

## EXPLORING THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND EMOTIONAL REGULATION AMONG MALE AND FEMALE EMPLOYEES

Shruthi Shree M\*

Assistant Professor, Dept. of Psychology, M.S Chellamuthu Institute of Mental  
Health and Rehabilitation, Madurai, Tamil Nadu

\*Corresponding Author | Received: 25/04/2026 | Accepted: 25/05/2026 | Published: 01/06/2026

### Abstract

Organizational commitment refers to an employee's emotional connection, loyalty, and dedication to their workplace, encompassing their willingness to continue employment, belief in the organization's values, and active contribution to its goals. Emotional regulation involves the process by which individuals consciously or unconsciously influence their emotions, determining when and how they experience and express their feelings. This regulation can be automatic or controlled, impacting various stages of the emotion-producing process. The present study aimed to examine the relationship between organizational commitment and emotional regulation among male and female employees. The sample consisted of 200 participants in total; (n=100) Male employees and (n=100) Female. The convenience sampling method was used to collect data with age range 28 to 45. Data were collected using standardized measures of organizational commitment and emotional regulation. Independent samples t-tests and Pearson correlation analyses were conducted. Results revealed a significant gender difference in organizational commitment, with female employees demonstrating higher commitment than male employees  $t(198) = -4.56, p < .001$ . However, no significant gender differences were found in emotional regulation strategies. Correlation analysis indicated a significant positive relationship between organizational commitment and cognitive reappraisal  $r = .33, p < .01$ , while no significant association was observed between organizational commitment and expressive suppression. The findings of the present study highlights the importance of adaptive emotional regulation strategies, particularly cognitive reappraisal, in fostering stronger organizational commitment.

Keywords: organizational commitment, emotional regulation, cognitive reappraisal, expressive suppression, employees

### Introduction

Organizational commitment, encapsulating employees' psychological attachment, loyalty, and dedication to their workplace, is a cornerstone concept in understanding employee engagement and retention. Initially conceptualized by O'Reilly and Chatman (1986) as a psychological attachment, organizational commitment has evolved through the seminal work of Meyer and Allen (1991) into a multidimensional construct comprising affective, continuance, and normative components. O'Reilly and Chatman's model delineated organizational commitment into three dimensions: internalization, identification, and compliance, highlighting the psychological attachment employees develop towards their organization. Meyer and Allen's three-component model gained widespread empirical support due to its conceptual clarity and practical applicability. Employees' emotional attachment to

and alignment with the organization's objectives are reflected in affective commitment, whereas continuance commitment is related to the perceived costs of quitting the company. On the other side, normative commitment indicates how loyal and morally bound employees are to the company. Each dimension's underlying psychological states were further developed in later iterations. Affective commitment drives employees to stay because they want to, continuance commitment because they feel they must, and normative commitment because it aligns with their moral beliefs. Determining the psychological factors that maintain employee retention and organizational effectiveness requires an understanding of these dimensions. Organizational commitment has been conceptualized as a multidimensional construct, the present study operationalizes organizational commitment using the Organizational Commitment Questionnaire (Mowday et al., 1979), which primarily captures the affective component of commitment reflecting emotional attachment and identification with the organization. Emotional regulation refers to the processes through which individuals influence the experience and expression of their emotions (Gross, 1998). According to Gross's process model, emotion regulation strategies are broadly categorized into antecedent-focused and response-focused strategies. Cognitive reappraisal, an antecedent-focused strategy, involves reinterpreting a situation to modify its emotional impact and has been associated with enhanced psychological well-being, adaptive coping, and positive interpersonal functioning. In contrast, expressive suppression, a response-focused strategy, involves inhibiting outward emotional expressions after an emotion has been elicited. Even though suppression may facilitate immediate social conformity, sustained reliance on this strategy has been linked to emotional strain and reduced relational authenticity. Employees in organizational contexts frequently face interpersonal expectations, performance pressures, and emotional labor requirements, so excellent emotion regulation is critical for workplace adjustment. Emerging research also suggests that men and women may have different preferred emotion regulation mechanisms as a result of socialization patterns and gender role expectations, which could influence workplace attitudes and actions. Examining emotional regulation in relation to organizational commitment, particularly across genders, is critical for understanding differences in employee engagement and attachment to the business.

**Emotional Regulation and Organizational Commitment** The concepts of emotional control and organizational commitment have been carefully investigated as separate concepts, but there are still few empirical studies that integrate these features in work contexts. There is a

notable scarcity of study on the Indian organizational environment, with the majority of existing studies focusing on individuals in Western environments. Given India's rapid economic development, shifting workplace dynamics, and increased performance expectations, it is critical to explore the psychological aspects of employee commitment. Employees' ability to control their emotions and establish organizational loyalty may be influenced by gender disparities in the workplace, emotional socialization processes, and job expectations. Previous research found that women are more inclined to use cognitive reappraisal tactics, but men may be more likely to suppress their emotions due to social standards. However, little empirical study has been conducted to determine if these gender-specific variances in emotional regulation result in disparities in organizational commitment, particularly in Indian settings. Effective emotional regulation can build a greater affective attachment to the organization by strengthening interpersonal interactions, lowering workplace stress, and encouraging adaptive coping techniques. In contrast, maladaptive emotional regulation tactics may impair organizational involvement and psychological connection. The results of the study could enhance comprehension of these ideas in the context of Indian organizations, especially in relation to gender inequality. Although research on organizational commitment and emotional regulation is increasing, there are currently few studies that simultaneously address gender disparities and the linkages between these categories in the Indian organizational setting.

### **Need for the study**

This study investigates the relationship between organizational commitment, emotional regulation, and gender in today's professional environment. As people become more aware of the impact of work on mental health, businesses are prioritizing tactics to improve emotional well-being in order to boost commitment. The shift to remote work, prompted by events such as the COVID-19 epidemic, presents distinct issues in emotional regulation and organizational commitment, particularly work-life balance and isolation. Advances in technology, particularly artificial intelligence, are changing job roles and expectations, forcing organizations to confront the emotional consequences of keeping employee engagement. Understanding how people deal with their emotions in the job is crucial. This study aims to provide insights into this relationship, with a particular emphasis on gender differences. The findings of this study could be useful in increasing business commitment and boosting employee welfare through evidence-based workplace practices.

## Review of literature

1. Agarwal et al (2023) conducted a pre-post investigation of an emotion management program for female adolescents, demonstrating a significant improvement in emotion regulation strategies post-intervention.
2. Averina et al (2023) examined the mediating role of organizational commitment and green motivation in the relationship between transformational leadership and sustainable employee performance, finding organizational commitment to partially mediate this relationship.
3. Bailly et al (2023) evaluated age and gender differences in cognitive emotion regulation strategies, highlighting gender influences and age-related variations in emotion control techniques.
4. Borde et al (2023) investigated the relationships between paternalistic leadership, organizational commitment, and affect, suggesting a favourable relationship between organizational commitment and paternalistic leadership.
5. Castellano et al (2019) examined emotion regulation in workplace settings and found that cognitive emotion regulation strategies were linked to positive affect and engagement, suggesting emotional regulation influences organizational outcomes.
6. Chauhan (2023) explored the impact of social media usage on job performance and employee retention, emphasizing the positive influence of social media on organizational commitment through information sharing.
7. De Clercq et al (2021) examined the effects of pandemic risks on job performance moderated by emotional regulation. Emotional regulation mitigated the negative impact of job insecurity on performance, reinforcing the importance of emotional regulation in organizational settings.
8. Deliveli and Kiral (2020) investigated the relationships between organizational commitment, work satisfaction, and emotional intelligence among teachers. Women had higher emotional intelligence than men, but no gender difference in organizational commitment was observed.
9. Emhan et al (2018) reported positive correlations between organizational commitment, job satisfaction, and emotion regulation, suggesting interplay between these constructs.
10. Lee and Kim (2023) studied the effects of employee experience on psychological health, organizational commitment, and job satisfaction, revealing significant associations between cultural and physical experiences and organizational commitment.

11. Matapurkar and Bhargava (2023) investigated the moderating role of emotional regulation in the association between work-family enrichment and perceived organizational support, confirming emotional regulation as a moderator in this relationship.

12. Moin (2018) examined leader emotion regulation and followers' organizational commitment. Deep acting positively influenced commitment, whereas surface acting negatively impacted commitment.

13. Murray and Holmes (2021) found that shared organizational values increased emotional commitment and reduced turnover intentions, highlighting organizational commitment's role in retention.

14. Nabhan and Munajat (2023) examined elements enhancing job performance from the perspective of engagement theory, emphasizing the critical role of organizational identity, Islamic work ethic, work engagement, and organizational commitment.

15. Narula and Tara (2023) explored the impact of childhood experiences on emotional regulation and resilience in young adults, revealing correlations between positive childhood memories and resilience.

16. Pimentel and Pereira (2022) investigated emotion control and job satisfaction in family-owned businesses, demonstrating a significant correlation between job satisfaction and emotional regulation.

17. Pratama et al (2022) found that organizational commitment significantly affected turnover intentions, emphasizing commitment's influence in organizational contexts.

18. Rahiman et al (2020) reported that emotional intelligence influenced organizational commitment in bank employees, suggesting emotional regulation as a critical factor

19. Rani et al (2023) studied the association between work-life balance, organizational commitment, and turnover intention among nurses, highlighting the mediating role of organizational commitment.

20. Massoud et al (2019) found that job satisfaction mediated the relationship between organizational justice, transformational leadership, and organizational commitment, reinforcing the link between commitment and organizational outcomes.

### **Summary of Literature**

Organizational commitment and emotional control play a major role in determining workplace outcomes like retention, performance, and satisfaction. While there is conflicting data about gender differences in organizational commitment (Averina et al., 2023; Rani et al., 2023), gender differences in emotional regulation are clear, with women frequently

displaying higher adaptive mechanisms (Bailly et al., 2023; Deliveli & Kiral, 2020). Higher levels of dedication and involvement are typically displayed by workers who are better at controlling their emotions (Agarwal et al., 2023; Matapurkar & Bhargava, 2023; Moin, 2018). These components are also impacted by organizational elements such as employee experience, work-life balance, and leadership style (Borde et al., 2023; Lee & Kim, 2023; Chauhan, 2023). Gender differences in organizational commitment and emotional control at the same time have not been extensively studied.

### **Objective of the study**

The following objectives were formed to investigate and determine the nature and strength of the relationship between employees' levels of organizational commitment and their emotional regulation abilities in the workplace.

- To examine the relationship between organizational commitment and emotional regulation.
- To determine whether there is a significant difference in organizational commitment with respect to gender.
- To determine whether there is a significant difference in emotional regulation with respect to gender.

### **Hypotheses**

- H1- There is a significant difference in organizational commitment between male and female employees (Deliveli & Kiral, 2020).
- H2- There is a significant gender difference in emotional regulation strategies (Bailly et al., 2023)
- H3- Organizational commitment is significantly related to emotional regulation among employees (Emhan et al., 2018; Rahiman et al., 2020).

### **Participants**

Participants 200 full-time workers (100 men and 100 women) between the ages of 28 and 45 who had all worked for their companies for at least a year were included in the study. The selection of participants was done using convenience sampling. Participants were not allowed to participate if they were part-time employees or unable to provide informed consent.

### **Description of the tool**

Organizational commitment Description of the tool Organizational commitment was evaluated utilizing the Organizational Commitment Questionnaire (OCQ) formulated by Mowday, Steers, and Porter (1979). The OCQ is a 15-item instrument aimed at gauging employees' psychological allegiance to their organization. It examines three fundamental

dimensions of commitment: the willingness to exert effort, the inclination to retain organizational affiliation, and the acceptance of organizational values. Responses are captured on a 7-point Likert scale, which ranges from 1 (Strongly Disagree) to 7 (Strongly Agree). Items 3, 7, 9, 11, 12, and 15 are scored in reverse. The aggregate scores span from 15 to 105, with elevated scores reflecting increased organizational commitment. The OCQ has exhibited robust psychometric characteristics in prior studies, with Cronbach's alpha coefficients typically surpassing .70, indicating acceptable internal reliability. Furthermore, the scale has affirmed construct validity through significant correlations with associated organizational constructs.

Emotional regulation was measured through the Emotion Regulation Questionnaire (ERQ) devised by Gross and John (2003). The ERQ comprises 10 items that assess two distinct emotion regulation strategies: Cognitive Reappraisal (6 items) and Expressive Suppression (4 items). Participants provide their responses using a 7-point Likert scale, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). Items 1, 3, 5, 7, 8, and 10 pertain to Cognitive Reappraisal, whereas items 2, 4, 6, and 9 relate to Expressive Suppression. Subscale scores are computed independently by summing the relevant items. Scores for Cognitive Reappraisal range from 6 to 42, while Expressive Suppression scores range from 4 to 28. Higher scores signify a greater application of the corresponding emotion regulation strategy. The ERQ demonstrates commendable internal consistency and construct validity across various populations, thereby substantiating its appropriateness for research applications.

### **Procedure**

Participants in the study were contacted via email or workplace communication platforms and provided with a comprehensive overview of the research objectives. They were directed to a Google Form containing questionnaires on organizational commitment and emotional regulation, along with specific study-related inquiries. Participants were assured of the confidentiality of their responses and their exclusive use for research purposes. Upon completing the questionnaires, participants received gratitude for their cooperation and contribution to the study.

### **Analysis and Interpretation**

#### **Table 1**

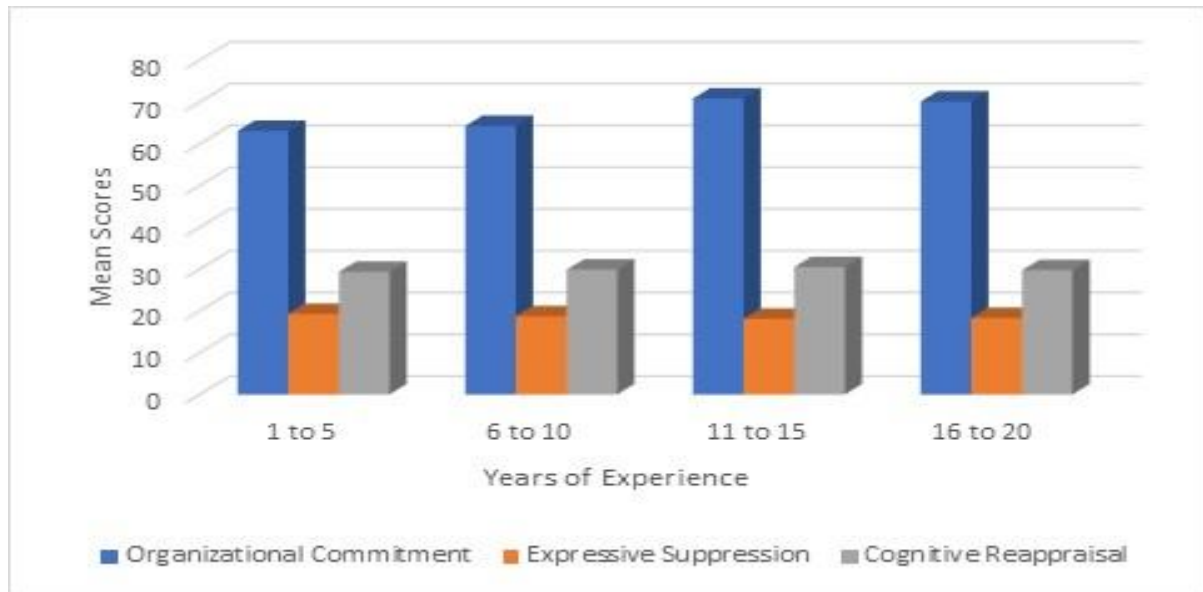
The below table represents the frequency distribution of the samples on demographic details such as age, gender, years of experience, marital status and type of organization.

Variable	Categories	Frequency	Percentile
<b>Age</b>	28-33	94	47%
	34-39	50	25%
	40-45	56	28%
	Total	200	100%
<b>Gender</b>	Male	100	49.5%
	Female	100	50.5%
	Total	200	100%
<b>Years of Experience</b>	1-5	45	22.5%
	6-10	50	25%
	11-15	55	27.5%
	16-20	50	25%
	Total	200	100%
<b>Marital Status</b>	Married	109	54.5%
	Unmarried	81	40.5%
	In Relationship	10	5%
	Total	200	100%
<b>Type Of Family</b>	Joint Family	107	53.5%
	Nuclear Family	93	46.5%
	Total	200	100%
<b>Type of Organization</b>	Profit Organization	166	83%
	Non-Profit Organization	18	9%
	Government Organization	16	8%
	Total	200	100%

(Source: Primary Data)

The table presents the demographic characteristics of the participants, including age, gender, years of experience, marital status, family type, and organization type. Regarding age distribution, the majority of participants (47%) were aged 28–33 years, followed by 25% aged 34–39 years and 28% aged 40–45 years. The gender distribution was nearly equal, with 50% male and 50% female. Years of experience were relatively balanced, with 22.5% having 1–5 years, 25% having 6–10 years, 27.5% having 11–15 years, and 25% having 16–20 years. In terms of marital status, most participants were married (54.5%), followed by unmarried (40.5%) and those in a relationship (5%). Slightly more participants came from joint families (53.5%) compared to nuclear families (46.5%). Finally, most participants worked in profit organizations (83%), while a smaller proportion worked in non-profit (9%) or government organizations (8%).

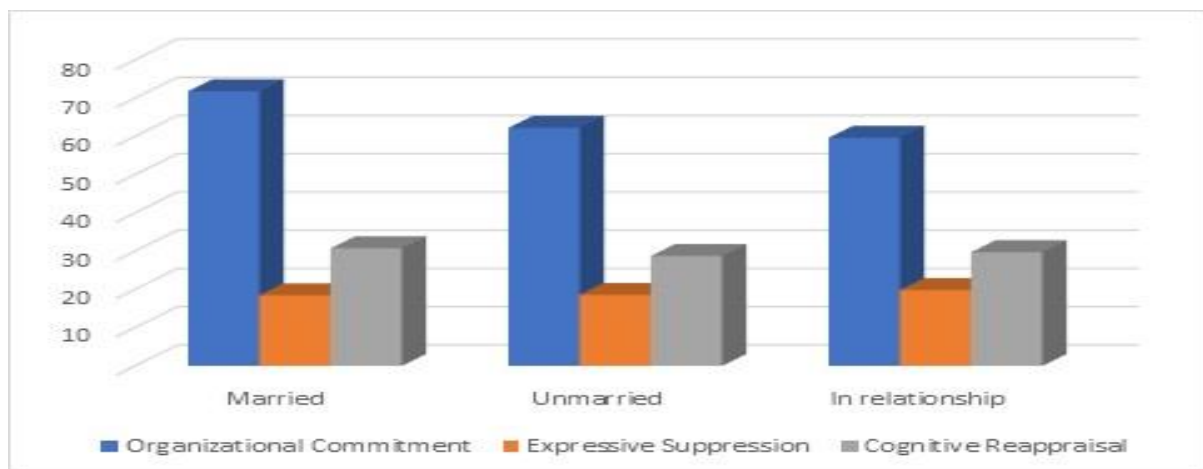
**Figure 1**



*The following figure represents the varied range of organizational commitment and emotional regulation with respect to employee years of experience*

It reveals that employees with 11 to 15 years and 16 to 20 years of experience exhibit notably higher levels of organizational commitment compared to those with 1 to 5 years and 6 to 10 years. Expressive suppression, a key aspect of emotional regulation, shows a relatively consistent pattern across experience brackets, indicating a stable need for suppressing emotions regardless of experience. Similarly, cognitive reappraisal remains relatively steady, with slightly higher inclination observed among employees with 11 to 15 years of experience, suggesting their proficiency in reframing and managing emotional responses.

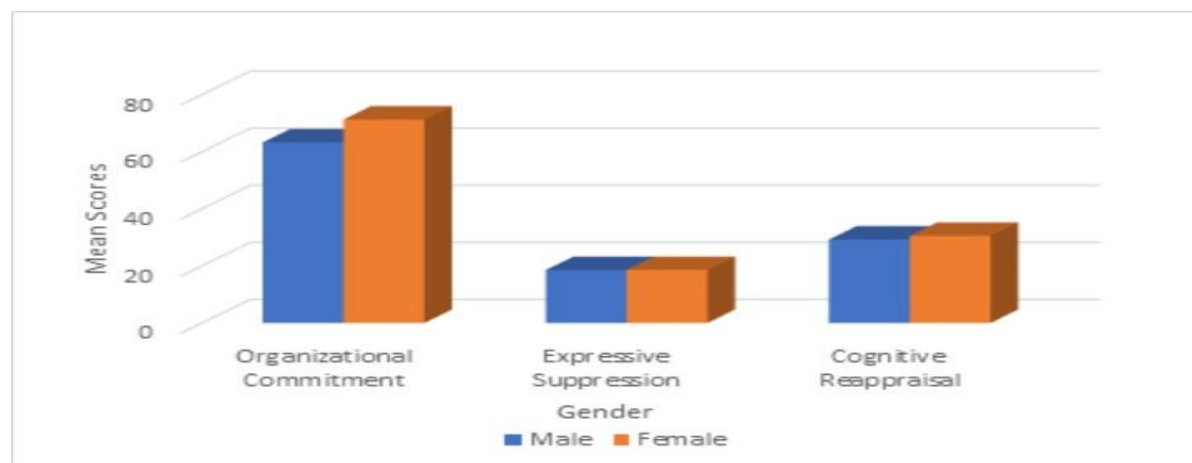
**Figure 2**



*The following figure represents the varied range of organizational commitment and emotional regulation with respect to employee marital status*

Married employees exhibit the highest organizational commitment (71.824), followed by unmarried individuals (62.259) and those in a relationship (59.636), indicating stronger commitment levels among married individuals. Expressive suppression varies subtly based on marital status, with married and unmarried employees showing similar levels, while individuals in a relationship display slightly higher inclination (19.818), suggesting potential differences in emotional regulation strategies. Cognitive reappraisal follows a similar trend to expressive suppression, with married and unmarried individuals showing comparable levels and those in a relationship demonstrating slightly higher inclination (29.727), indicating potential differences in managing emotional responses based on marital status.

**Figure 3**



*The following figure represents the varied range of organizational commitment and emotional regulation among male and female employees*

Females demonstrate a higher level of organizational commitment (71.3) compared to males (63.26), indicating a gender-based distinction in commitment to the workplace. Expressive suppression levels show minimal variance between genders, with both males and females exhibiting similar tendencies (18.56 for males and 18.58 for females). Cognitive reappraisal, females (30.55) tend to engage slightly more than males (29.24), suggesting that females may employ cognitive reframing strategies more frequently to regulate their emotional responses in the organizational setting.

**Table 2**

*This table represents the mean and standard deviation for variable organizational commitment and the emotional regulation sub scales.*

Variable	N	Mean	Std. Deviation
Organizational Commitment	200	67.280	13.0766
Expressive Suppression	200	18.570	4.7357
Cognitive Reappraisal	200	29.895	6.1835

The descriptive statistics pertaining to the study variables reveal that participants manifest a moderate to elevated degree of organizational commitment, evidenced by a mean score of 67.28 ( $SD = 13.08$ ). This finding implies that the employees sampled in the study exhibit a significant level of dedication, loyalty, and affiliation with their organization, which is indicative of a consonance with organizational objectives and values. Such levels of commitment are congruent with previous research that suggests that committed employees are inclined to display enhanced engagement, persistence, and overall job satisfaction (Deliveli & Kiral, 2020; Rani et al., 2023). Emotional regulation, participants show moderate levels of expressive suppression ( $M = 18.57, SD = 4.74$ ), indicating a balanced tendency to control the outward expression of emotions in workplace interactions. While expressive suppression is present, it is not overly dominant, suggesting that employees regulate their emotional displays in a measured manner, likely to maintain professional decorum and interpersonal harmony. This finding aligns with prior studies highlighting that moderate use of suppression can help manage immediate emotional reactions without causing excessive internal stress (Bailly et al., 2023; Emhan et al., 2018). Cognitive reappraisal, another key emotional regulation strategy, shows moderate engagement ( $M = 29.89, SD = 6.18$ ). Employees appear to reframe or reinterpret emotional situations constructively, which facilitates adaptive coping, improved decision-making, and better stress management. The moderate use of cognitive reappraisal reflects an effective emotional strategy that contributes to workplace resilience and overall well-being, consistent with earlier findings emphasizing the role of cognitive strategies in promoting organizational commitment and psychological health (Emhan et al., 2018; Rahiman et al., 2020). Overall, these descriptive results indicate that participants maintain a healthy balance of organizational commitment and emotional regulation, which is likely to enhance job performance, reduce turnover intentions, and

promote a positive workplace climate. The findings underscore the importance of organizational interventions, such as training in emotional regulation techniques and programs to strengthen employee commitment, to optimize both individual and organizational outcomes.

**Table 3**

*The table represents independent t test sampling for the variable's organizational commitment and emotional regulation subscale.*

Variable	Gender	N	Mean	t Value
Organizational Commitment	Male	100	63.260	-4.559*
	Female	100	71.300	
Expressive Suppression	Male	100	18.560	-.030 <sup>NS</sup>
	Female	100	18.580	
Cognitive Reappraisal	Male	100	29.240	-1.503 <sup>NS</sup>
	Female	100	30.550	

*Note. \* Means Significant at 0.05 level NS= non-significant*

Gender differences in organizational commitment and emotional control techniques were investigated using an independent sample t-test. A statistically significant gender difference in organizational commitment was found in the results ( $t(198) = -4.559, p < .001$ ). With a mean difference of  $-8.04$  and a 95% confidence range spanning from  $-11.52$  to  $-4.56$ , female employees ( $M = 71.30$ ) reported substantially greater levels of organizational commitment than male employees ( $M = 63.26$ ). There was a practically significant difference between male and female employees, as indicated by the effect size, which was moderate to large (Cohen's  $d = 0.65$ ). This result supports H1, which states that there are notable differences in organizational commitment between male and female employees. Stronger psychological attachment, identification with company values, or increased relational engagement in work environments could all be contributing factors to female employees' higher commitment scores. The results are consistent with earlier studies by Deliveli & Kiral (2020), which found that female employees were more committed. These variations could be influenced by perceived organizational support, work experiences, or socialization patterns. Conversely, there were no statistically significant gender differences in the emotional control techniques of cognitive reappraisal ( $t(198) = -1.503, NS$ ) or expressive suppression ( $t(198) = -0.030, NS$ ). Comparable mean scores on both subscales were shown by male and female employees, indicating that the current sample's gender-neutral emotional control methods are somewhat

similar. Since there was no discernible difference in the emotional regulation of male and female employees, H2 was not substantiated. According to Bailly et al. (2023), there are no gender differences in emotional regulation, which suggests that emotional control techniques may not be highly gender-dependent in professional settings. These results suggest that organizational norms and role expectations may have a greater impact on emotional control techniques in professional contexts than gender-specific inclinations.

**Table 4**

*The below table represents the correlation analysis for the variable organizational commitment and emotional regulation sub scales.*

	Organizational Commitment	Expressive suppression	Cognitive reappraisal
Organizational Commitment	1	.061 <sup>NS</sup>	.325 <sup>**</sup>
Expressive suppression	.061 <sup>NS</sup>	1	.486 <sup>**</sup>
Cognitive reappraisal	.325 <sup>**</sup>	.486 <sup>**</sup>	1

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

Table 4 presents the results of Pearson correlation analyses conducted on organizational commitment and emotional regulation subscales: expressive suppression and cognitive reappraisal. A significant positive correlation was found between organizational commitment and cognitive reappraisal ( $r = .325, p < 0.01$ ), indicating a moderately positive relationship between employee commitment to the organization and their ability to employ cognitive reappraisal strategies. This supports H3, suggesting that employees who frequently engage in cognitive reappraisal tend to show higher commitment to their organization. This implies that the ability to reinterpret situations constructively is associated with stronger attachment, loyalty, and alignment with organizational goals. Organizations can enhance employee commitment by providing training programs and mentoring initiatives focused on cognitive reappraisal skills. Creating an environment that encourages adaptive emotional regulation may improve employee well-being and work engagement.

A significant positive correlation was observed between expressive suppression and cognitive reappraisal ( $r = .486, p < 0.01$ ), indicating a moderately positive association between the tendency to suppress emotional expression and the use of cognitive reappraisal strategies. This suggests that individuals who are more likely to suppress their emotions also tend to engage in cognitive reappraisal to manage emotional experiences, indicating a combination of antecedent-focused and response-focused emotional regulation techniques.

Understanding this relationship is crucial for creating a comprehensive approach to emotional well-being in the workplace, allowing for the development of support mechanisms such as counselling services or employee assistance programs. The correlation between organizational commitment and expressive suppression was non-significant ( $r = .061, p > 0.01$ ), indicating that the tendency to suppress emotions outwardly is not related to organizational commitment. This finding clarifies that H3 is supported specifically for cognitive reappraisal, rather than expressive suppression, highlighting the differential impact of emotional regulation strategies on commitment. Organizations should focus on constructive regulation strategies rather than suppression to foster stronger employee engagement.

### Findings of the study

#### Gender Difference

- A significant gender difference was observed in Organizational Commitment, with females demonstrating higher levels of commitment than males.
- No significant gender differences were found in the Emotional Regulation subscales, including Expressive Suppression and Cognitive Reappraisal.

#### Relationships Between Variables

- A significant positive relationship exists between Organizational Commitment and Cognitive Reappraisal, indicating that employees who employ cognitive reappraisal strategies tend to show higher organizational commitment.
- A significant positive relationship was found between Expressive Suppression and Cognitive Reappraisal, suggesting that employees who suppress emotions may also use cognitive reappraisal to manage emotional experiences.
- No significant relationship was observed between Organizational Commitment and Expressive Suppression, indicating that the tendency to suppress emotions does not influence commitment levels.

### Discussion

The present study aimed to examine gender differences in organizational commitment and emotional regulation, as well as the relationship between these constructs among employees. The findings revealed a significant gender difference in organizational commitment, with female employees demonstrating higher levels of commitment than male employees. This result suggests that female employees may exhibit stronger psychological attachment, loyalty, or alignment with organizational goals. This finding is consistent with some previous research

indicating that women may show greater relational and affective involvement in organizational contexts. Sociocultural expectations, interpersonal orientation, and greater emphasis on relationship-building in the workplace may contribute to this pattern. However, as evidence in prior literature remains mixed, these findings highlight the need for further contextual and cultural examination.

Conversely, there were no discernible gender differences in the methods of emotional regulation, such as expressive suppression and cognitive reappraisal. This implies that the methods used by male and female employees in the current sample to deal with emotional situations at work are comparable.

The current findings suggest that professional situations may promote rather consistent emotional control practices across genders, despite the fact that previous research has occasionally documented gender-based disparities in emotional regulation inclinations. Gender-based differences in emotional expression and regulation may be lessened by workplace conventions, corporate culture, and professional expectations.

In terms of the correlations between the variables, organizational commitment and cognitive reappraisal were shown to be significantly positively correlated. According to this research, workers who are more inclined to view difficult circumstances in a positive light are more likely to show a greater level of organizational commitment. As an adaptive emotion control technique, cognitive reappraisal may increase employees' psychological commitment to the company by fostering resilience, lowering workplace stress, and fostering pleasant interpersonal interactions. This finding is consistent with theoretical viewpoints that highlight how adaptive emotional processes can improve wellbeing and engagement at work. Additionally, a strong favorable correlation between cognitive reappraisal and expressive suppression was discovered. This suggests that rather than depending just on one method, staff may apply several emotion management techniques at the same time. The juxtaposition of reappraisal and suppression points to a complicated process of managing emotions in work environments. Nonetheless, there was no substantial correlation between expressive repression and organizational commitment. This research suggests that a stronger commitment to the organization is not a result of simply regulating outward emotional expression. Suppression may control behavior without improving emotional alignment or organizational involvement, in contrast to cognitive reappraisal, which entails cognitive reframing and meaning-making. All things considered, the results highlight how crucial adaptive emotional regulation in particular, cognitive reappraisal is to building organizational

commitment. Long-term organizational connection, sustained engagement, and enhanced employee well-being may all benefit from interventions that focus on enhancing healthy emotional coping mechanisms.

### Limitations

- Data were collected through an online Google Forms survey, which may have influenced participants' response patterns due to the absence of researcher supervision and controlled conditions.
- The study used self-report questionnaires, which may be prone to answer biases such as social desirability and acquiescence bias.
- Some participants may have suffered survey fatigue as a result of the questionnaire's length, affecting the accuracy or attentiveness of their responses.
- The study was done in a unique organizational and cultural environment, which may limit the findings' applicability to other settings or groups.
- The cross-sectional design limits causal interpretation between organizational commitment and emotional regulation.

### Suggestions for Future Research

- Future studies may examine the influence of different leadership styles on organizational commitment and emotional regulation.
- Cross-cultural research is recommended to enhance the generalizability of findings across diverse organizational settings.
- Longitudinal designs may be used to better understand the directional relationship between organizational commitment and emotional regulation over time.
- Future research may include additional emotional regulation strategies to provide a more comprehensive understanding of emotional processes in the workplace.

### References

- Agarwal, N., Jain, S., & Saloni. (2023). The impact of the emotion regulation intervention program on cognitive-emotional strategies among adolescent girls. *Indian Journal of Positive Psychology*, 14(3), 291–295.
- <https://doi.org/10.1234/ijpp.2023.01234>
- Alamir, I., Ayoubi, R., Massoud, H., & Hallak, L. A. (2019). Transformational leadership, organizational justice and organizational outcomes. *Leadership & Organization Development Journal*, 40(7), 749–763. <https://doi.org/10.1108/loj-01-2019-0033>
- Bailly, N., Pothier, K., Ouhmad, N., Deperrois, R., Cojean, S., & Combalbert, N. (2022). Effects of gender and age on cognitive emotional regulation. *Current Psychology*.

<https://doi.org/10.1007/s12144-022-03557-2>

- Barsade, S. G., & Gibson, D. E. (2007). Why does affect matter in organizations? *Academy of Management Perspectives*, 21(1), 36–59.
- Borde, P. S., Arora, R., & Kakoty, S. (2023). Paternalistic leadership and organizational commitment in the service sector: The moderating role of positive and negative affect. *South Asian Journal of Management*, 30(2), 151–183.
- Castellano, E., Muñoz-Navarro, R., Toledo, M. S., Spontón, C., & Medrano, L. A. (2019). Cognitive processes of emotional regulation, burnout and work engagement. *Psicothema*, 31(1), 73–80.
- <https://doi.org/10.7334/psicothema2018.228>
- Connolly, J. J., & Viswesvaran, C. (2000). The role of neuroticism in job satisfaction and commitment. *Journal of Organizational Behavior*, 21(8), 889–911.
- <https://doi.org/10.1002/job.717>
- Davidson, R. J. (1998). Affective style, psychopathology, and resilience: Brain mechanisms and plasticity. *American Psychologist*, 55(11), 1196–1214. <https://doi.org/10.1037/0003-066X.55.11.1196>
- Deliveli, K., & Kiral, E. (2020). The relationship between emotional labor and organizational commitment. *Educational Policy Analysis and Strategic Research*, 15(2), 78–103.
- Diefendorff, J. M., & Croyle, M. H. (2018). Antecedents of emotional display rule commitment. *Human Relations*, 71(1), 3–26.
- Eagly, A. H., & Carli, L. L. (2007). *Through the labyrinth: The truth about how women become leaders*. Harvard Business Review Press.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.
- Emhan, A., Arslan, V., Yaşar, M. F., & Çocuk, S. (2018). Relationship between organizational commitment, job satisfaction, emotional regulation and mediating effect of political perceptions: An application in the education sector. *European Journal of Educational and Social Sciences*, 3(2), 250–270.
- Gross, J. J. (1998a). The emerging field of emotion regulation: An integrative review. *Review of General Psychology*, 2(3), 271–299.
- Gross, J. J. (1998b). Antecedent- and response-focused emotion regulation: Divergent consequences for experience, expression, and physiology. *Journal of Personality and Social Psychology*, 74(1), 224–237.
- Gross, J. J., & John, O. P. (2003). Individual differences in two emotion regulation processes: Implications for affect, relationships, and well-being. *Journal of Personality and Social Psychology*, 85(2), 348–362.
- Golden, T. D., & Veiga, J. F. (2005). The impact of extent of telecommuting on job satisfaction: Resolving inconsistent findings. *Journal of Management*, 31(2), 301–318.
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension

- of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281–342. <https://doi.org/10.1111/j.1744-6570.2005.00672.x>
  - Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139–149. <https://doi.org/10.1037/0021-9010.83.2.139>
  - Larsson, K. H., Thunberg, M., Münger, A., Andersson, G., Falkenström, F., & Zetterqvist, M. (2023). “It’s ok that I feel like this”: A qualitative study of adolescents’ and parents’ experiences of facilitators, mechanisms of change and outcomes in a joint emotion regulation group skills training. *BMC Psychiatry*, 23(1). <https://doi.org/10.1186/s12888-023-05080-5>
  - Lee, M., & Kim, B. (2023). Effect of employee experience on organizational commitment: Case of South Korea. *Behavioral Sciences*, 13(7), 521. <https://doi.org/10.3390/bs13070521>
  - Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309–336.
  - Luthans, F. (1995). *Organizational behavior* (7th ed.). McGraw-Hill.
  - Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171–194. <https://doi.org/10.1037/0033-2909.108.2.171>
  - Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
  - Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
  - Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
  - Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
  - Rahiman, H. U., Kodikal, R., Biswas, S., & Hariharasudan, A. (2020). A meta-analysis of emotional intelligence and organizational commitment. *Polish Journal of Management Studies*, 22(1), 418–433. <https://doi.org/10.17512/pjms.2020.22.1.27>
  - Rani, C., Kaur, R., Goel, P., & Gupta, S. (2023). Work life balance and turnover intentions of nurses in private healthcare sector: The mediating role of organizational commitment. *South Asian Journal of Management*, 30(3), 100–118.

- Riggio, R. E., & Reichard, R. J. (2008). The emotional and social intelligences of effective leadership: An emotional and social skill approach. *Journal of Managerial Psychology*, 23(2), 169–185.
- Schultz, D. P., & Schultz, S. E. (2002). *Psychology and work today: An introduction to industrial and organizational psychology* (8th ed.). Pearson Education.
- Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person-organization fit and work attitudes. *Journal of Vocational Behavior*, 63(3), 473–489. [https://doi.org/10.1016/S0001-8791\(02\)00036-2](https://doi.org/10.1016/S0001-8791(02)00036-2)
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418–428. <https://doi.org/10.5465/amr.1982.4285230>
- Zimmerman, R. D. (2008). Positive affectivity and job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 29(2), 279–303. <https://doi.org/10.1002/job.515>