Impact of Work Stressors on Career Commitment – A Study of Indian IT Sector Employees

Rohan Deshpande [1]
Debarun Chakraborty [2]

Abstract

Purpose : The present article aimed to explore the impact of IT work stressors on the career commitment of Indian IT sector employees. The main goals were to study the effects of major stressors on job satisfaction and how they affected ITians' motivation to pursue their careers, as well as to propose an explanatory model that evaluates the predictors of ITians' career commitment through the lenses of major stressors from the body of existing literature.

Methodology : Based on theories of conservation of resources, job satisfaction, and integrated model of career change, a research model was designed. A structured questionnaire was rolled out using convenience sampling and snowballing techniques to various Indian IT sector employees. Three hundred fifty-two complete responses were received. The hypotheses were validated using structural equation modeling in Amos.

Findings : The findings showed that ITians' career commitment was adversely impacted due to job dissatisfaction and prevailing stressful working conditions resulting from job insecurity and heavy perceived workload.

Practical Implications : This study underscored that persistent stressful operating conditions can enervate IT employees and their engagement levels, not only with their jobs but also with their careers. It provides a useful counsel for HR departments and IT employees, emphasizing the need to strike the right balance between health and work objectives to allow the repletion of drained resources quickly to remain pursuant to the desired roadmap of a successful career.

Originality : To our knowledge, no prior study had attempted to explore the implications of Indian IT employees' stressful dispositions toward their motivation to remain associated with this career field, and the same was the principal scope of this research.

Keywords : **career commitment, work stress, job dissatisfaction, job insecurity, heavy perceived workload, information technology**

JEL Classification Codes : L2, L8

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The Information Technology (IT) sector continues to witness rapid technological transformations underpinned by enhanced automation, performance, and resilience, all of which aim to provide organizations with a bedrock to sustain, streamline, and grow in their business domains. Along similar lines, the focus on IT, digital transformation, and its lead-up to elevated customer experience has fixated its position in strategic visions and decisions of most organizations' functioning in various sectors to gain a competitive advantage in the market (Vendraminelli et al., 2023). Thus, through the previous two decades, IT has held its instrumental position in bolstering businesses across the globe by curating cutting-edge technology solutions to effectively serve customers, launch new products, and generate better revenue possibilities. However,

[1] *Research Scholar (Corresponding Author),* Symbiosis International (Deemed University), Pune - 412 115, Maharashtra. (Email : rohan1058@gmail.com) ; ORCID iD : https://orcid.org/0000-0002-4569-8364
[2] *Associate Professor,* Symbiosis Institute of Business Management (SIBM) Nagpur, Constituent of Symbiosis International (Deemed University), Pune - 412 115, Maharashtra. (Email : debarun84@gmail.com)
ORCID iD : https://orcid.org/0000-0002-0754-1120

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at the same time, growth in the IT sector has not been without subjecting its employees (ITians) to a set of stressors such as frequent technology catchups, long working hours, and tight deadlines, which inflict challenges in coping, sustaining through, or progressing without forgoing health and work-life balance (Chatterjee & Shukla, 2023). The frequent encountering of such stressors has a propensity to affect levels of job satisfaction (Kong & Jolly, 2019), and according to Joia and De Assis (2019), such ITians often end up turning away from their IT career.

Notwithstanding, this sector has remained an attractive employment destination, including for top talents – especially from the pool of graduates or recent starters that benefit organizations by generating greater cost efficiencies. However, many graduates initially coveting an IT opportunity are later confronted with pervading IT conundrums such as job stress, burnout, obsolescence, and job insecurity as they become seasoned professionals with likely diminishment of their hopes for a sustainable career, seeding an intention to change their job or even shift careers (Chatterjee & Shukla, 2023). Although the research in the past intended to bring to the fore the challenges to which ITians are predisposed, given the dynamics of the sector, the focus on exploring the intensity with which ITians remained committed and pursuant in their IT career even in the face of turbulent times has been relatively sparse. Furthermore, recent global economic instability resulting in reduced IT budgets and widespread layoffs has induced fears of job insecurity (Chakraborty et al., 2021). We, therefore, argue that there is a significant need to examine Indian ITians' career commitment to their chosen profession and its manifesting factors amidst these circumstances, as depletion of commitment may lead to careers being shifted away to other domains.

Career commitment is the intensity of the motivation with which individuals are willing to continue in their career field (Hall, 1971). It is marked by the extent to which they identify themselves with their respective vocation and forms a critical determinant for sustainable success therein. It draws psychological attachment and motivates them to develop their career goals and persistently strive towards their attainment (Fu, 2011).

While at the outset, a career change by an ITian may appear as mere routine attrition from the organization's perspective, which in constrictive economic circumstances may not be considered entirely regrettable by some employers, this brain drain may create a significant deficit of knowledge, skills, and experience over a while in IT organizations as well as in the industry, as has been evidenced by the recent "great resignation" phase (Serenko, 2023). With increasingly sophisticated IT systems needing to be designed and built with maximum reliability, scalability, availability, and security, attracting and retaining competent and skilled IT talent has remained a critical foremost challenge for firms that aim to exploit IT capabilities.

Consequently, the purpose of this paper is to propose a predictive model for the career commitment of Indian IT workers based on a combination of theoretical frameworks, including the integrated model of career change (IMCC) (Rhodes & Doering, 1983), the theory of job satisfaction (Locke, 1976), and the conservation of resources (COR) (Hobfoll, 2011). The main goals of this model are to propose and validate an explanatory model that assays the predictors of Indian ITians' career commitment through the lenses of significant stressors reported in the existing literature, study the impact of these stressors on IT workers' job satisfaction, and examine how they manifest an impact on the IT workers' motivation to pursue their IT careers, or career commitment.

Theoretical Model and Hypotheses Development

Job Insecurity and Work Stress

Due to rising economic uncertainties, ever-intensifying market competition, and advancements in technological breakthroughs, jobs in most sectors have been seized to be secured (Samuel et al., 1994). Job insecurity is an undesired possibility that is subjective to an individual's assessment of losing a current job in the future, along with apprehensions or fears associated with it (Elst et al., 2014). Furthermore, in the context of the technology sector,

professional skills and knowledge that are necessary to remain competent and relevant wane quickly as technological advancements can outpace the rate at which new capabilities can be developed by individuals (Pazy, 1990). However, existing skills and knowledge becoming obsolete is not the sole factor for today's tenuous nature of IT jobs. Despite being at the forefront of advancements and creating impactful technological transformations that accentuate productivity (Biswas & Chakraborty, 2019), paradoxically, these jobs have shown greater susceptibilities to layoffs or downsizing during economic upheavals (Chakraborty et al., 2019; Chatterjee & Shukla, 2023). Job, which is a critical financial, psychological, and sociological resource for an individual, when it comes under threat for its very existence, impacts an individual's sense of self-esteem and mental health and causes economic deterioration (Patre & Chakraborty, 2022). A study performed by Jóia and Mangia (2017) on IT workers' turn-away intention owing to job insecurity, burnout, and stress factors implied ITians' reduced commitment to their profession owing to greater levels of stress caused by uncertainties about their jobs; however, this has far-reaching implications beyond an individual since it also impacts organizational outcomes and as such is a severe job stressor (Kim & Kim, 2020). Rafiq and Chin (2018) suggested that despite being fiercely examined subjects in the literature on the health domain in the preceding decade, job insecurity still demands empirical attention to investigate it in the non-western context.

Stress is an unwanted tension and a perceptual phenomenon that is an outcome of the comparison between the degree of demands to which individuals are subjected in various situations versus their ability to cope with those (Cox & Griffiths, 2010). Along similar lines, work stress is an outcome of the conflict between the actual work demands, their perceived significance in terms of the need for an out-of-normal functioning, its impact on personal resources, and employees' capabilities to fulfill those demands within given constraints (Foy et al., 2019). Studies in the past have highlighted the causes and the ill effects of persistently experiencing work or occupational-related stress (Hughes & Bozionelos, 2007; Joia & De Assis, 2019; Kong & Jolly, 2019).

The link between job insecurity and work stress can be substantiated using the theory of COR (Hobfoll, 2011). COR is a stress theory based on a fundamental tenet that argues that individuals seek to avoid loss of resources or the characteristics and reinforcements that lead up to their creation as the threat of their net loss or perceived reduced levels of returns of these resources after investing in a resource gaining activity, produce stress. “Resource” in this theory can be viewed as goals, conditions, stability, personal characteristics, or even the means to achieve these objectives. When faced with the depletion of these resources, people are expected to take measures that help minimize that loss. Furthermore, we contend that uncertainties surrounding various aspects of the job jeopardize the critical resources (in terms of skills, knowledge, stability, social identity, and economic stature) that an employee would have acquired over intervening years through their service to the organization and industry. Building on this theory and the previously mentioned literature finding, we argue that the loss of these resources causes a significant and unsettling experience, with stress being a key outcome. The continuation of such conditions may open the door for more critical assessments of the association with the given profession, which could result in a decline in occupational commitment, with productivity being negatively impacted and health and well-being declining (Young et al., 2023). So, we propose the following hypothesis:

↳ **H1 :** Job insecurity positively affects work stress.

Heavy Perceived Workload, Work Stress, and Job Dissatisfaction

In the purview of the IT sector, research regarding the prevalence of stress on IT employees shows these individuals are subjected to higher workloads and resulting stress (Huarng, 2001), leading to job dissatisfaction and attrition, which has been a subject of major concern for this sector (Singh et al., 2012). Tight deadlines and limited capacity allocations to deliver the work have often demanded employees to extend working hours, which can become a routine (Hughes & Bozionelos, 2007), causing them to experience significantly higher work stress

compared to some of their counterparts from other sectors, which may prompt ITians to seek alternate careers (Armstrong et al., 2015). We contend that this relationship can be expatiated by the COR theory (Hobfoll, 2011). Based on its principles, we argue that persistent heavy workload requirements faced by IT employees cause a resource drain and lower their perception of the possibilities of lowering stress and attaining or maintaining their health and work-life balance objectives. Such a functioning state then becomes devoid of the required physical and mental energy to remain pursuant to the personal career objective, causing dissatisfaction; thereby, a career change may be pursued that can restore these resources (Moore, 2000). Job satisfaction has been one of the most extensively studied constructs in the business management domain and organization psychology. Locke (1976) suggested that job satisfaction results from a positive emotional state associated with an employee's job-related experiences, the absence of which can lead to discontentment. Hence, it could be viewed as a formative construct integrating satisfaction with various dimensions of the job. We, hence, hypothesize:

- **H2 :** Heavy perceived workload positively affects work stress.
- **H3 :** Heavy perceived workload positively affects job dissatisfaction.

Work Stress and Job Dissatisfaction

The link between work stress and dissatisfaction can be explicitly underscored using Locke's job satisfaction theory (Locke, 1976). According to this theory, job dissatisfaction is an undesirable emotional state that occurs when an individual appraises his/her job as not pleasing and somewhat frustrating, which impedes attaining values or distancing from dis-values. Value is considered a conducive aspect to one's welfare, and individual acts to gain or maintain it (Rand, 1964). In a work context, it is a function of what an employee wants from a job versus what is perceived as being received in return. This theory posits that the value judgments of an individual determine the level of significance that the perceived facts are against their value standards. Extending these postulates, we argue that work stress, which is an emotionally unpleasant state, objects to or threatens employees' value judgments (e.g., health, work-life balance, coping mechanisms), resulting in job dissatisfaction. Kong and Jolly (2019) also demonstrated the consequences of stress on job satisfaction. We hence hypothesize:

- **H4 :** Work stress positively affects job dissatisfaction.

Career Commitment

Hall (1971) conceptualized career as an individual's motivation to remain working in a respective vocation or field. According to Holmes and Cartwright (1993), "career" is a path that is sequential, predictable, and organized via which an individual passes through various stages of working life; whereas; "commitment" denotes the degree to which an individual maintains a relationship and forms a psychological attachment with it. Career commitment thus gets underpinned by a series of adaptation events and experiences related to the job, elicits a behavioral response in overcoming disappointments in moving towards career goals (Samuel et al., 1994), and forms a subjective component of a career, which is a means to study career motivation (Blau, 1989).

Amidst a dynamic global working environment wherein organizations are unable to provide job security, career commitment accompanies intense significance as it has the potential to generate occupational meaning, engagement, and continuity to employees in so far as the general longitudinal timeframe that is typically ascribed to careers (Colarelli & Bishop, 1990). Furthermore, careers usually witness employees mobilizing through multiple jobs and, as such, annotate a more profound association between employees, their jobs, and the overarching career itself. Employees' career commitment is shaped by the holistic experience gained over a period

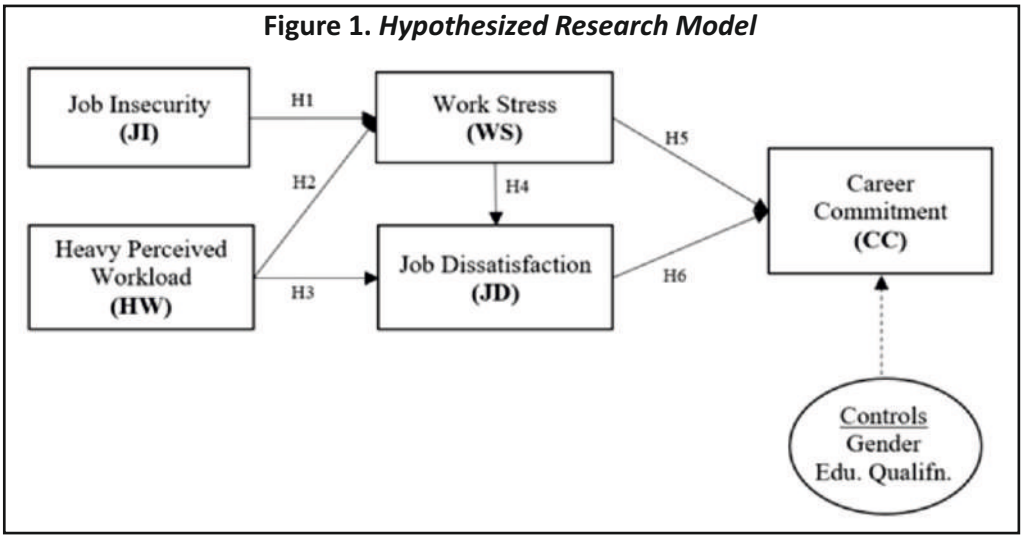
of time in the occupation (Lee et al., 2000). It is different from job involvement and organizational commitment and is marked by the development of personal goals, attachment formed with those goals, and their association with the self's identity (Hall, 1976). Its operationalization in the domains of social sciences and organizational management is found to be reliable (Blau, 1989) and further underscores its significance.

London's theory of career motivation (London, 1983) posited career commitment as a multidimensional phenomenon consisting of components such as career identity, which is a directional element of commitment manifested by an individual's emotions (Colarelli & Bishop, 1990) and denotes a degree to which one identifies oneself with the work along with the need for recognition, advancement, and undertaking leadership position. Career insight is an energizing component that marks the ability to realistically analyze one's career and define career goals supported by knowledge about the strengths and weaknesses of the self. However, career resilience is a maintenance component that denotes the ability to remain adaptive and resistant even in disruptive or disappointing circumstances. However, Blau (1989) argued that such a relationship could be confined to the case of employees leaving jobs but staying in the same field with job withdrawal intentions as the predictor rather than for those who voluntarily changed or intended to change careers. He thus performed a longitudinal study on the banking staff of a large bank in the Northeastern region of the USA. He concluded that the generalization of the career commitment scale was reliably possible and also noted, based on the qualitative data received from his research subjects, that those abandoning their present career left their jobs and the career field for less stressful assignments in different fields versus the job leavers who left for higher pay. Similarly, Rhodes and Doering (1983), who formulated the theory of the integrated model of career change (IMCC), argued that negative attitudes toward work, such as job dissatisfaction, can lead to contemplations about changing careers, which can manifest into an eventual career change. Thus, with these theoretical underpinnings, we postulate the below hypotheses:

- **H5 :** Work stress negatively impacts career commitment.
- **H6 :** Job dissatisfaction negatively impacts career commitment.

Based on the literature review and the theoretical groundings mentioned above, Figure 1 depicts the hypothesized research model.

Figure 1. ***Hypothesized Research Model***



Research Method

Measures

For all constructs, scales from the extant literature were used. Job insecurity (JI) questionnaire was adapted from Elst et al. (2014). Heavy perceived workload (HW) was adapted from Moore (2000). For the purpose of measuring work stress (WS), a measure was adapted from House and Rizzo (1972). The job dissatisfaction (JD) questionnaire was adapted from Sinval and Marôco (2020). The career commitment (CC) scale was adapted from Blau (1989).

Data Collection

For data collection, a structured questionnaire was used, and the target participants were full-time employees working in the IT sector in India. A mix of convenience sampling and snowballing techniques are used. The questionnaire was administered to the eligible population using various methods such as paper-based, e-mails, and digital communication apps. Participants were requested to snowball the digital version of the questionnaire to their acquaintances who met the eligibility criterion. The criterion was the employees involved in software or infrastructure design/coding/testing/project or program management working in Indian IT organizations. The total data collection phase duration was four months (February 2023 to May 2023). Three hundred fifty-two complete responses were received. Table 1 has been updated with the participant demographics.

Data Analysis

SPSS 27.0 software is used for performing data analysis against the dataset. The dataset is first checked for skewness and kurtosis to ensure it is normal. Standard method bias and multicollinearity are validated to ensure the identified dataset is suitable. We then proceeded to check the internal consistency of individual constructs and the validity of the measuring instrument using convergent and discriminant validity. Using Amos version 24, a confirmatory factor analysis (CFA) assessment is performed with the aim of measuring the goodness-of-fit values of the proposed model. After successful CFA analysis, the structural equation modeling (SEM) technique is used to test all of the research hypotheses pertaining to our study.

Table 1. ***Demographics***

Measure	Category	Number of Respondents	Percentage
Age	< 25	64	18.18
	25–30	112	31.82
	30–45	104	29.55
	45–55	58	16.48
	> 55	14	3.98
Gender	Male	167	47.44
	Female	185	52.56
Educational	Graduates	190	53.98
Qualification	Post Grad.	131	37.22
	Ph.D.	31	8.81

Analysis and Results

Normality, Multicollinearity, and Common Method Bias

The skewness and kurtosis values are within limits, as a result of which the data are confirmed to have followed a normal distribution. The variance inflation factor (VIF) for each construct is found to be greater than 0.1 and less than 5, proving that data are accessible from multicollinearity. With these successful validations, data are considered to be nonlinear. We undertook all precautions to minimize the common method bias. Also, Herman's single-factor test is performed to measure the common method bias. The outcome of this test indicates that the dataset is able to explain 33.64% of the entire variance. Since this value is considerably below 50%, which is the threshold value, we could conclude that the data are devoid of the common method bias.

Measurement Model

Amos version 24 is used to perform CFA. It shows acceptable model fit values as follows: χ^2/df, i.e., the chi-square to degrees of freedom ratio is 2.341. The value of the comparative fit index (CFI) is 0.949. The Tucker–Lewis Index (TLI) is measured to be 0.943, and the root mean square error of approximation (RMSEA) is found to be 0.062. This indicates that the threshold requirements for all of the goodness of fit values are successfully met for this model to qualify as an acceptable fit (Anderson & Gerbing, 1988). Table 2 presents the values of validity and reliability analyses.

As can be seen from these values, the square root of AVE (average variance explained) for each construct is more than its correlation value with all other constructs, hence proving discriminant validity. Furthermore, we measured HTMT values, which show that all values are less than 0.85, thus further proving the discriminant validity of all the constructs (Henseler et al., 2015). The HTMT values are presented in Table 3.

Table 2. ***Reliability and Validity Measurements***

	CR	AVE	MSV	MaxR(H)	*JI*	*HW*	*WS*	*JD*	*CC*
JI	0.823	0.538	0.114	0.828	**0.734**				
HW	0.917	0.735	0.214	0.931	0.229	**0.858**			
WS	0.946	0.746	0.267	0.949	0.338	0.413***	**0.864**		
JD	0.932	0.697	0.267	0.934	0.264	0.462***	0.517***	**0.835**	
CC	0.945	0.74	0.124	0.950	–0.180**	–0.105	–0.338***	–0.353***	**0.86**

Table 3. ***HTMT Values***

	JI	*HW*	*WS*	*JD*	*CC*
JI					
HW	0.253				
WS	0.343	0.433			
JD	0.266	0.482	0.518		
CC	0.162	0.11	0.329	0.339	

Table 4. ***Factor Loading Values and Cronbach's Alpha***

Factors	Items	Factor Loading Values	Cronbach's Alpha
JI	*JI1*	0.770	0.822
	JI2	0.684	
	JI3	0.698	
	JI4	0.778	
HW	*HW1*	0.846	0.915
	HW2	0.844	
	HW3	0.802	
	HW4	0.934	
WS	*WS1*	0.824	0.946
	WS2	0.884	
	WS3	0.833	
	WS4	0.910	
	WS5	0.879	
	WS6	0.847	
JD	*JD1*	0.790	0.932
	JD2	0.827	
	JD3	0.844	
	JD4	0.846	
	JD5	0.839	
	JD6	0.862	
CC	*CC1*	0.847	0.946
	CC2	0.803	
	CC3	0.825	
	CC4	0.905	
	CC5	0.865	
	CC6	0.911	

Next, we analyzed factor loading values for every construct, which are all found to be greater than 0.5 for every construct. These values are updated in Table 4. Furthermore, AVE for all constructs is greater than 0.5, thus confirming the convergent validity for all the constructs. In order to ascertain construct reliability, the composite reliability (CR) values for all the constructs are measured and found to be greater than 0.7 (Nunnally & Bernstein, 1994). Thus, the reliability and validity of the measuring instrument are ascertained by performing convergent validity, discriminant validity, and composite reliability.

Structural Model

All of the proposed research hypotheses in this study are validated using the SEM technique in Amos 24. Variables such as gender and educational qualification are controlled for the study. The model fit indices are noted; they are: $\chi^2/df = 2.694$; CFI = 0.935; TLI = 0.928, and RMSEA = 0.069. All these values indicate an acceptable model fit (Anderson & Gerbing, 1988). Standardized regression weights and their significance levels are measured and analyzed for hypotheses testing. This analysis shows that JI significantly impacts WS ($\beta = 0.267$, $p < 0.001$),

Table 5. *Hypotheses Validations*

Hypothesis	Relationship	Estimate	*p*-value	Outcome
H1	*JI* → *WS*	0.267	< 0.001	Accepted
H2	*HW* → *WS*	0.368	< 0.001	Accepted
H3	*HW* → *JD*	0.299	< 0.001	Accepted
H4	*WS* → *JD*	0.393	< 0.001	Accepted
H5	*WS* → *CC*	–0.198	< 0.01	Accepted
H6	*JD* → *CC*	–0.228	< 0.001	Accepted

thereby supporting H1. HW has a significant positive relationship with WS ($\beta = 0.368$, $p < 0.001$) as well as with JD ($\beta = 0.299$, $p < 0.001$), exhibiting support for H2 and H3, respectively. Furthermore, WS is positively affecting JD ($\beta = 0.393$, $p < 0.001$), thus proving H4. Finally, WS ($\beta = –0.198$, $p < 0.01$) and JD ($\beta = –0.228$, $p < 0.001$) are observed to be negatively impacting CC, and this impact is significant, thus proving H5 and H6, respectively. The research model accounts for a 20.7% variance in WS, 33% in JD, and 13.7% in CC. All the hypotheses results are shown in Table 5.

Discussion

Using the synthesis of robust theoretical underpinnings such as conservation of resources, job satisfaction, and integrated model of a career change, we conceptualize a research model that aims to explain the variance in levels of career commitment of Indian IT sector employees through the realms of antecedents such as work stress and job dissatisfaction and their causal factors such as job insecurity and heavy perceived workload. Using the model, we may develop six hypotheses to explore the topic of career commitment. All of the hypotheses support the assertions they cover, according to the analysis. To elucidate, our hypothesis in H1—that job uncertainty among IT professionals positively affects their levels of work-related stress—has been validated. This finding is consistent with a previous study (Chatterjee & Shukla, 2023) that examined how employees' stress levels are increased by job uncertainty brought on by periodic downsizings and budget cuts.

Similarly, our hypotheses H2 and H3 of heavy perceived workload positively affecting work stress and job dissatisfaction are also supported and reiterated in the previous finding (Huarng, 2001). Prior research shows that ITians are continually subjected to extended working hours and tighter deadlines. In addition, the impact of missing such deadlines or any failure permeating through the IT system can be catastrophic, which means these systems need to be monitored and kept performant around the clock. This affects ITians' work-life balance and overall health and well-being aspects (Chakraborty et al., 2022), inducing displeasing experiences in their job. The following hypothesis, H4, proposes a positive association between work stress and job dissatisfaction. Our result supports this relationship and is in line with the prior research (Kong & Jolly, 2019), which expatiates the impact of stress on job dissatisfaction, attributing to the gap between what an individual expects versus what is received in return from the job. Our final pair of hypotheses, H5 and H6, proposing a negative impact on career commitment due to work stress and job dissatisfaction, is also supported. These results are consistent with previous research findings (Rathore & Ahuja, 2015), which attempted to explain how the various dimensions of the job could influence commitment to the occupation, leading to possible career change intentions.

Conclusion

Nuances of the IT sector have remained at the center of industrial and social researchers' attention over the past

several years. In a rapidly evolving global economic situation, frequent downturns often constrict operating conditions for IT organizations. Rapid technological obsolescence and resulting transformation demands on IT skills and capacity fluctuate rapidly. ITians thereby encounter greater performance pressure marked by continuous striving to remain "relevant" in the organization and the industry, which drains their psychological and physical resources related to health and well-being. Persistent embattlement against such challenging operating conditions generates apprehension about the plausibility of sustainably achieving desired career progress in the chosen career field without having to forego health, happiness, and a sense of self-worth required in actualizing longer-term career goals (Chakraborty et al., 2021).

Such prevailing conditions need not always be organization-specific and could be perceived as spanning across the industry within which ITians are required to operate. This can induce a sense of disengagement with the present career and a lowered motivation to remain pursuant therein. Such a phase may or may not result in an immediate career change; however, this study disseminates a critical phenomenon of ITians' career commitment, an impact that the characteristics of the job can create. It also then follows concomitantly that such attenuations in career commitment can also be experienced even while on the desired position on the IT career trajectory, but which accompanies with itself a pervading exhaustion of such personal resources. This can incapacitate ITians, thereby invigorating the exploration of other career avenues bearing the potential to provide a sustainable and predictable future path (Chakraborty & Biswas, 2020), which may lead to experiencing work that is more engaging throughout work-life while also complimenting holistic progress across all spheres of life.

Practical Implications

To our knowledge, this is the first paper that has undertaken the exploration of the career commitment of Indian IT professionals through the lenses of well-researched IT stressors. Such stressors and their broad consequences have been well-researched; however, the present study deepens our understanding of how such challenging conditions that generate work stress lead to dissatisfaction and a lower motivation to remain pursuant to the same career. It also serves as helpful guidance for organizations' HR function to design policies and frameworks enabling their employees' sustainable development and increased work engagement, which can generate a more fulfilling and satisfying experience while at work (Chakraborty & Altekar, 2021; Chakraborty & Biswas, 2021). The study also underscores the importance of well-planned and executed IT projects along with the significance of building a strong foundation of various knowledge and human resources. These projects can then be delivered seamlessly with necessary provisions and contingencies already factored in towards unforeseen issues. The study also provides valuable counsel for ITians who are aiming for long-term career success by emphasizing the need to strike the right balance between health and work-related objectives, which can allow the repleting of drained resources quickly enough to remain pursuant to the desired career goals without dissipating motivation required to progress in their IT career.

Limitations of the Study and Future Research Opportunities

The present study does accompany certain limitations, which are hereby expounded. First, since this is a cross-sectional study, it does not attempt to discern if an impact on IT career commitment is temporal or prevalent despite stressful conditions ceasing to exist. We recommend a longitudinal study in this regard to understand the pattern and prevalence of impact on ITians' career commitment levels. Second, the study does not consider age as a contributing factor in explaining the variance in career commitment. Future research exploring the moderating effect of age exerted between career commitment and its antecedents is much warranted.

Similarly, exploring if other demographics, such as gender and educational levels, have any potential influence

on motivation levels in progressing an IT career can be explored. Finally, we also recommend a study that can analyze the relationship between the impact on ITians' career commitment and an actual career change taking place. For this, IT professionals who have already abandoned their IT careers in pursuit of different career domains can be included as the subjects of the study.

Authors' Contribution

Rohan Deshpande and Dr. Debarun Chakraborty formulated the research objectives and designed and executed extensive literature reviews to formulate the research hypotheses. Rohan Deshpande and Dr. Debarun Chakraborty designed a survey questionnaire adapted from extant instruments, collected participants' responses, further analyzed those using standard statistical software, and interpreted the findings without bias. Rohan Deshpande documented this paper in consultation with Dr. Debarun Chakraborty.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

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Appendix

Factors	Items	Item Description
Job Insecurity	*JI1*	Chances are, I will soon lose my job.
(JI)	*JI2*	I am sure I can keep my job (R).
	JI3	I feel insecure about the future of my job.
	JI4	I might lose my job in the near future.
Heavy Perceived Workload *(HW)*	*HW1*	I feel the amount of tasks/issues I have to deal with in my work is more than ideally what it should be.
	HW2	I feel the amount of work I do interferes with how well it is done.
	HW3	I feel busy or in a rush most of the time.
	HW4	I often have to extend my working hours to meet deadlines.
Work Stress	*WS1*	I feel fidgety or nervous because of my job.
(WS)	*WS2*	Problems associated with work have kept me awake at night.
	WS3	I have trouble with my digestion.
	WS4	I am often bothered by acid indigestion or heartburn.
	WS5	I sometimes feel weak all over.
	WS6	If I had a different job, my health would probably improve.
Job Dissatisfaction	*JD1*	I am fairly satisfied with my present job (R).
(JD)	*JD2*	I am enthusiastic about my work most of the days (R).
	JD3	Each day at work seems like a long one.
	JD4	I find real enjoyment in my work (R).
	JD5	The job I do often accompanies unpleasant experiences.
	JD6	I prefer another, more ideal job.
Career Commitment	*CC1*	If I could go into a different industry other than IT, which paid the same, I would probably do it (R).
(CC)	*CC2*	I definitely want a career for myself in the IT industry.
	CC3	If I could do it all over again, I would not choose to work in the IT field (R).
	CC4	If I had all the money I needed without working, I would probably continue to work in the IT field.
	CC5	IT is the ideal vocation for me to continue throughout my working life.
	CC6	I am disappointed that I have ever entered the IT profession (R).

Note. (R) indicates a reverse coded item.

About the Authors

Rohan Deshpande is a Research Scholar in Management at Symbiosis International (Deemed University). He has 18 years of industry experience in technology and leadership and has held various senior influential positions in several reputed global enterprises. Apart from technology and leadership, his key areas of research interest include emotional intelligence, career development, and boundaryless careers.

Debarun Chakraborty (Ph.D.) is an Associate Professor at Symbiosis Institute of Business Management, Nagpur, a constituent of Symbiosis International (Deemed University), Pune, India. He has published works on technology adoption, consumer behavior, and sustainability in high-impact factor journals. His research appears in top journals, namely, *Psychology & Marketing, Journal of Business Research, Technovation, Journal of Retailing and Consumer Services, Journal of Hospitality Marketing & Management, International Journal of Consumer Studies, Journal of Computer Information Systems, Conflict Resolution Quarterly, British Food Journal,* among others.