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# Commitment to organizational career, career growth, and intention to quit: Evidence from IT professionals

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## ABSTRACT

The research proposes to explore the nexus between Commitment to Organizational Career (COC) and Career Growth (CG). It also examines the role of Intention to Quit (IQ) amid COC and CG among IT professionals. The antecedents of the study variables (COC, CG, and IQ) were validated using Exploratory Data Analysis. The relationships among the study variables were identified using SEM. Multiple regression analysis was adopted to examine the mediating role of IQ. COC is a single-factor construct; career growth comprises dual factors (professional development, compensation, and career goals), while IQ is a single-factor variable. The results confirm that COC influences CG; the impact of COC on CG is significant and inverse. Notably, the role of IQ is non-significant in the relationship between COC and CG. The study provides practical insights by examining the proposed mediation model and could make at least three contributions. Firstly, it explored and validated the antecedents of variables (COC, CG, and IQ). Secondly, it expanded the understanding and influence of COC on CG. Thirdly, it suggests mechanisms to drive COC to mitigate impediments to CG and reduce IQ, which can help HR professionals design effective career advancement policies. Thus, leveraging insights from this study, organizations fostering career growth and minimizing turnover risks can create a sustainable and committed workforce.

**Contribution/Originality:** This study is one of the few investigations examining the role of the intention to quit amid COC and CG among IT professionals. It documents the significant influence of COC on CG, providing an actionable plan to mitigate impediments to career growth, thereby reducing IQ.

## 1. INTRODUCTION

In IT organizations, the concept of 'career' is becoming protean, aiming to help individuals achieve personal career aspirations and adapt to an unstable career environment (Zhu, Yang, Gao, & Wang, 2024). The combination of organizational offerings and employee initiative is essential for meaningful career advancement, retention, and performance (Vande Griek, Clauson, & Eby, 2018). Thus, organizations need to design and implement career development programs to reshape employees' professional growth.

Organizations are expected to offer professional developmental opportunities to stimulate the career growth of employees, which refers to the perception of advancement opportunities (career goal progress, professional development, promotion, and compensation) within the current organization (Ali & Mehreen, 2024). Furthermore,

such developmental opportunities and career growth help employees plan their career moves within organizations through job crafting, which fosters a positive workplace environment and supports their career progression (Al Balushi, Thumiki, Nawaz, Jurcic, & Gajenderan, 2022), which in turn reduces the intention to quit the existing job (Chang, Zhong, & He, 2025).

Career organizational commitment (COC) is an employee's intent to continue in a specific occupation and upskill to perform their job (Ekmekcioglu, Erdogan, & Sokmen, 2020). As the modern workforce values career advancement through elevating their professional journeys, COC, being a specific form of goal commitment, assumes significant importance, particularly in IT organizations (Gaile, Baumane-Vītoliņa, Kivipõld, & Stibe, 2022). The individual's untiring commitment to their career and career aspirations together lead to a higher level of COC (Chen, Chang, & Chiang, 2017) and help employees to achieve their career goals (Zhang, Fang, Luan, Chen, & Peng, 2022).

Career Growth (CG) refers to the support an individual feels at the current workplace regarding career progression, recognition, and compensation. Employees view their COC and CG seriously as part of their identity and extend their efforts toward achieving career goals. Thus, the relationship between COC and CG plays a significant role, and research shows that higher COC and CG help employees accomplish career success. CG has become a crucial factor in the IT sector as it directly affects employees' attitudes and behavior at the workplace, which also has a nexus with their job performance (Okon, Dakare, Akaighe, & Adebiyi, 2025). In the present job market conditions, achieving the desired organizational career paths, which are closely associated with an individual's career aspirations, requires a higher level of COC and CG (Gaile et al., 2022). COC exerts a strong influence on career-related variables (CG, career identity, career resilience, compensation and rewards, and IQ) (Ali & French, 2024). The employees possessing the COC, career goal, and proactive personality are more likely to move towards achieving their perceived career success (Smale et al., 2019). The workplace factors (role stress and job strain) have an impact on IQ, and organizational embeddedness shows an inverse relationship with IQ (Swami, Sharma, & Sharma, 2024). Thus, COC exerts a strong influence on IQ (the higher the level of employee commitment, the lower the IQ).

Although research shows the relationship between COC and job content, there are very few studies examining its impact on CG in the context of IQ (Jena, Choudhary, Pal, & Misra, 2025). Further, studies have established the relationship between COC, person-environment fit, and employee retention (Zhou & Shirazi, 2025) but no specific studies have attempted to examine the nexus among COC, CG, and IQ. Although career-related variables, namely career identity, career resilience, and compensation, help to predict the intention to quit (Spurk, Hirschi, & Dries, 2018) but the link between COC and CG in the context of IQ was not explored. Although previous research indicates that employees having multiple commitments support them in attaining career success (van Rossenberg et al., 2018) but further research is needed to examine the nexus between COC and career-related contextual variables (Ali & French, 2024). Nonetheless, there has been comparatively limited attention paid to comprehending the COC and its consequences on career contextual outcomes of an individual (Kundi, Soomro, & Kamran, 2022).

Though few studies examined the impact of CG on workplace outcomes, the mediating role of IQ amid COC and CG was not explored (Son & Kim, 2021), which needs to be studied further (Rigotti, Korek, & Otto, 2020). The research on career contextual variables that influence CG is relatively fragmented (Miao, Yu, Bozionelos, & Bozionelos, 2023). Even though CG to has a strong link with job market volatility (Modem, Lakshminarayanan, Pillai, & Prabhu, 2022), CG has not received sufficient attention from researchers. In a nutshell, COC, CG, and IQ have garnered scholarly attention, but establishing the nexus among these variables, specifically in the IT sector, has not been explored, and there is a lack of empirical evidence linking COC and CG. Therefore, the researchers intend to answer the following questions.

RQ1: Does the COC influence the CG in IT organizations?

RQ2: Does IQ mediate the relationship between COC and CG?

Hence, the current research proposes to explore the relationship between COC and CG, also to examine the mediating role of IQ between COC and CG (Figure 1). The rest of the paper details the review of literature, hypothesis

formulation, research methodology, analysis and results, discussion, and conclusions, followed by practical implications and scope for future research.
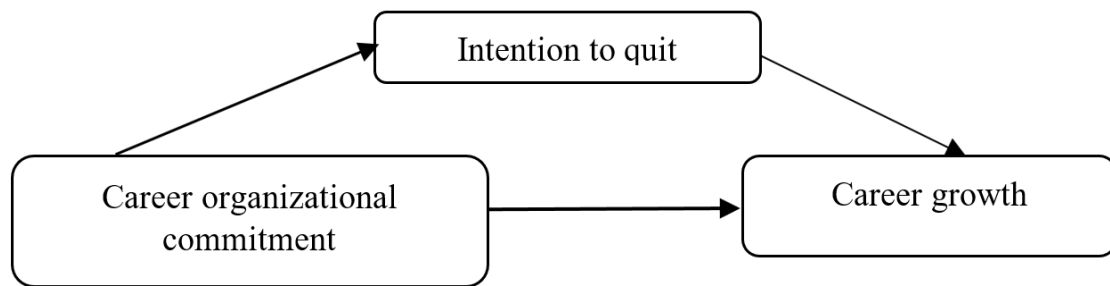


**Figure 1.** Hypothesized framework: Mediating role of IQ amid COC and CG.

The study provides practical insights by examining the proposed mediation model, and the current study could make at least three contributions. Firstly, it explored and validated the antecedents of study variables (COC, CG, and IQ). Secondly, it expanded the understanding of the influence of COC on CG. Thirdly, it proposed a mechanism to be used to drive COC to mitigate the impediments for CG and to reduce IQ, which helps HR professionals to design career advancement policies.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The study variables include Career Organizational Commitment (COC), Career Growth (CG), and Intention to Quit (IQ). The career-related positive aspects, such as COC, have a direct relationship with CG, and individuals with higher COC and CG achieve their career success (Kundi et al., 2022). The COC acts as a fulcrum to advance employees' career adaptability and career satisfaction, consequently enhancing their CG (Chen et al., 2017). The COC and CG play a significant role in strengthening employees' career identity, career commitment, and workplace well-being (Zhu et al., 2024). Furthermore, the COC of employees enhances their organizational commitment, which in turn reduces the employees' IQ (Tran, 2025; Woo, Heo, Jang, & Jang, 2023). Thus, establishing such a link between career organizational commitment, career growth, and intention to quit should help IT administration to offer positive psychological pathways for building an effective and competent workforce, which leads to a win-win situation for the organization (Li, Yang, You, & Liu, 2024). Given this context, hypotheses were proposed for the present research as discussed in the section below.

### 2.1. Career Organizational Commitment (COC) and Career Growth (CG)

There is a direct association between COC and CG (Chen et al., 2017), and the COC of individuals drives them to develop proactive career behavior, which enhances their career satisfaction (Mulyana & Izzati, 2022). Organizations with strong career-related practices influence employees to achieve their desired career aspirations and CG (Ali & Mehreen, 2024). The COC has an impact on positive career-related factors (career success, adaptability, identity, and well-being), including CG (Zhu et al., 2024), whereas the negative factors of the workplace (harassment and role stress) have a strong role in influencing the employee's IQ. Employees possessing a strong COC exercise efforts in pursuing their desired career aspirations through proactive career planning and upskilling, which support the accomplishment of their CG (Smale et al., 2019).

Although career literature has inclined towards studies on subjective career success and career goals (Pathardikar, Sahu, & Jaiswal, 2016) and perceived career success (Ali & Mehreen, 2024), there are very few studies attempting to establish the relationship between COC and CG. Also, there is a strong need to examine the relationship between COC and CG (in the context of IQ), which has high prominence as COC and CG together play a vital role in achieving an employee's career success (Zhu et al., 2024). Thus, we propose to establish $H_1$ hypothesis.

*$H_1$: COC significantly positively influences CG.*

*2.2. Career Growth (CG) and IQ*

IT employees are seriously considering their career aspirations and career satisfaction, which support them in accomplishing their career goals and professional development. Thus, researchers are emphasizing further research on career growth (CG) and its influence on employees' IQ (Weng & McElroy, 2012). Previous studies indicate that CG is positively related to career commitment, while it is inversely related to IQ (Vande Griek et al., 2018). Employees demonstrating proactivity in the workplace, admiring personal and organizational values, put their efforts into achieving the desired CG (Deci & Ryan, 2012), which in turn reduces IQ (Wang & Abu Hasan, 2024). As the employee's desired CG strongly influences positive career-related dimensions more predominantly than IQ (Ali & Mehreen, 2024), CG has gained significant attention to explore further (Okon et al., 2025), related to IQ, literature on CG has continuously attracted researchers to explore its impact on IQ in future studies (Modem et al., 2022) emphasizing the importance of CG, which strongly influences organizational commitment, ensuring lower IQ (Al Balushi et al., 2022). Thus, we propose to establish $H_2$ hypothesis.

*$H_2$: CG positively and significantly influences IQ.*

*2.3. Career Organizational Commitment (COC) and Intention to Quit (IQ)*

The COC has a direct influence on IQ (Ali & French, 2024) and addresses the employee career goal attainment, which acts as a predictor for IQ (Tran, 2025; Woo et al., 2023). The COC moderates the association between person-organization fit and IQ (Zhou & Shirazi, 2025). Previous studies confirm that lack of organizational commitment, job satisfaction, quality of work-life dimensions, work overload, and stress are contributing factors in predicting IQ (Vem, Ng, Sambasivan, & Kok, 2024). Although studies explored the role of talent management practices linked with CG in turn employee IQ (Pan, Wang, & Liu, 2025; Zahirah & Satrya, 2024).

The researchers have suggested examining the role of COC in connection with its multifaceted factors, such as CG and IQ (van Rossenberg et al., 2018), in the specific sector. Such studies become significant in helping HR professionals nurture positive career-related aspects to reduce employees' IQ (Zhou & Shirazi, 2025) by addressing the role of COC. Given this background, we propose to establish the $H_3$ hypothesis.

*$H_3$: COC positively and significantly influences IQ.*

*2.4. Nexus amid COC, CG, and IQ*

As the contemporary workforce in IT organizations values their career advancement, COC, CG, and IQ assume great prominence, which determines subjective career success (Chen et al., 2017; Swami et al., 2024). COC has a strong influence on individual factors (individual's commitment, advancing skills, rewards, and compensation), which impact the CG and IQ of the workforce (Al Balushi et al., 2022; Chang et al., 2025). Thus, individuals having an IQ but striving for their CG in the present organization need to be re-examined in the context of COC (Gu, 2023). Although earlier research concentrates on studying the COC in relation to self-efficacy (Xu et al., 2022) and job content (Jena et al., 2025), there are fewer studies examining its impact on CG in the context of IQ. Since employees may hold various commitments concerning their careers (van Rossenberg et al., 2018), studies are needed to examine the role of COC amid career-related variables in future research (Ali & French, 2024). The earlier researchers have studied the role of IQ from mediating perspectives amidst CG and career aspirations, but future research needs to be extended to study the mediating role of IQ in the relationship between COC and CG (Zahirah & Satrya, 2024).

The relationship amid COC and CG needs to be re-examined in the context of IQ (mediator) (Rigotti et al., 2020; Spurk et al., 2018) and such study outcomes should help HR professionals to design interventions to enhance employee attributes (proactive personality, organizational values, and career aspirations), which help them to accomplish their CG, in turn minimizing their IQ (Wang & Abu Hasan, 2024). In a nutshell, the study variables and exploring their eventual continuum shall help to achieve employee COC (Hu, Hood, Creed, & Shen, 2020). Thus, we propose the $H_4$ hypotheses.

*$H_4$: IQ mediates the relationship between COC and CG.*

*2.5. Theoretical Foundations*

Self-Determination Theory (Deci & Ryan, 2012) applied to study the realm of career (Chen et al., 2017) gives rise to Career Self-Determination Theory (CSDT). In line with this theory, when employees attain their psychological needs (competence, autonomy, and relatedness) in the workplace, their outcomes lead to career success and satisfaction. Given this context, an individual's COC may be considered a manifestation of motivation (self-driven) towards achieving the individual's career goals, which demonstrates the alignment of intrinsic drive to pursue desired career paths (Poon, 2004). Social Exchange Theory (SET) (Blau, 1964) states that people, when they receive benefits from others, feel obligated to reciprocate, which is appropriate to the underlying rationale. According to this theory, social exchange relationships result from positive workplace antecedents, which enhance interpersonal relationships (Mitchell, Cropanzano, & Quisenberry, 2012). Conservation of Resources theory (COR) (Wright & Hobfoll, 2004) is used as an underpinning theory as it offers an alternative to the individual appraisal, and in COR terms, emotional exhaustion is a state of impoverished resources resulting in deteriorated performance and IQ.

## 3. METHODOLOGY

The present study adopts a quantitative research approach. The data analysis involves two stages. Firstly, the antecedents of study variables (COC, CG, IQ) were explored and validated. Secondly, the mediating effect of IQ between COC and CG was examined using multiple regression analysis. The sampling unit comprises professionals working in IT organizations in Mysore and Bangalore City, Karnataka, India. Data was collected through an e-survey, utilizing a convenience sampling method, with 318 valid responses considered. The age of the sampling units ranges from 30 to 59 years. The sample includes 157 graduates and 161 postgraduates; 198 respondents were married, and their experience varies from 0 to 20 years. To ensure the robustness of the proposed model, the study employs various fitness indices and a fitness ratio. The CMIN/DF ratio should be less than 5, as suggested by (Hair, Risher, Sarstedt, & Ringle, 2019). Other model fit indices, including the Goodness of Fit Index (GFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Normed Fit Index (NFI), and Adjusted Goodness of Fit Index (AGFI), are expected to be close to unity. The Root Mean Square Error of Approximation (RMSEA) should be below 0.09 (Hair et al., 2019).

The statistical analysis was conducted using SPSS and AMOS (version 21). The α and CR of all the constructs exceeded the 0.7 threshold (Hair et al., 2019). Similarly, the AVE of all the constructs was above 0.5 (Fornell & Larcker, 1981). To identify the primary factors in the present study, EFA (Varimax rotation method with Principal Component Analysis) was employed, which also helps to study the implications of Common Method Bias (CMB) with the help of Harman's single-factor test, as the present study involves multiple constructs. The findings confirm that none of the factors explaining most of the variation (more than 50%) associated with the study variables is present; therefore, CMB does not exist (Polas, 2025).

*3.1. Scale Design*

The survey instrument has four divisions. Part A: contains demographic questions, Part B: COC, Part C: CG, Part D: IQ. The COC was measured with a revised (Bateman & Crant, 1993) 6-item scale (Lapointe et al., 2019); sample item: "Having a long career within this particular organization is not important to me. The CG (includes intrinsic and extrinsic career growth) of employees was measured with a 15-item scale (Weng & McElroy, 2012); sample item: "My present job is relevant to my career goals and vocational growth." The IQ was measured using a scale (Hom & Griffeth, 1991; Lapointe et al., 2019). The scale included 6 items, such as "I have considered leaving my organization for better opportunities elsewhere." To ensure the instrument's credibility, at least 5 items were included within each factor.

## 4. ANALYSIS AND RESULTS

The analysis involves two stages. Firstly, the antecedents of study variables (COC, CG, IQ) were explored and validated. Secondly, the mediating effect of IQ between COC and CG was examined.

### 4.1. Antecedents of Variables

The antecedents of study variables (Table 1) were explored and validated (exploratory factor analysis followed by confirmatory factor analysis). Based on the literature and relevance, each construct was titled.

**Table 1.** CFA: Model Fitness of Study Variables.

| No | Variable | CMIN | GFI | AGFI | NFI | IFI | CFI | TLI | RMSEA | CR | AVE |
|----|----------|------|-----|------|-----|-----|-----|-----|-------|-----|-----|
| 1 | COC | 1.447 | 0.996 | 0.978 | 0.991 | 0.997 | 0.996 | 0.992 | 0.038 | 0.798 | 0.772 |
| 2 | CG | 3.475 | 0.936 | 0.886 | 0.916 | 0.938 | 0.938 | 0.907 | 0.780 | 0.801 | 0.802 |
| 3 | IQ | 1.544 | 0.989 | 0.968 | 0.984 | 0.997 | 0.989 | 0.994 | 0.041 | 0.814 | 0.798 |

CFA results of the study variables indicate that the proposed measurement model has adequate fitness. Further, results are summarized as follows: COC has 6 items, which have been confirmed to be a single-factor variable. The CG, measured with 15 items, is a dual-factor variable (professional development, compensation, and career goal), and IQ, which has 6 items, is confirmed to be a single-factor variable.

### 4.2. Relationship between Career Organization Commitment (COC) and Career Growth Opportunities (CG)

The relationship between COC and CG was examined using the Structural Equation Model (SEM) (Figure 2) through hypothesis testing ($H_1$).

*$H_1$: There is a significant and direct relationship between COC and CG.*

The results of the SEM were summarized as follows: CMIN/DF=3.039 (less than 5). The GFI, AGFI, NFI, IFI, CFI, and TLI were noted as 0.907, 0.862, 0.878, 0.914, 0.888 (close to unity), and RMSEA=0.080. Thus, the proposed model has adequate fit (Hair et al., 2019). The ($1-\beta$) value is 0.67, indicating that components of COC have an impact on CG. Therefore, $H_1$ is accepted.
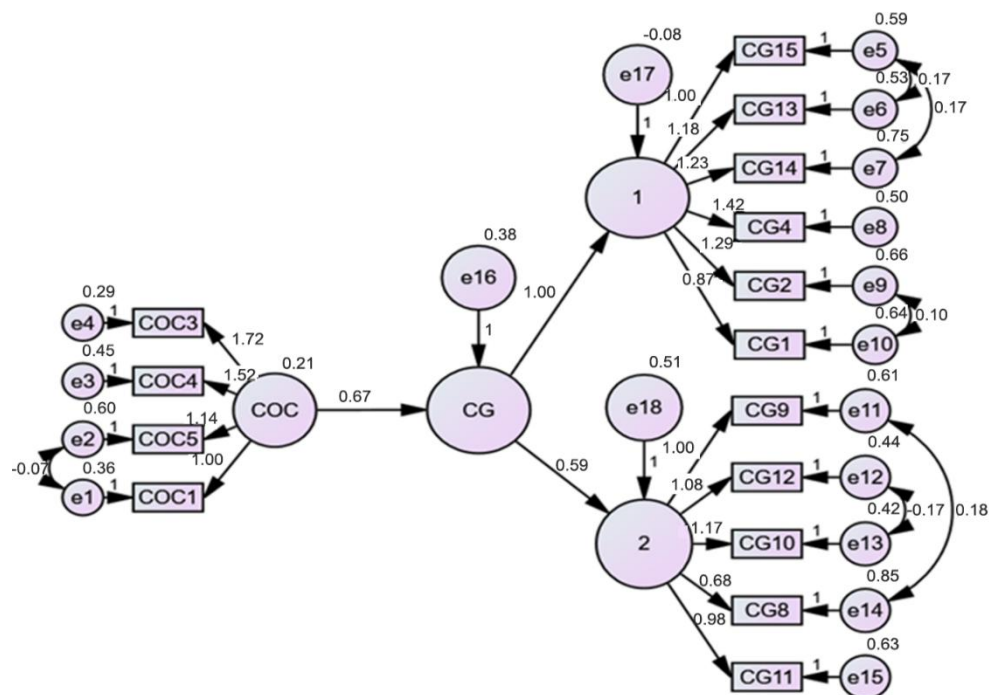


**Figure 2.** Relationship between COC and CG

**Table 2.** Regression weights: (Group number 1 - Default model).

| Indicator | Influences | Path | Estimate | S.E. | C.R. | P |
|-----------|-----------|------|----------|------|------|---|
| CG | <--- | COC | 0.665 | 0.113 | 5.899 | *** |
| 1 | <--- | CG | 1.000 | | | |
| 2 | <--- | CG | 0.593 | 0.166 | 3.575 | *** |
| COC1 | <--- | COC | 1.000 | | | |
| COC5 | <--- | COC | 1.136 | 0.154 | 7.366 | *** |
| COC4 | <--- | COC | 1.522 | 0.163 | 9.351 | *** |
| COC3 | <--- | COC | 1.715 | 0.177 | 9.670 | *** |
| CG15 | <--- | 1 | 1.000 | | | |
| CG13 | <--- | 1 | 1.180 | 0.099 | 11.901 | *** |
| CG14 | <--- | 1 | 1.226 | 0.113 | 10.854 | *** |
| CG4 | <--- | 1 | 1.418 | 0.136 | 10.391 | *** |
| CG2 | <--- | 1 | 1.287 | 0.133 | 9.675 | *** |
| CG1 | <--- | 1 | 0.868 | 0.107 | 8.121 | *** |
| CG9 | <--- | 2 | 1.000 | | | |
| CG12 | <--- | 2 | 1.082 | 0.092 | 11.728 | *** |
| CG10 | <--- | 2 | 1.175 | 0.097 | 12.140 | *** |
| CG8 | <--- | 2 | 0.680 | 0.069 | 9.904 | *** |
| CG11 | <--- | 2 | 0.977 | 0.081 | 12.099 | *** |

**Note:** *** indicating $p < 0.001$.

The regression (Table 2) weights also confirm that COC positively and significantly influences CG (Estimate = 0.665, $p < 0.001$), highlighting that higher COC enhances CG opportunities. The above results indicate that employees with a strong commitment to organizational career are more likely to experience career advancement. This aligns with the social exchange theory, where employees reciprocate a sense of organizational belonging with proactive efforts towards their career development, which is supported by the organization.

### 4.3. Relationship between Career Organization Commitment (COC) and Intention to Quit (IQ)

The relationship between Career Organization Commitment (COC) and Intention to Quit (IQ) was examined using SEM (Figure 3) through hypothesis testing ($H_2$).

*$H_2$: There is a direct and significant relationship between COC and IQ.*

The results of the SEM were noted as: CMIN/DF=2.710. The indices such as GFI, AGI, NFI, IFI, CFI, and TLI were noted as 0.951, 0.915, 0.954, 0.970, 0.970, and RMSEA = 0.073. Hence, the proposed model has adequate fit (Hair et al., 2019). The ($1-\beta$) shows -0.78, indicating an inverse relationship between the COC of employees and their IQ. Thus, $H_2$ is not accepted (the higher the COC, the lower the intention to quit). The regression weights (Table 3) also confirm that COC significantly (inverse) influences IQ (Estimate = -0.780, $p < 0.001$).
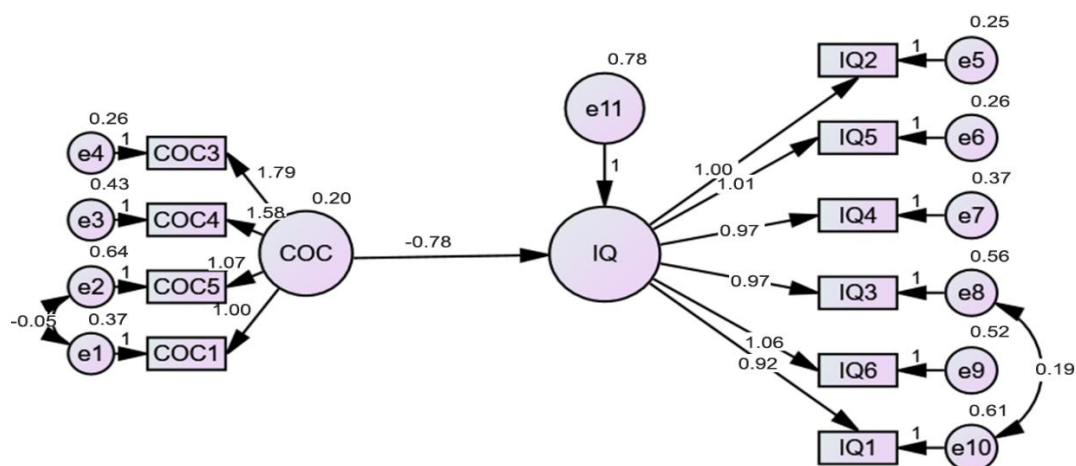


**Figure 3.** Relationship between COC and IQ.

**Table 3.** Regression Weights: (Group number 1 – Default model).

| Indicator | Influencing | Path | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| IQ | <--- | COC | -0.780 | 0.146 | -5.346 | *** |
| COC1 | <--- | COC | 1.000 | | | |
| COC5 | <--- | COC | 1.066 | 0.152 | 7.035 | *** |
| COC4 | <--- | COC | 1.581 | 0.168 | 9.391 | *** |
| COC3 | <--- | COC | 1.789 | 0.187 | 9.550 | *** |
| IQ2 | <--- | IQ | 1.000 | | | |
| IQ5 | <--- | IQ | 1.007 | 0.045 | 22.144 | *** |
| IQ4 | <--- | IQ | 0.973 | 0.049 | 19.930 | *** |
| IQ3 | <--- | IQ | 0.966 | 0.055 | 17.418 | *** |
| IQ6 | <--- | IQ | 1.060 | 0.056 | 19.037 | *** |
| IQ1 | <--- | IQ | 0.921 | 0.056 | 16.372 | *** |

**Note:** *** indicating p<0.001.

## 4.4. Relationship between Intention to Quit (IQ) and Career Growth (CG)

The relationship between intention to quit (IQ) and Career Growth (CG) was examined using the SEM (Figure 3) through hypothesis testing ($H_3$).

$H_3$: *There is a significant and direct relationship between IQ and CG.*

The results of the SEM were noted as: CMIN/DF=2.390. The indices such as GFI, AGFI, NFI, IFI, CFI, and TLI were noted as 0.941, 0.878, 0.926, 0.954, 0.953, and RMSEA = 0.018. The regression analysis (Table 4) shows that there is a significant inverse relationship between IQ and CG ($\beta$ = -0.290, p < 0.001). Thus, $H_3$ is not accepted, indicating that employees perceiving limited CG prospects may be more inclined to have higher IQ.
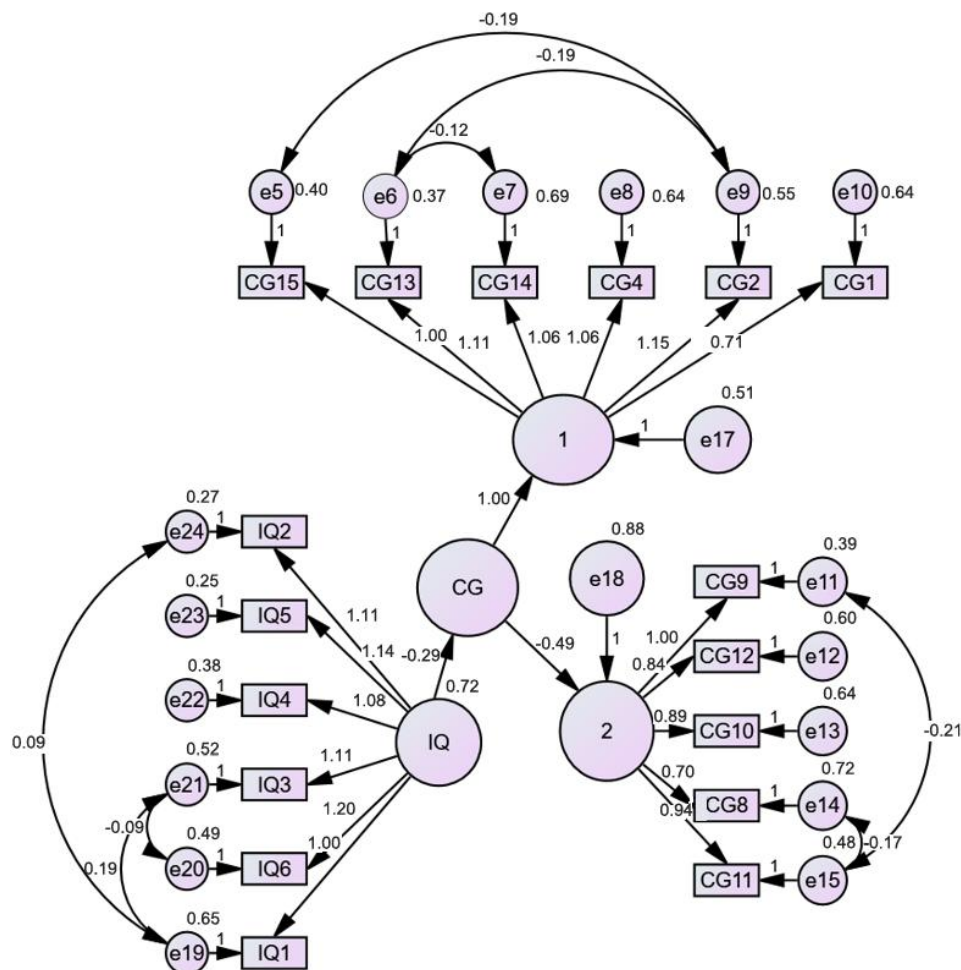


**Figure 4.** Relationship between IQ and CG.

**Table 4.** Regression weights: (Group number 1 - Default model).

| Indicator | Influencing | Path | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| CG | <--- | IQ | -0.290 | 0.056 | -5.212 | *** |
| 1 | <--- | CG | 1.000 | | | |
| 2 | <--- | CG | -0.487 | 0.248 | -1.960 | .050 |
| CG15 | <--- | 1 | 1.000 | | | |
| CG13 | <--- | 1 | 1.106 | 0.085 | 12.970 | *** |
| CG14 | <--- | 1 | 1.057 | 0.091 | 11.617 | *** |
| CG4 | <--- | 1 | 1.055 | 0.084 | 12.537 | *** |
| CG2 | <--- | 1 | 1.153 | 0.105 | 11.015 | *** |
| CG1 | <--- | 1 | 0.710 | 0.072 | 9.808 | *** |
| CG9 | <--- | 2 | 1.000 | | | |
| CG12 | <--- | 2 | 0.839 | 0.067 | 12.482 | *** |
| CG10 | <--- | 2 | 0.888 | 0.070 | 12.612 | *** |
| CG8 | <--- | 2 | 0.702 | 0.067 | 10.482 | *** |
| CG11 | <--- | 2 | 0.937 | 0.078 | 12.089 | *** |
| IQ1 | <--- | IQ | 1.000 | | | |
| IQ6 | <--- | IQ | 1.200 | 0.084 | 14.261 | *** |
| IQ3 | <--- | IQ | 1.108 | 0.067 | 16.583 | *** |
| IQ4 | <--- | IQ | 1.084 | 0.075 | 14.481 | *** |
| IQ5 | <--- | IQ | 1.135 | 0.073 | 15.464 | *** |
| IQ2 | <--- | IQ | 1.108 | 0.066 | 16.908 | *** |

**Note:** *** indicating $p < 0.001$.

### 4.5. Mediation Analysis

The mediation analysis investigates the relationship between Career Organization Commitment (COC) and Career Growth (CG), with Intention to Quit (IQ) as a mediator, using Model 4 of the PROCESS macro. The objective is to determine whether employees' level of COC in their organization influences their CG directly or whether this relationship is mediated by their IQ in the organization. By analyzing a sample of 318 respondents, the study examines the direct, indirect, and total effects of COC on CG, along with the statistical significance of IQ as a mediator. The findings provide insights into whether employees' career growth is solely driven by their commitment or if their inclination to quit influences this dynamic.

Effect of COC on IQ (Path a)

The regression results show that COC has a significant negative effect on IQ ($\beta = -0.3668$, $p = 0.0022$), indicating that individuals with higher career organization commitment tend to have a lower intention to quit.

Effect of IQ on CG (Path b)

The effect of IQ on CG is inverse but not statistically significant ($\beta = -0.0715$, $p = 0.0667$). This suggests that although a higher intention to quit may negatively impact career growth, the effect is weak and lacks strong statistical support.

Direct Effect of COC on CG (Path c')

The direct effect of COC on CG is positive and significant ($\beta = 0.5027$, $p = 0.0000$). This confirms that employees with strong organizational commitment experience greater career growth, regardless of their intention to leave.

Indirect Effect (COC → IQ → CG) (Path a × b)

The indirect effect of COC on CG through IQ is not statistically significant ($\beta = 0.0262$, BootCI: -0.0057 to 0.0820). Since the confidence interval includes zero, we conclude that IQ does not significantly mediate the relationship between COC and CG. Thus, findings indicate that Career Organization Commitment (COC) has a strong direct impact on Career Growth (CG), but the mediating effect of Intention to Quit (IQ) is not statistically significant. This indicates that while committed employees are more likely to experience career growth, their intention to quit does not play a major role in this relationship. Organizations focusing solely on reducing IQ by

improving career growth are ineffective. Instead, organizations must directly enhance COC through relevant career development opportunities and a supportive work environment. The primary driver should be the direct link between COC and CG, not the indirect path through turnover intentions. The results also highlight that investing in employee commitment is effective for fostering career growth and, in turn, creating a stable and committed workforce.

## 5. DISCUSSIONS AND CONCLUSION

The current research aims to explore the nexus between COC and CG. Also, to study the role of IQ amid COC and CG in IT organizations. The results show that COC significantly influences CG, but there is an inverse relationship with employees' IQ, which specifies that the higher the COC, the lower the IQ. The effect of IQ on CG is negative but not statistically significant, indicating that higher intention to quit may negatively impact career growth. The mediating effect of intention to quit (IQ) is not statistically significant between career organization commitment and career growth. This indicates that while committed employees are more likely to experience career growth, their intention to quit does not play a major role in this relationship. In the present agile dynamic work environment, the organization's role in the development of an employee and the contribution of the employee as an individual to their development within an organization and across organizations is considered to be highly relevant (Vande Griek et al., 2018). Further, the employees with higher COC will strive towards achieving higher work performance and act as a motivating factor in maximizing their agile work performance (Ha & Lee, 2022).

Thus, organizations should design and implement interventions to focus on enhancing the employee COC and CG horizons to reduce IQ and to enhance the employees' decisions to stay in their present organization. The concept of a successful career is strongly related to individuals' career aspirations for achieving organizational career paths. The IT employees view the COC as their identity and extend their efforts towards organizational career goal attainment, which plays a high prominence in achieving their desired CG (Jena et al., 2025). Further, the organizations should design and implement interventions for employees to strengthen their COC, organizational embeddedness, and career commitment to form a strong CG of employees, which in turn reduces their IQ (Chang et al., 2025). Thus, the organizations shall impart the culture that should ensure the strong individual's COC resulting in lower IQ, through addressing the employee's career goal attainment. IT organizations have to place firm-wide career growth strategies based on the employees' needs to advance their skills and competence to meet the agile market requirements and also to foster long-term commitment (Okon et al., 2025).

The outcome of this study makes a novel contribution to the literature by addressing a critical gap, as no research examines the interrelationship between commitment to organizational career, intention to quit, and career growth. The present study has practical and managerial implications. Firstly, organizations offering CG opportunities to achieve a win-win situation (individual organization) will not be effective unless they understand the attributes of individuals and the CG opportunities provided to them. Secondly, emphasizing the role of reporting managers in encouraging high-potential employees who exhibit strong career aspirations is vital, as customizing career development strategies for high-potential performers can act as a critical success factor for organizations. Thirdly, the proposed interrelationship may help managers in organizations to enhance their effectiveness by offering career growth opportunities and eventually influencing employees' IQ. Fourthly, initiating gender-specific strategies can encourage women in the workforce to aspire high and overcome the glass ceiling. Finally, succession planning can be streamlined when employees understand and acknowledge the organization's effort to nurture internal talent, especially when they realize career growth opportunities within the organization. Thus, leveraging insights from this study, organizations fostering career growth and minimizing turnover risks can create a sustainable and committed workforce. The present research adopts a convenience sampling method, which is a limitation for the generalizability of the findings. Future researchers may explore comparative analysis beyond IT organizations, such as the airline and healthcare sectors, as such studies help HR professionals to map the design requirements of career development programs in specific sectors.

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