized in above table 6. The F- statistic indicates that the model is significant. But explanatory variable in the first model was found to be insignificant at an acceptable significance level. This implies that the moderation effect of EI on PWC and PWB relationship among IT professionals could not be ascertained.

Table 7: Moderating effect of EI on PWC- EWB relationship

| Model | Unstandardized Coefficients | | Sig. | F | Sig. |
|--------------|-----------------------------|------------|------|--------|-------------------|
| | B | Std. Error | | | |
| 1 (Constant) | 1.028 | .274 | .000 | 40.816 | .000 ^a |
| PWC | .137 | .082 | .097 | | |
| EI | .526 | .093 | .000 | | |
| 2 (Constant) | -3.097 | 2.003 | .125 | 29.397 | .000 ^b |
| PWC | 1.311 | 0.571 | .023 | | |
| EI | 1.620 | 0.534 | .003 | | |
| PWC_EI | -.309 | .149 | .040 | | |

Dependent Variable: EWB

a. Predictors: (Constant), EI, PWC

b. Predictors: (Constant), EI, PWC, PWC_EI

The moderation effect of EI on PWC and overall EWB is summarized in above table 7. The F- statistic indicates that the model is highly significant. But the beta coefficient of the interaction variable was only significant at 10% level of significance. This implies that there exists moderation effect of EI on PWC and EWB relationship among IT professionals.

Table 8: Summary of Hypotheses Tests

| Hypotheses | Analysis Results | Findings |
|--|------------------|---|
| H1a: Psychological workplace climate will positively and significantly relate to employee well-being. | Supported | Significant positive relationship between PWC and EWB |
| H1b: Psychological workplace climate will positively and significantly relate to job satisfaction. | Supported | Significant positive relationship between PWC and JS |
| H1c: Psychological workplace climate will positively and significantly relate to satisfaction with life. | Supported | Significant positive relationship between PWC and SWL |

| | | |
|--|-----------|--|
| H2a: Emotional Intelligence will moderate the relationship between psychological workplace climate and employee well-being. | Supported | Moderation effect of EI on PWC and EWB relationship |
| H2b: Emotional Intelligence will moderate the relationship between psychological workplace climate and job satisfaction. | Supported | Moderation effect of EI on PWC and JS relationship |
| H2c: Emotional Intelligence will moderate the relationship between psychological workplace climate and satisfaction with life. | Rejected | No moderation effect of EI on PWC and SWL relationship |
| H2d: Emotional Intelligence will moderate the relationship between psychological workplace climate and psychological well-being. | Rejected | No moderation effect of EI on PWC and PWB relationship |

5. Discussions/Conclusion

Majority of the findings of the present study are in hypothesized direction as PWC perceived by software development professionals is positively and significantly related to their JS, SWL, PWB, and EWB. The results from the present research are inconsistent with the previous research studies (e.g. Pangil et. al., 2011; Khan, Ramzan and Butt, 2013; Shuck and Reio, 2013). More specifically, PWC has a stronger relationship with JS than SWL and PWB. A recent Nepali study in banking sector establishes a positive relationship between the overall commitment level of employees and HR practices, specifically compensation and performance appraisal practices (Gupta, 2017). This finding is consistent with the results above as HR practices enhance organization's PWC, and high organizational commitment level is a major part of employee job satisfaction. Therefore, it seems that JS is the major indicator determining overall EWB in Nepali software development companies. It can also be perceived that a perception of workplace climate among software development professionals plays an important role in perceiving their well-being at work. Therefore, HR managers at software development companies should focus to enhance JS levels of their software development team.

Likewise, this research also depicted that EI moderated the relationship between PWC and JS level among software development professionals. Professionals with high EI adjust to their workplace environment and as a result their JS level seems high. There are limited good job opportunities for software development professionals with workplace climate as there are only a few well-operated software development companies in Kathmandu valley. As a result, a tendency to adjust to the existing workplace until they get a better workplace has been seen in practice. EI is claimed to influence one's ability to succeed in coping with environmental demands and pressures, clearly an important set of behaviors to harness under stressful work conditions (Moshe, Gerald, & Richard D., 2004). Therefore, the moderation effect on PWC and JS is also supported by previous literature. Additionally, a Nepali study among University level teachers also supported the above finding (Chapagain, 2020). It established a positive relationship between EI and JS among University level teachers.

Similarly, EI also moderated the relationship between PWC and EWB. It means that software development professionals in Nepali software development companies high on EI can resist or adjust to their workplace environment resulting in high overall well-being with less mental pressure or stress level. This finding is similar to one of the findings of the previous research by Slaski and Cartwright (2002). It concludes that individuals with higher levels of EI experienced less stress, has significantly better levels of health and well-being, and are better performers than their counterparts with lower levels of EI (Harminder, Gujral, Gupta, & Aneja, 2012).

The hypothesized moderating effects of EI on PWC with SWL and PWB relationships were not established. It seems that even those who are high on EI are unable to enhance their SWL and PWB in case of an unsuitable PWC. One of the reasons may be that the professionals working in Nepali software development companies may determine antecedents other than PWC that contribute to their SWL and PWB. These findings are found to be contradictory to previous studies. It was found that individuals with higher level of EI experienced less stress related to occupational environment (Nikolaou & Tsaousis, 2002) and had better health and well-being (Slaski & Cartwright, 2002).

Limitations and Future Research

First, although the current study involves a substantial number of respondents, the sample includes respondents from only seven (7) Kathmandu-based software development companies. There are numerous small to big-sized software development companies all over Nepal and still, the number is increasing. Therefore, sample including respondents only from Kathmandu-based software development companies may not reflect the real perceptions of their PWC and its relationship with EWB determinants. The validity and generalizability of the findings thus can be affected to a larger extent. Future predictions of EWB should, if possible, accommodate the samples from other parts of the country.

Besides the concentration of sample in Kathmandu valley, this study also focused solely on the software development or service sector which may also limit the generalizability of its findings to employees in all sectors. Therefore, further research on the relationship between PWC and EWB should expand beyond this sector as findings consisting of a representative sample would further validate the relationships investigated in the current study. A comparative study across different sectors of business is suggested to be undertaken for further insights into the PWC and EWB relationships. Also, a larger sample size can be taken to derive more accurate results.

Second, this study used a cross-sectional design, all the data were collected within the limited period in which the surveys were conducted. Therefore, more firm and accurate findings could have been ascertained by conducting a longitudinal study. This approach could generate a better understanding of the most reliable predictors of employee well-being in Nepali organizations. Also, the data collected lacks accuracy. Convenience sampling method was used. A new study is suggested to use a more robust method for data collection.

Third, this study uses a quantitative approach to investigate the relationships proposed where all the results and findings are discussed based on perceptions recorded in self-reported data. Qualitative methods like in-depth interview and focused group discussions can be used to validate the findings of the present study. However, triangulation of collected data by using qualitative techniques is suggested to be incorporated in further studies.

Fourth, moderating effect of emotional intelligence on psychological workplace climate and overall employee well-being has been examined. There could be several other potential moderators and mediators that affect the proposed relationships.

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