



Organizational Commitment within a Supportive Work Environment: The Mediating Role of Psychological Well-Being and the Moderating Role of Emotional Intelligence – A Conceptual Analysis

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Abstract. This study explores the complex relationship between work environment, social support, emotional intelligence, psychological well-being, and organizational commitment. The methodology used is a structured conceptual framework, which synthesizes the literature from various previous relevant studies for the development and analysis of conceptual models. In today's competitive and dynamic work environment, factors such as a conducive physical, social, and psychological work environment significantly affect employee commitment and well-being. Based on established theories, including Social Exchange Theory and Maslow's Hierarchy of Needs, this study proposes a conceptual model that emphasizes the role of psychological well-being as a mediator and emotional intelligence as a moderator. In particular, the work environment and social support are essential in encouraging psychological well-being, which in turn influences organizational commitment. Emotional intelligence, as a moderator, strengthens this relationship by allowing employees to better adapt to work pressures, increasing their organizational commitment to the organization as a whole. This paper identifies research gaps, highlighting the need for more comprehensive studies that integrate these factors. The proposed model has practical implications for organizations that aim to improve employee engagement, well-being, and retention through a supportive work environment, better emotional intelligence, and a robust social support system.

Keywords: Work Environment, Social Support, Psychological Well-Being, Organizational Commitment, Emotional Intelligence, Conceptual Analysis

1 Introduction

The dynamics of the modern world of work present new challenges for organizations, especially related to psychological well-being (psychological well-being) employees. High work pressure, fierce competition, and demands to constantly adapt to change often create a stressful work environment [1]. This condition not only affects employees' mental health, but also reduces their level of loyalty to the organization. In the long run, this phenomenon has the potential to undermine organizational stability, decrease productivity, and increase turnover employee [2]. As a result, organizations across various sectors are starting to pay attention to creating work environments that

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support psychological well-being and build organizational commitment) Strong [3]. In this context, emotional intelligence (emotional intelligence) is a key competency that is able to answer the various challenges above. Emotional intelligence reflects a person's ability to recognize, understand, and manage one's own emotions as well as others [4]. Previous research has shown that individuals with high emotional intelligence tend to be better able to cope with work pressure, build good social relationships, and show higher loyalty to the organization. Work environment (work environment) and social support (social support) also plays a significant role in shaping the psychological well-being of employees [5]. A positive work environment that includes physical aspects such as the comfort of the workspace, and non-physical aspects such as harmonious interpersonal relationships can improve employee work comfort and support the development of emotional intelligence. On the other hand, social support from superiors, co-workers, and family provides an important foundation for employees to feel valued and accepted, which ultimately contributes to their psychological well-being. Theoretically, this research is based on Hierarchy of Needs Theory put forward by Maslow. This theory explains that individuals have a hierarchy of needs that must be met in stages, starting from basic needs such as a sense of security (safety needs), to psychological needs such as a sense of belonging (belongingness), and the culmination is self-actualization (self-actualization) [6]. In the context of the organization, the fulfillment of these psychological and social needs, driven by a conducive work environment and adequate social support, is the main foundation for creating psychological well-being [7]. Furthermore, high psychological well-being has the potential to be a key driver of employee commitment to the organization, as individuals who feel emotionally well-being tend to be more motivated to contribute optimally.

However, there are research gap in the literature that needs to be answered by this research. Most previous studies have only explored partial relationships between variables such as work environment, social support, emotional intelligence, and organizational commitment. Rarely has there been research that integrates these variables in one holistic conceptual model. In addition, the role of moderation from emotional intelligence and the role of mediation psychological well-being In bridging the relationship between environmental factors and organizational work output, it is still not widely explained empirically. This research offers novelty in several important aspects. First, this study proposes an integrative conceptual model, linking the variables of the work environment, social support, emotional intelligence, psychological well-being, and organizational commitment. Second, this study examines the role of mediation that has not been widely explored in the literature, so that it can enrich theoretical understanding related to the mechanisms that connect these variables. Third, this study has significant practical implications, especially for organizations that want to improve the psychological well-being of employees while strengthening their commitment to the organization through interventions in the work environment and social support [8]. Thus, this research not only fills a gap in the literature, but also makes a valuable contribution to the development of managerial strategies in creating a healthy, productive, and employee-well-being-oriented work environment.

2 Theoretical studies

2.1 Social Exchange Theory

Social Balance Theory or Social Exchange Theory (SET) is one of the theoretical approaches that underlie various studies on interpersonal relationships [9] and developed through the contributions of scientists such as [10]. At the heart of this theory is the idea that human interaction is based on the principle of a mutually beneficial exchange of resources, both material and non-material, such as reward, support, information, or trust. According to SET, social relationships are not only emotional, but also transactional, where individuals engage in relationships based on cost and benefit analysis. Individuals tend to maintain relationships that provide greater benefits than the costs they incur. In an organizational context, for example, an employee will feel more motivated and committed when he or she receives social support, recognition for his performance, or a conducive work environment, because the benefits he receives outweigh the effort or risk he or she bears [11].

2.2 Emotional Intelligence

Emotional Intelligence (EI) is a person's ability to recognize, understand, manage, and influence emotions, both one's own emotions and the emotions of others [13]. The concept was first introduced by Peter Salovey and John Mayer, then expanded and popularized by Daniel Goleman. Emotional Intelligence includes important dimensions such as self-awareness, which allows individuals to understand their own feelings and their impact on behavior; self-regulation, which focuses on the ability to control negative emotions and adapt to change; motivation, which helps individuals use positive emotions to achieve goals; empathy, which allows a person to understand and feel the emotions of others; and social skills, which include the ability to build good interpersonal relationships and manage conflicts effectively [14]. Theoretically, Emotional Intelligence has its roots in various psychological approaches, such as Howard Gardner's theory of dual intelligence that highlights the importance of interpersonal and intrapersonal intelligence, and Gross's theory of emotion regulation that explains how individuals manage their emotions through specific strategies [15]. EI has great significance in various aspects of life. In a personal context, EI helps individuals manage stress, resolve emotional conflicts, and build harmonious relationships.

2.3. Work Environment

Work Environment is the overall physical, social, and psychological condition that exists in the workplace and plays an important role in influencing employee well-being, motivation, and productivity [1]. Conceptually, the work environment includes not only directly observable elements such as spatial layout, lighting, or temperature, but also non-physical aspects such as relationships between individuals, organizational culture, and perceptions of fairness [17]. In this context, the work environment is a strategic factor that determines the success of an organization through its impact on employee

performance and satisfaction [18]. The work environment can be divided into three main dimensions, namely the physical, social, and psychological environment. The physical environment includes elements such as the layout of the space, ventilation, noise, and ergonomics of work equipment.

2.4 Social Support

Social support theory refers to the help, attention, and encouragement that individuals receive from others in various forms, be it emotional, instrumental, informational, or judgmental [20]. The concept is rooted in social and clinical psychology, with an emphasis on how interpersonal relationships can affect a person's psychological well-being and physical health. Social support is considered an important resource that enables individuals to cope with stress, challenges, and difficulties in life, and plays a role in increasing confidence and social connectedness [21]. Social support can be provided in many forms, each of which has a different effect on the well-being of the individual. There are several types of social support that are often discussed in this theory. Emotional support, for example, is the attention and empathy provided by others, which can help individuals feel more comfortable and understood [22].

2.5 Psychological Well-Being

Psychological Well-Being theory focuses on mental and emotional states that reflect an individual's quality of life, including how a person feels and values his or her life as a whole [24]. Within such a framework theoretical, psychological well-being is not defined in terms of absence of mental disturbance or stress but as states that involve positive aspects of emotional balance, personal development and growth, positive change and adaptation to social contexts and the achievement of meaningful life goals [25]. This theory was originally popularized in 1989 by Carol Ryff as mentioned in [24], and suggests that the psychological well-being is composed of multiple dimensions, which interact with each other and influence each other. Ryff identifies six central dimensions that constitute and contribute to psychological well-being: Self-Acceptance refers to the degree where by an individual can accept all facets of themselves, good and bad, and feel positive about themselves. Second Order > Positive Relations with Others, consisting of the characteristics of interpersonal relationships like emotional closeness, social support, and empathy abilities [26].

2.6 Organizational Commitment

"Theory of Organizational Commitment" as the identification with and involvement in a particular organization, out of several possible organizations in which one might work [27]. This idea encompasses more than a willingness to involve oneself in an organisation but also has emotional, cognitive and moral components which condition how much people identify with and feel accountable for its fate. One of the models that is widely used in studying organizational commitment is the model developed by Meyer and Allen (1991) which was developed by [28], which divides organizational commitment into three main dimensions: affective commitment, ongoing commitment, and normative commitment. Affective commitment is an employee's emotional

attachment to the organization, where they feel happy, satisfied, and have a strong connection to the organization's values and goals [29].

3 Methodology

This research uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [31]. According to [32] Conceptual reviews assist in articulating areas of unscientific inquiry and providing a guideline for subsequent empirical research. Relevant literature is incorporated to suit the research purpose; ensuring that comprehensive insights into connections among key concepts are gained. The result of this method is a theory that can be scientifically validated in future studies. Key questions to be answered by this framework are: (1) Does the work environment affect employee organizational commitment? (2) Does the work environment affect the psychological well-being of employees? (3) Does social support affect employee organizational commitment? (4) Does social support affect employees' psychological well-being? (5) Does psychological well-being affect employee organizational commitment? (6) Does psychological well-being mediate the relationship between the work environment and employee organizational commitment? (7) Does psychological well-being mediate the relationship between social support and employee organizational commitment? (8) Does emotional intelligence moderate the relationship between the work environment and employee organizational commitment? (9) Does emotional intelligence moderate the influence of social support on employee organizational commitment?

4. Results and Discussion

4.1 The Influence of Work Environment on Organizational Commitment

The work environment is one of the main determinants in shaping the level of commitment of the employee organization [33]. In the context of an increasingly competitive modern organization, conducive work environment conditions from physical, social, and psychological aspects are able to create a sense of comfort, security, and higher emotional involvement with the organization [34]. The social exchange theory suggests that an organization offering work environments promoting employee well-being and satisfaction will evoke a sense of reciprocation through loyalty, belonging and striving to assist in the pursuit of organization goals [35]. On the other hand, a workplace marked with pressure, conflict or neglect of work-life balance will decrease employees' feelings of affection and loyalty to the organization [36]. Moreover, there is empirical evidence regarding the relation between positive impression on the work environment and the dimensions of affective, normative and sustainable commitment. Employees who perceive their workplace as socially supportive, rewarding and conducive to self-development are likely to keep their membership of the organization [37]. This happens because a positive work environment not only serves as a source of intrinsic motivation, but also strengthens professional identity and a sense of responsibility towards the organization. Thus, the better the employee's perception of the work environment, the higher the organizational

commitment that is formed as a manifestation of a healthy reciprocal relationship between individuals and organizations.

4.2 The Effect of Work Environment on Psychological Well-Being

The work-context is a central factor affecting employee's psychological health among dimensions of the psychological well-being, life satisfaction, emotional balance and sense of kinds in work may be mentioned as well [38]. In the framework of the Job Demands-Resources (JD-R) Model, a positive work environment with high quality in interpersonal relationships, communication, and physical means at workplaces could be taken as job resources that enhance employees' psychological vigor and mental robustness [39]. A good working environment is conducive for psychological safety that can reduce work stress and improve the sense of being valued, feel respected by organization [40]. In contrast, stress, uncertain and limited social support in the working area may cause of emotional exhaustion among individuals as well as a negative impact on their psychological well-being [41]. Moreover, workers are psychologically healthy not just because of their personal characteristics but by what they perceive to be good interactions and systems at work. A balanced ratio between demands and resources in the workplace promotes positive affect (well-being), intrinsic motivation, and meaningfulness in work [42]. Findings from empirical research in a variety of industries suggest that employees experience greater happiness and psychological resilience, both of which have implications for increased productivity and retention rates, when they operate within an atmosphere supportive of collaboration [43].

4.3 The Influence of Social Support on Organizational Commitment

Social support is a social-psychological factor that plays a significant role in shaping the level of commitment of employees' organizations. Based on the perspective of Social Support Theory, employees who feel emotional, informational, and instrumental support from colleagues and superiors are more likely to show emotional attachment and loyalty to the organization [44]. Social support enhances not only the employees sense of belonging "as receiver" but also yields a positive work climate and cooperative environment which contributes to strengthen AE's affective commitment [44]. Employees who feel appreciated and welcomed in the context of their working environment will exert greater effort to support organizational objectives [45]. It has been discovered empirically that social support is positively associated with different forms of organizational commitment particularly in dynamic and stressful work conditions [46]. Furthermore, social support also represents a buffering factor against psychological stress that may decrease commitment to the change [47]. Therefore, organizations that actively foster a culture of mutual support and open communication among team members have the potential to increase employees' emotional, moral, and rational attachment to the organization, ultimately strengthening the stability and overall performance of the organization.

4.4 The Effect of Social Support on Psychological Well-Being

Social support has a crucial role in improving the psychological well-being of employees, especially in the face of increasingly complex work pressures and demands. Based on the theory of the Conservation of Resources (COR), social support serves as an important resource that helps individuals maintain and recover psychological energy when faced with work stress [48]. The form of support provided—whether in the form of emotional, informational, or instrumental support—is able to create a sense of security, acceptance, and appreciation in the work environment [49]. When employees feel supported by colleagues and superiors, they tend to have higher levels of emotional satisfaction, are able to manage stress more effectively, and show a stable psychological balance in carrying out their tasks [48]. Furthermore, social support also contributes to increasing positive affect and psychological resilience which is the main foundation of psychological well-being. Warm and respectful social interaction creates a pleasant working atmosphere and strengthens a sense of meaning and connectedness at work [50]. Empirical research shows that employees with high levels of social support tend to have lower levels of stress and emotional exhaustion, and are better able to maintain intrinsic motivation and job satisfaction [50], [51]. Thus, strong social support not only serves as a protector against the negative effects of work stress, but is also a major driving factor for the creation of sustainable psychological well-being in the organizational environment.

4.5 The Effect of Psychological Well-Being on Organizational Commitment

Psychological well-being (KP) refers to the condition in which individuals feel satisfied, happy, and have optimal functioning in their lives [52]. In an organizational context, an employee's KP can influence their commitment to the organization [52]. Research shows that employees with high levels of KP tend to have stronger affective and normative commitments to the organization, while the relationship with ongoing commitment is not significant [52]. The positive link between KP and organizational commitment can be accounted for by various ways. Psychologically well employees will be more likely to experience an optimistic attitude about work and the organization, thereby increasing their affective commitment to it [53]. Moreover, high KP may enhance intrinsic motivation, and employees are more motivated to pursue organizational goals [54]. Research further documents that well-being of employees and a favorable working environment are likely to enhance commitment of the organization with positive implications in terms of productivity and retention [53]. The implication of these results for practice is that organizations need to notice and enhance employee KP. Multifaceted approaches, such as fostering a positive working environment, organizing well-being programs and promoting a work-life balance can enhance KP.

4.6 Psychological Well-Being Mediates the Influence of Work Environment on Organizational Commitment

Psychological well-being is a mediator between the work environment and employee's organizational commitment. As a response, it has been stated that safe and comfortable physical working conditions, good relationships among colleagues and with the

superior as well as fair support by management may lead to maintenance of health psychological state among employees [56]. Within the JD-R Model framework, one can assume that a positive work environment, enriched in resources content will reduce psychological distress and foster mental well-being which consequently predicts emotional commitment to the organization [57]. In other words, when employees perceive their work context to provide a match between demands and resources, they will respond with an increase in psychological well-being which induce the emergence of loyalty, a sense of belonging to or contributing sustainably to the employer [58]. The effects of psychological well-being towards behavior: An emotional pathway to reinforce relation between perception about work environment and organizational commitment has been supported by empirical evidence as well. [59], [60]. In this context, a conducive work environment not only has a direct impact on commitment, but also indirectly through increased employee satisfaction, motivation, and emotional balance. Employees who have a high level of psychological well-being will interpret the work environment more positively, so they are more likely to show more loyal, proactive, and consistent behavior with organizational values [61].

4.7 Psychological Well-Being Mediates the Influence of Social Support on Organizational Commitment

Psychological well-being plays an important mediating role in explaining how social support can affect an employee's organizational commitment level. Based on Social Support Theory and Affective Events Theory (AET), social support obtained from colleagues, superiors, and the work environment contributes to the improvement of positive psychological conditions such as a sense of security, confidence, and emotional satisfaction [62]. When employees perceive emotional and career support, they will likely have high psychological well-being that subsequently increases their attachment to the organization [63]. Support is one factor that can decrease negative effects of psychological distress, and increase the importance and value of work (affective basis for organizational commitment) [64]. Furthermore, psychological well-being serves as a bridge that channels the positive influence of social support towards the formation of organizational commitment. Effective social support creates a work climate full of empathy and collaboration, so employees experience emotional experiences that enrich their psychological well-being [65]. This condition then encourages employees to show a stronger commitment, both affectively (sense of belonging), normative (sense of moral obligation), and sustainability (rational consideration to stay in the organization) [66]. Thus, psychological well-being becomes a psychological mechanism that links supportive interpersonal relationships with increased loyalty and emotional attachment to the organization, making it a crucial mediating variable in strengthening employee organizational commitment.

4.8 Emotional Intelligence Moderates the Influence of Work Environment on Organizational Commitment

Emotional intelligence plays a role as a moderation variable that strengthens or weakens the influence of the work environment on employee organizational commitment. Individuals with high levels of emotional intelligence have the ability to recognize,

understand, and manage the emotions of themselves and others effectively, so they are more adaptive to the dynamics of the work environment [14]. Based on Emotional Intelligence Theory (Goleman, 1998), employees who are able to manage emotions constructively will respond to pressure, conflict, and changes in the workplace in a positive way [67]. In this situation, a conducive organizational climate will enhance OC through high EI, as these employees are better able to view work experiences as an avenue of growth and not stress [14]. On the other hand, challenging work environment conditions may be negatively interpreted by low emotional intelligent employees and therefore will show less commitment to their organization. [68]. This shows that emotional intelligence serves as a buffering effect that helps individuals maintain psychological stability in the face of complex work situations. With the ability to regulate emotions, build harmonious interpersonal relationships, and show empathy, employees with high emotional intelligence are able to maintain a strong emotional attachment to the organization, even in a stressful work environment [69].

4.9 Emotional Intelligence Moderates the Influence of Social Support on Organizational Commitment

Emotional intelligence acts as a moderator impacting the strength of the relationship between social support and employee` s organizational commitment. Given that people high in emotional intelligence are better able to comprehend, manage, and direct emotions they may be more capable of responding constructively and meaningfully to social support [14]. Based on the framework of Emotional Intelligence Theory (Salovey & Mayer, 1990), emotional intelligence allows employees to appreciate the value of social support not only as an instrumental help, but also as a form of social recognition that increases a sense of appreciation and acceptance in the work environment [71]. In contrast, employees with low emotional intelligence may fail to make optimal use of social support due to limitations in recognizing and managing emotions, weakening the positive effects of social support on organizational commitment [71]. As an amplifier, emotional intelligence reinforces social exchanges as a source of affective-based motivation to contribute and remain within the organization. High-empathy, high self-control employees are more likely to develop positive interpersonal relationships and a favorable view of social support which in turn enhances organizational loyalty and attachment [72]. Accordingly, emotional intelligence is an important moderator in order to further clarify the mechanism of how social support can direct an employee into sustainable organizational commitment.

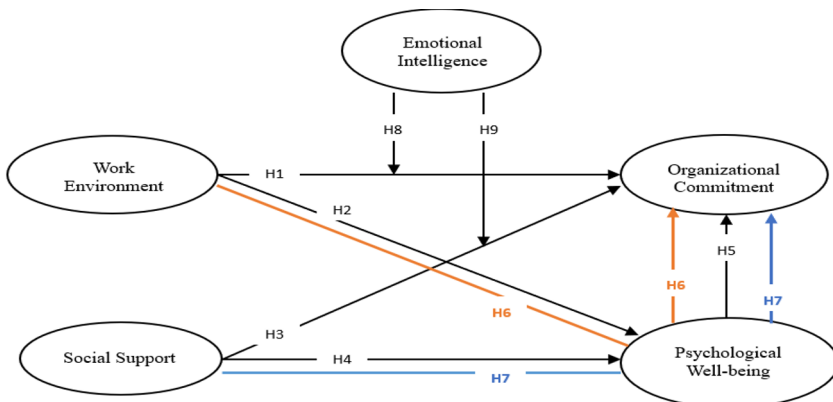


Fig 1. Conceptual Framework

Figure 1. This conceptual framework is derived from the synthesis of previous research and in-depth discussions. This research will present a conceptual framework that examines the interaction between emotional intelligence, work environment, social support, and psychological well-being related to organizational commitment. Emotional intelligence plays an important role in increasing organizational commitment, with research by [73] demonstrate its significant contribution to increased commitment, which has a positive impact on employee performance. Moreover [74] found that social support significantly affected organizational commitment. Furthermore, the psychological well-being of employees affects their commitment to the organization. Thus, this study aims to analyze how the interaction between work environment, social support, emotional intelligence, and psychological well-being can affect organizational commitment as the end result.

5 Conclusion

This discourse examines the multifaceted determinants of organizational commitment and psychological well-being, underscoring the pivotal influence of the work environment, social support, and emotional intelligence, wherein a constructive work milieu fosters supportive relationships, equitable managerial backing, and sufficient resources, thereby enhancing employees' emotional attachment and commitment to the organization. In addition, social support significantly affects organizational commitment by fostering a sense of belonging and creating a positive and collaborative work atmosphere. This support helps reduce psychological stress and increase employees' emotional satisfaction and resilience, which in turn strengthens their loyalty and commitment to the organization.

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