-RESEARCH ARTICLE-

JOB ATTRIBUTE AS DETERMINANTS OF CHANGE IN THE CAREER OF IT PROFESSIONALS: AN EXPLANATORY STUDY

Vimala Venugopal Muthuswamy

Business Administration Department
King Faisal University, Al hasa 31982
Kingdom of Saudi Arabia
Email: fmuthuswamy@kfu.edu.sa
https://orcid.org/0000-0002-6662-9990

─**Abstract**─

This study aims to identify the job characteristics that influence IT professionals' intentions to switch careers. A conceptual structure is proposed and evaluated. Four determinant variables are examined here: work-family conflict, career plateau, job fatigue, and job insecurity. We test our hypothesis using the data collected from IT professionals in the Middle East. In total, 15 job characteristics were identified in career change research. A survey was conducted on LinkedIn to determine the top five variables that influence the intention to change careers. Google Forms has been created and connected to IT professionals throughout the Middle East. Six hundred and ninety-four IT professionals from four countries were surveyed and asked to select five variables out of fifteen that they believed would influence them to change careers. The study examines the effects of job characteristics such as career plateau, job burnout, employment security, and WFC on the intention to change careers among IT professionals. They hypothesize that career plateau is positively related to career change intent. The results are anticipated to provide appropriate guidance and insight for future research on IT professionals' career changes.

Keywords: Career change, Career satisfaction, Job attributes, Job burnout, Job security,

1. INTRODUCTION

Lin et al. (2022) evaluate career optimism and its antecedents and consequences in their research. Contrary to conventional belief, job mobility and career transitions are

becoming more prevalent (Weng and McElroy, 2010). In their research, Wang et al. (2022) emphasize that career support from family and colleagues interacts with job autonomy to influence the job crafting change pattern. Most successful career changers require years to acquire new skills, network, and prepare financially (Uy et al., 2021).In the past, organizations were responsible for the career development of their employees, whereas today, employees are in charge of their careers (Savikas, 2011). Increasing numbers of people change jobs each year (Ibarra, 2016). It is becoming increasingly difficult for individuals to maintain their careers (Fu, 2011). IT is a field where rapid technological change necessitates ongoing education to keep up with ever-advancing technology. Recent reports indicate that these are typical job characteristics. This increases the difficulty of a career in IT. As a result, dissatisfied IT professionals will eventually pursue a new position with a different company or leave the IT field altogether (Shropshire and Kadlec, 2012). In his study, Gander identifies four career paths: intra-organizational advancement, inter-organizational advancement, work-life balance, and dead end. This study aims to identify the possible job characteristics that influence IT professionals' intentions to switch careers. On this basis, a conceptual framework is proposed and evaluated. This comprises Career plateau, the conflict between work and family, job fatigue, and job insecurity. The research examines the intention to switch careers and its antecedents and outcomes. This research paper describes the research paradigm, research design, and methodology. Hypotheses support the data analysis, and discussions and implications are illuminated.

1.1   Need for the Study

Masood et al. (2023) investigate job design, motivation, and careers to investigate the role of career expectations and external regulation in predicting job crafting behaviors. The globalization process introduced intense competition and substantial changes to the workplace. It is believed that employees devote most of their time and effort to this area due to the changing character of their jobs in response to newer demands and environmental pressures. From a managerial standpoint, it is evident that retaining potential employees is now more essential than ever. Several trends, including increased knowledge work and a brisk rate of technological progress, make the acquisition and retention of human capital crucial. In the latter half of the twentieth century, numerous societal alterations have occurred. In this context, employees view a career change as an option for eliminating or minimizing work-family conflicts. Thus, a study on caregiver transition is essential. Career satisfaction is a crucial outcome variable reflecting career success and personal fulfillment. It is examined as a critical criterion variable about numerous organizational factors and career development research. The IT industry employs many people annually, notably recent graduates, and is expected to provide long-term career growth, advancement, and job satisfaction. This study aids in comprehending the mediating effect of career satisfaction on the precursors of career change intention and career change intention. This examines employees' perceptions or dimensions of employees intention to change careers.

Career Change has significant repercussions for the individual changing careers. Achieving a successful career change is not an easy task for individuals; it requires a great deal of patience, strategy planning, financial support, skill development, a willingness to take risks, family support, networking, comprehension of one's abilities, and a passion for one's career, among other things. This research would assist an individual in determining whether they are seeking a career change or a way to escape the work discomforts they are experiencing in their organization. This paper demonstrates that research on career change intention is essential and relevant to all organizational and societal stakeholders.

1.2 Statement of Problem

Changes to the psychological contract between employer and employee profoundly affect career implications. Employees in the IT industry work long hours, and their jobs are incredibly stressful. They are perpetually emotionally exhausted and dissatisfied. This creates tension between business and family life. Changing careers is costly and detrimental to the organization's morale. Therefore, this intention to change careers affects not only the employees but also the employers and the IT industry. Stress among IT employees leads to exhaustion, career stagnation, work-family conflict, and job insecurity. Over time, these factors cause job dissatisfaction, significant health harm, and increased employee turnover. Job and career transitions are prevalent today. In this rapidly altering work environment, employees will no longer be loyal to their jobs. This research paper examines career change and contextual and organizational factors influencing an individual's decision to change careers.

1.3 Conceptual Framework

The research framework is founded on the conducted literature review. Job attributes, job burnout, job insecurity, and WFC are independent variables, while change intention is the dependent variable. Career fulfillment is viewed as a mediating variable. It mediates the relationship between independent variables, such as career plateau, fatigue, and job insecurity, and the dependent variable, career change intention. The arrow represents the direct effect of the independent variable on the dependent variable and the independent development of the independent variable on the dependent variable via the mediating variable of career satisfaction.

1.4 Review of Literature

In their study, Kim et al. (2022) compare the relative importance of traditional career orientation (TCO) and protean career orientation (PCO) beliefs. The purpose of the review is to conduct a comprehensive analysis of the intention to change careers. Numerous career theories (Cochran 1994, Higgins 2001) define a career as the evolving sequence of an individual's work experiences. In conclusion, a job is a lifelong process that consists of gaining work experience by moving through various positions and performing various duties while gaining greater authority, responsibility, and

advancement along their career path. In their research, Masood et al. (2023) propose a mixed-methods study to investigate motivational and contextual antecedents of individual job crafting behaviors.

Plans to Change Profession: Career transition is a phenomenon that must be comprehended entirely due to its complexity. Numerous studies are emerging on how individuals create their careers (Arthur et al., 2005; Savickaset.al., 2009). Also, how employer and employee define meaningful work (Lips-Wiersma and Morris 2009, Schuleth and Miller 2004). Hall (1996) correctly predicted that an eternal, static career would not be the norm in the twenty-first century. This study defines career change as "the transition into a new career that requires fundamentally different skills, daily routines, and work environments than the current career" (Careless and Arnup, 2011). Feldman (2002), Using Rhodes and Doering (1983), and Carless and Arnup (2011) conducted a longitudinal study to investigate the antecedents and outcomes of a career change. A career change model examines a career change's organizational and individual characteristics. Muja and Appelbaum (2012) investigate the cognitive and affective processes involved in a career change. Shropshire and Kadlee (2012) conducted an additional empirical study to determine the factors influencing career change. It was determined that job insecurity, stress, and exhaustion determine IT worker career changes. This study fills a void in the existing literature by examining the experience of mid-career women who quit their jobs.

The framework can be divided into career change determinants and the withdrawal process. Determinants of career change include organizational factors, person-and-organization correspondence, work environment, job performance, personal

characteristics, evaluation of current job outcomes versus outcomes of alternative opportunities, perceived availability of alternative options, career satisfaction or dissatisfaction, personal environment factors, job satisfaction, etc. In this model, the withdrawal process includes changing jobs or careers, intention to search, intention to change careers, actual search, preparation for change, actual change, and additional factors. This model hypothesizes that career satisfaction, employee satisfaction, job performance, and career advancement are the primary determinants of a career change. Career plateau: In the past, many employees viewed promotion as a symbol of effective work (Appelbaum and Finestone, 1994). Career plateau stems from two causes a. organizational plateau b> personal plateau (Foster et al. 2011) (Duffy 2000, McCleese and Eby 2006, Smith-Ruig 2009). Additional researchers continued to examine career plateaus from a content, structural, and personal standpoint. According to Sullivan and Thompson (2013), a career plateau indicates that the individual has ceased to advance. A plateaued employee's perception of a career plateau may prompt a negative response (Conner, 2013). According to Mishra (2014), monitoring positions in the IT industry have begun to be replaced by automation, causing career stagnation. Xie et al. (2016) examined the effects of the hierarchical plateau on employee attrition and intention during the career initiation stage.

Work-family friction: Conflict is inherent to human existence. Work and family are crucial aspects of an adult's life (Karatepe, 2010; Netemeyer et al., 2005). Work-family conflict is caused by an imbalance between work and family life in which work impacts family life and family affects work life. Due to changes in the structure of work and workforce demographics, literature is abundant on the intersection between work and family (Allen et al., 2003). Everyone has the same amount of time per day to devote to family, work, and other activities, regardless of socioeconomic status (Linnhoff et al., 2015). Bakar and Salleh (2015) established a conceptual framework linking work-family conflict, role demand, and work motivation. WFC is one direction of the potential inter-role conflict between the family and the workplace (Crawford et al., 2016). Kundu et al. (2016) examined the relationship between 13 workplace characteristics and work-family conflict. Job Exhaustion: Schaufeli and Greenglass (2001) defined burnout as physical, mental, and emotional exhaustion caused by prolonged exposure to emotionally demanding work situations. In today's stressful workplace, job exhaustion is becoming increasingly common. It is prevalent in various occupations (Bakker et al. 2002, Schaufeli and Enzmann 1998). Burnout is related to occupational stressors and diminishes people's coping resources after continuous exposure to emotionally charged demands (Tweed and Conway, 2017). The process of burnout begins by depleting the individual, causing mental fatigue and the loss of all internal energy (Espeland, 2006). Rahim et al. (2016) investigated the relationship between job fatigue, job performance, intention to leave the job, and incivility in the workplace. The relationship between turnover intention and workplace incivility was mediated by job fatigue, and workplace incivility was negatively associated with job performance. Shaukat et al. (2017)

provided insights regarding the significance of relationship conflict between employees regarding contextual performance, task performance, and intention to leave.

Job Uncertainty: Job Insecurity is a complex phenomenon when employees begin to fear for their continued employment. The precise definition of job insecurity has not yet been agreed upon (Witte 1999, Mauno and Kinnunen 2000). The inability to maintain and control desired continuity during a threatened job situation will result in job insecurity (Hui and Lee, 2000). In addition to their job insecurity, employees may perceive that their workplace has a job insecurity climate (Lastad et al., 2015). Gunalan and Ceylan (2015) investigated the quantitative and qualitative relationship between job insecurity and intention to leave. In his research paper titled Perceived, the relationship between qualitative job insecurity and the choice to leave was mediated by organizational support. Hewlin et al. (2016) examined the facade of conformity as a coping mechanism for perceived workplace employment insecurity. Career Contentment: Career satisfaction is the total satisfaction of an individual with their career (Lounbury et al., 2008). Career satisfaction is the quantity of happiness a person experiences due to their career choice. In numerous career studies, career success and career satisfaction have been used interchangeably (Joo and Park, 2010). Career success is positive psychological work-related outcomes or an individual's accomplishments due to work experience (Judge et al., 1995).

Career fulfillment as a mediator: Guan et al. (2014) examined the relationship between subjective and objective career success, subjective and objective career success, and turnover intention. The relationship between job level and career satisfaction was found to be lower among managers with a higher level of organizational career management and stronger among those with a higher level of managerial career anchor. The indirect effect of job level on attrition intention via career satisfaction was observed among managers with a lower level of organizational career management and managers with a higher level of management career anchor. Ismail et al. (2019) sought to identify the relationship between proactive behavior, career management, and career satisfaction. The results indicate that aggressive behavior effectively mediates the relationship between career satisfaction and control.

1.5   Hypothesis

H1: There is a positive relationship between career plateau and career change intention

H2: career plateau is negatively related to career satisfaction

H3: Job burnout is positively associated with career change

H4: Job burnout is negatively correlated with career satisfaction

H5: There is a significant positive relationship between Job security and intention to career change

H6: Job Insecurity is negatively related to job satisfaction

H7: There is a significant positive relationship between WFC and intention to career change

H8: WFC is negatively associated with career satisfaction

H9: Career satisfaction is negatively related to career change

H10: Career satisfaction mediates the relationship between career plateau and career change intention

H11: Career satisfaction mediates the relationship between job burnout and career change intention

H12: Career satisfaction mediates the relationship between job insecurity and career change intention

H13: Career satisfaction mediates the relationship between WFC and career change intention

2. METHODOLOGY

Exploratory research is conducted for this paper to establish priorities for a problem that has not been examined in greater depth. This experimental research is adaptable and lays the framework for future investigation. This study explores the relationship between career change intentions as the dependent variable and the effect of carer satisfaction as the mediator over job characteristics. These are independent variables: career plateau, Job Insecurity, and WFC. In total, 15 job characteristics were identified in career change research. A LinkedIn survey determined the top five variables influencing the intention to change careers. Google Forms has been created and connected to IT professionals throughout the Middle East. Six hundred ninety-four (694) IT professionals were considered, and they were asked to select five variables out of fifteen that they believed would influence them to change careers. The Cochran's Q test was applied to these data, and the results appeared significant. The top five characteristics identified are Career Satisfaction, Career Stagnation, Job Burnout, and Job Insecurity.

Cochran's Q Test results:

Variable	Frequency
Career satisfaction	138
Career plateau	120
Job burnout	94
Job Insecurity	89
WFC	77

The questionnaire is used to identify the factors that may contribute to the intention to change careers and their implications. Different valid and reliable scales were used to measure the variables. In a five-point structured questionnaire, the constructs in the research were measured using a Likert scale.

Instrumentation: Greenhaus et al. (1990) devised a five-item scale to assess career satisfaction. Pejtersen et al. (2010) adopted the Job Burnout Scale from the second version of the Copenhagen Psychological Questionnaire (COPSOQ). Pejtersen et al. (2010) adopted the job insecurity scale from the second version of the Copenhagen Psychological Questionnaire (COPSOQ). Allen et al. (2003) measured career satisfaction using a twelve-item scale adapted from Milliman (1993)'s scale. Work-family conflict (WFC) was also adopted from the Copenhagen Psychological Questionnaire (COPSOQ) devised by Pejtersen et al. (2010). Three items adapted from Nitardy(2015) were used to assess career change. Study population & randomization Frame: The population of IT professionals is infinite. Due to the best infrastructure, facilities provided by the IT industry, Government support, facilities supplied, etc., those who work in IT in the Middle East comprise the sampling frame. In addition, a global reservoir of talent exists.

Sampling Technique: This investigation utilized snowball sampling, also known as the chain referral sampling technique. This study attempted to identify employees considering a career change, a difficult task without the assistance of other participants. Because capturing the intent of such a large number of participants was nearly impossible. When potential participants were identified, they assisted the researcher in identifying the population intending to change careers but was concealed from view. Respondents were contacted via email and their LinkedIn profiles. They were informed of the necessity of the study, primarily if they intended to change careers. Once the participants were identified, they were asked to identify a few additional members of their organization who are also considering a career change. A systematic follow-up was conducted to expedite the questionnaire-filling process. As the response rate was substantial (694 respondents), 63% was utilized.

2.1 Analysis

The respondents were asked to fill out a demographic profile containing information such as their gender, age, level of education, marital status, etc. 442 of the 694 participants were male, or 63.7% of the total, while 252 were female, or 36.3%. Percentages of demographic variables are displayed below.

Standard Method Variance: CMV is a type of systematic error variance caused by the spurious correlation that results from using the same survey to measure each variable in a relationship (Craighead et al., 2011). CMV bias occurs when the causal factor method distorts causal effects that are substantively causal. Researchers have devised several statistical techniques to control the impact of CMV. Harman's single-factor technique

assumes a singular source, which may result in an inaccurate representation of the actual bias. The Common Latent factor test captures the common variance when a new latent variable is added to the AMOS CFA model. This connects all observed model elements. Harman's one-factor test and Common latent Factor are the most frequently used techniques. The effect sizes between the constructs were less than 0.200, so it is concluded that CMV did not distort the relationship between the variables.

Items	Description	Frequency	Percentage
Gender	Male	442	63.7
	Female	252	36.3
Age	21-25	240	34.6
	26-30	302	43.5
	31-35	100	14.4
	36-40	51	7.3
	41-45	1	0.1
Educational Qualification	Diploma	4	0.6
	Under Graduation	479	69
	Post Graduation	211	30.4
Marital status	Married	307	44.2
	Unmarried	387	55.8
Children	Yes	242	34.9
	No	452	65.1
Experience	Less than a year	39	5.6
	1-5 yrs	267	38.5
	6-10 yrs	255	36.7
	11-15 yrs	80	11.5
	More than 15 yrs	53	7.6

2.2 Structural Equation Modelling

SEM is adaptable and development of the linear model. Path diagrams, conceptual model systems, and linked regression equations capture dynamic and complex relationships between observed and unobserved variables. CP, JI, and JB each have a set of four observed variables, whereas WFC has six observed variables, CS has five, and CC has three observed variables. The developed structural model represents the theory with structural equations constructed with the abovementioned variables. The researcher employed a measure in which chi-square is divided by its degrees of freedom, resulting in a lower value and decreased sensitivity to sample size. In this instance, $X^2/df=1.523$ indicates a satisfactory model fit. If REMSA (Root Mean Square Error of Approximation) has been regarded as one of the most informative fir indices because it is sensitive to numerous estimated parameters in the model. If the RMSEA model value falls from 0.08 to 0.10, it is a mediocre fir, but if the RMSEA value is below 0.08 shows

a good fit. The lower limit is close to 0, and the upper limit should be less than 0.08. RMSEA =0.046 for this study which falls below <0.08 and shows a good fit. Other fit indices such as GFI, NFI, RFI, IFI, TLI, and CFI have a cut-off point >0.90. Values obtained for each index are GFI=0.918 is a good fit, NFI=0.876; and RFI=0.876 is not a good fit. IFI=0.919, TLI=0.902, and CFI=0.918 fall under good fit. RMR=0.04 is an acceptable fit, and AGFI=0.903 is a good fit. The cut-off points for RMRis, 0.05, and AGFI are>0.80

Sem Output, Fit Indices, And Desired Level Of Fit

Name of the Index	Values obtained	Acceptance level	Comments
CMIN/DF	2.493	<3	Acceptable
GFI	0.918	>0.90	Good fit
NFI	0.876	>0.90	Not Good fit
RFI	0.853	>0.90	Not Good fit
IFI	0.919	>0.90	Good fit
TLI	0.902	>0.90	Good fit
CFI	0.918	>0.90	Good fit
RMSEA	0.046	<0.08	Acceptable
RMR	0.04	<0.05	Acceptable
AGFI	0.903	>0.90	Good fit

2.3 Standardized Direct Effects

Relationship			Estimate	P
CC	←	CP	.244	.031*
CC	←	JI	.428	.000
CC	←	JB	.102	.023*
CC	←	WFC	.097	.085**

- *Significant value @ 0.05 level, ** significant at 0.1 level*

2.4 Regression Analysis

Relationship			Estimate
CC	←	CP	.219
CC	←	JI	.938
CC	←	JB	.228
CC	←	WFC	.160

2.5 Mediating Effect

If the RMSEA (Root Mean Square Error of Approximation) value falls from 0.08 to 0.10, it is a mediocre fit. Still, if the RMSEA value is below 0.08, how's a Good fit? It

is generally reported as a well-fitting model that the lower limit is close to 0 while the upper limit should be less than 0.08. RMSEA=0.027 for this study which falls below < 0.08 and shows a good fit. Other fit indices such as GFI, NFI, RFI, IFI, TLI, and CFI have a cut-off point of >0.90. Values obtained for each of the indices are GFI=0.953, NFI=0.921, IFI=0.974, TLI=0.971, and CFI=0.974 reaches the cut-off point and is of GOOD FIT. RMR=0.059 is an acceptable fit, and AGFI=0.943 is a good fit. The cutoff points for RMR is <0.05 and AGFI is >0.80

Name of the Index	Values obtained	Acceptance level	Comments
CMIN/DF	1.523	<3	Acceptable
RMSEA	0.027	<0.08	Acceptable
GFI	0.953	>0.90	Good fit
NFI	0.929	>0.90	Good fit
RFI	0.921	>0.90	Good fit
IFI	0.974	>0.90	Good fit
TLI	0.971	<0.90	Good fit
CFI	0.974	<0.90	Good fit
RMR	0.059	<0.05	Acceptable
AGFI	0.943	>0.80	Good fit

2.6   Parameter Estimates

The table below displays the estimated number of parameters and the unstandardized weight, standard error, and critical ratios associated with significance. All hypotheses appear to be developed and supported. This demonstrates how accurately parameters have been estimated for all hypothesized relationships.

Relationship		*Estimate*	*P*
CS ← JI		-.392	***
CS ← JB		-.100	.030*
CS ← CP		-.346	.009*
CS ← WFC		-.079	.096**
CC ← JB		.022	.579
CC ← JI		.022	.960
CC ← CP		.177	.105
CC ← CS		-.143	.009*
CC ← WFC		-.011	.778

- Significant @ 0.05 level, ** Significant @ 0.1 level

2.7   Regression Weights of Indirect Effects

Relationship			*Estimate*
CS	←	JI	-.401*
CS	←	JB	-.103*
CS	←	CP	-.137*
CS	←	WFC	-.078**
CC	←	JB	.025
CC	←	JI	.003
CC	←	CP	.077
CC	←	CS	-.158**
CC	←	WFC	-.012

- Significant level @0.05 level, ** Significant @0.1 level

The relationship between job attributes and the intention to change careers was significant in the direct model. Consequently, role career satisfaction mediation was incorporated into the model. The entry of the mediating variable rendered the direct relationship between job attributes and intention to change careers non-significant. This indicates that career satisfaction mediates the relationship between job attributes and the intention to change careers.

2.8   Bootstrapping

To validate the mediation findings, the bootstrapping method was employed. It is the most effective and reliable method for testing mediating effects. (Hayes, 2009) Bootstrapping is a non-parametric method for assigning accuracy measures to sample estimates. For two important reasons, this study examined the bootstrapping effect on the mediating variable, career satisfaction, using SEM and AMOS software. The first reason is the availability of numerous goodness-of-fit indices, which aid in determining whether the hypothesized model is suitable for the observed data to satisfy the two-step method. Second, SEM makes it possible to test the mediating hypothesis by conducting a separate regression analysis to examine mediating hypotheses.

WFC	CP	JB	JI	CS	CC
CC .011	.049	.014	.056	.000	.000
P .04	.00	.02	.02		

3.   DISCUSSION

The purpose of this study was to examine the effects of job attributes such as career plateau, job burnout, job security, and work-family conflict (WFC) on career change

intention among IT professionals, as well as the mediating influence of job satisfaction on the relationship between job attributes and career change intention. They hypothesize that career plateau is positively related to career change intent.

Summary of Results

Hypothesis	Correlation	Result
H1: There is a positive relationship between career plateau and career change intention	Positively Related	Supported
H2: career plateau is negatively related to career satisfaction	Negatively Related	Supported
H3: Job burnout is positively related to the intention to achieve a career change	Positively Related	Supported
H4: Job burnout is negatively related to career satisfaction	Negatively Related	Supported
H5: There is a significant positive relationship between Job security and intention to career change	Positively Related	Supported
H6: Job Insecurity is negatively related to job satisfaction	Negatively Related	Supported
H7: There is a significant positive relationship between WFC and intention to career change	Positively Related	Supported
H8: WFC is negatively related to career satisfaction	Negatively Related	Supported
H9: Career satisfaction is negatively related to career change	Negatively Related	Supported
H10: Career satisfaction mediates the relationship between career plateau and career change intention	Fully mediated	Supported
H11: Career satisfaction mediates the relationship between job burnout and career change intention	Fully mediated	Supported
H12: Career satisfaction mediates the relationship between job insecurity and career change intention	Fully mediated	Supported
H13: Career satisfaction mediates the relationship between WFC and career change intention	Fully mediated	Supported

This is in line with studies on attrition intentions by Choudharyet al. (2013), Drucker Godard et al. (2015), and Salami (2010). This is evidenced by the fact that IT personnel have reached a plateau due to fewer opportunities for promotion and flatter

organizational hierarchies. Career plateau predicts negative career satisfaction. Godshalk and Fender (2015), Jung and Tak (2008), and Tak and Godshalk (2015), among others, have conducted comparative research on job satisfaction. This establishes the extent to which individuals are content based on salary, hierarchical standing, career success, etc. This has an impact on the decision to shift careers. It was discovered that job fatigue is positively associated with changing careers. This result is supported by Almer and Kaplan's (2002), Altunoglu and Sarpkaya's (2012), and Lu and Gursey's (2016) studies on turnover intentions. Job exhaustion may be caused by demanding working conditions, resulting in fatigue and frustration; when these symptoms persist for an extended period, employees' intentions to change careers increase.

Implications	Outcomes
Managerial implications	➢ Career satisfaction plays a significant role in the study ➢ Policymakers and managers should enforce organizational practices wrt career satisfaction among employees to reduce carer change intention ➢ Supportive leadership style ➢ Grievances of employees must be redressed ➢ A safety committee can be formed ➢ Training on multicultural backgrounds and language
Theoretical implications	➢ Major causes for career change intentions ➢ A new theoretical model for career change intention was developed ➢ Provides information based on the context to researchers who can conduct similar studies in various cultural backgrounds ➢ Significant contribution for less researched variable career intention ➢ A better understanding of dependent and independent variables
Individual implications	➢ Career success factors ➢ Evaluate and analyze the present situation ➢ The question behind the career change ➢ Networking ability Develop knowledge skills for a new profession ➢ Proper planning ➢ Overcome the discomforts ➢ Acquire capabilities, skills, and abilities ➢ Acquaintance with New and sophisticated technology

The career satisfaction was negatively related to job fatigue. The environment is highly demanding and knowledge-based, necessitating around-the-clock client service. This results in employee depersonalization, job fatigue, and work exhaustion. Berntson et al. (2010), Camgoz et al. (2016), Lee and Jeong (2017), and Berntson et al. (2010) all found that job security positively correlated with career change intent. Software engineers experience more excellent technological progress and advancement compared to other professionals. However, they become obsolete in a relatively brief period. Due to global competition, the IT industry faces a recession, resulting in layoffs. Consequently, individuals are exposed to job insecurity. Career satisfaction is negatively predicted by job insecurity. It was discovered that WFC is positively associated with career transitions. These findings are consistent with comparable research conducted by Ahuja et al. in 2007, Anderson et al. in 2002, and Lee and Jeong in 2013. The imbalance between work and family caused work-family conflict. This may be due to the changing nature of workplace norms, such as extended work hours, conflicting deadlines, and alterations in family structure. A negative correlation was found between career satisfaction and the intention to switch careers. Dissatisfied employees are less invested in their work and more likely to permanently consider leaving their organization and career. In models that examine the relationship between job attributes and attrition or career change intentions, job satisfaction is used as a mediating variable rather than career satisfaction. To explain the indirect effects in this study, the research provides evidence that career satisfaction entirely mediates the relationships between job attributes and career change intention, thereby supporting hypotheses H10, H11, H12, and H13.

4. ACKNOWLEDGMENT

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