

Work-From-Anywhere: Effect of Intrinsic Motivation and Perceived Moderation of Commitment on Performance of Information Technology Professionals in India.

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Abstract

This paper studies the effect of intrinsic motivation on the individual work performance of work-from-anywhere information technology professionals in India. We collected data from 410 Information Technology (I.T.) workforce in India to analyse the relationship. We test the hypothesis considering SEM. Our result suggests that (a) work isolation of I.T. professionals in work-from-anywhere conditions in India enhances intrinsic motivation and work performance, and (b) organization commitment does not moderate the relationship between intrinsic motivation and job performance. The study is underpinned by the lenses of self-determination theory and need to belong theory. There is scant literature that considers the connections between intrinsic motivation on IWPQ and the effect of perceived organizational commitment as a moderator on work-from-anywhere I.T. professionals in India. This research addresses a significant literature gap in the Indian context.

Keywords: Intrinsic motivation, Job performance, Work-from-anywhere (WFA), Organizational commitment (OC), Information Technology (I.T.)

Introduction

Deci (1975) classifies motivation as behaviours in which an individual feels engaged, competent, and self-determining. Motivation is the mental process resulting from voluntary actions such as arousal, direction, and persistence, which attain personal and organizational objectives. The reference was taken from the study of Pool & Pool in the year 2007. Job motivation is described through energetic pressures that emerge within and beyond employees to ascertain the structure, path, passion, and time (Pinder, 1998). The motivation variable was observed in the study done by Mottaz in 1985, the study conducted by Wong *et al.* in 1999, the study done by Mahaney & Lederer in the year 2006, and the research done by Bakay & Huang in the year 2010 into dual subscales, i.e., first, the intrinsic, and the other is extrinsic. The research conducted by Wong *et al.* in 1999 mentioned the involvement of the employers in the solution of the employees' personal problems, creation of exciting jobs, appraisal, promoting in the organization developing employees' careers, and creating the atmosphere of appreciation within the organization is defined as intrinsic motivation. This study focuses on the intrinsic aspects of motivation in the job performance of WFA IT professionals in India with the lenses of self-determination theory.

Koopmans, in the year 2015, measured job performance by the eighteen-item scale questionnaire termed the Individual Work Performance Questionnaire (IWPO). This instrument measures the three subscales of performance. The first is task performance, the second is contextual performance, and the last is counterproductive job behaviour. The reference is taken from Sackett & Lievens's study done in the year 2008. These subscales provide a relatively complete and tight methodology for measuring the job performance construct. This reference is taken from the Dalal *et al.* study done in the year 2012. The number one subscale is task performance, defined as conduct that contributes to the focused goods production or the tasks that provide adequate services (Rotundo & Sackett, 2002), such as planning, organizing, finalizing the assigned jobs, updating technical knowledge, working precisely, and problem-solving (Koopmans *et al.*, 2011). The next subscale is contextual performance, which consists of the behaviours that matter for the organizational social and psychological goal setting and environment (Rotundo & Sackett, 2002). Revolves around proactivity, tasks outside job duties, social and psychological initiative, cooperating with employees, and excitement. This reference is taken from the study by Koopmans *et al.* in 2011. The last subscale measured is counterproductive job behaviours, explained as deliberate behaviours that destroy the organization's goodwill. This reference was taken from the research of Rotundo and Sackett in 2002. It comprises misusing powers and privileges, negative work behaviours, fault-finding, and incorrectly working purposefully. The reference was taken from the study of Koopmans *et al.* in 2011. Our study is also focused on work isolation during WFA IT professions in India.

WFA, proposed by Prithwiraj Choudhury (2021), means working from a remote location except for the employer's workplace and offers workmates the flexibility to relocate for a certain fraction of office timings (Choudhury, P. *et al.*, 2021). WFA shows the optimistic effect of technology as a new tool, as it allows communication with customers and workmates to get the work done (Prodanova *et al.*, 2021). WFA is expected to grow, and the flexibility offered will be appreciated by a substantial section of the employee population (Charalampous *et al.*, 2022). A worldwide survey observed that about 25 percent of the working population indicated that flexibility offered by WFA was the primary job benefit in 2020-21 (Mayerhoffer, 2021). The next step in the study is to understand the moderating impact of the OC concept on the job performance of WFA IT professionals in India with the lenses of need to belong theory.

Meyer and Allen's research was done on OC in the year 1991. Here, three dimensions of OC are considered: affective, normative, and continuance. The reference is taken from the study of Kanter done in the year 1968 and Meyer et al. study done in 2002. Some authors eliminated normative commitment from the assessments of OC, compared with affective commitment, and acknowledged similarities in both commitments' antecedents and consequences. The reference is taken from the research work of Jonsson & Jeppesen in 2012 and the study done by Wang et al. in 2010. Nevertheless, some research discovered enough contrasts among both the commitments to involve as independent constructs (Jonsson & Jeppesen, 2012).

Mercurio (2015) mentioned that organizational commitment literature is mainly fragmented and comprises scholars' disagreements. Organizational commitment varies widely among global organizations. Cultural shifts and perspectives of employees impact organizational commitment (Wood & Wilberger, 2015). The organizational commitment construct is a dynamic concept that has been transformed forever by COVID-19. In this regard, we indicate concerns and significant gaps in the literature and practice of organizational commitment (Chauhan *et al.*, 2023).

Literature and Hypothesis Development

This paper studies the effect of intrinsic motivation on the individual work performance of work-from-anywhere information technology professionals in India. Also helps to understand the moderating effect of organizational commitment in work isolation. The study is underpinned by the lenses of self-determination theory and need to belong theory (Baumeister & Leary, 1995). Cognitive evaluation a sub-theory of self-determination theory clarifies social and environmental factors helps or hinder intrinsic motivation (Deci & Ryan, 1985). Augustyniak, et al. 2016 mentioned positive correlation among intrinsic motivation and performance. COVID-19 forced the use of technology and impacting human behaviours. They feel they belong in social media and the technological environment. Distancing from social media and technology brings a change in their behaviours. Technology, VUCA market scenarios, and globalization of businesses all boost a modern understanding of organizational commitment (Chauhan et al., 2023). An investigation accomplished by Rivai *et al.* (2018) observed that intrinsic motivation delivers positive effects to enhance the creativity and performance of employees. Chaudhary and Sharma (2012) mentioned that highly motivated employees deliver higher performance. It adopts the job performance IWPQ 18-item scales developed to evaluate the three focal aspects: task, contextual, and counterproductive job behaviours (Koopmans, 2015).

Investigated Constructs

Intrinsic Motivation

Ghosh et al., in a study done in the year 2020, mentioned that isolation is linked with intrinsic motivation. Etzion et al. mentioned in the study done in 1988 that isolation distances employees from work and enhances mood, work performance, and emotional stability. The reference is taken from the study conducted by Sonnentag in 2012. The study done by Moon et al. in the year 2020 mentioned that intrinsic motivation is the dominant instrument used for enhancing employee engagement. The study done by Ryan and Deci in the year 2000 mentioned that intrinsic motivation helps perform the job to attain innate satisfaction. Intrinsically motivated employees perform better and show high employee creativity. The reference is taken from the study done by Nehra and Rangnekar in the year 2017. So, the hypothesis proposed is as follows:

H1: Intrinsic Motivation will significantly influence job performance of IT professionals in India.

Organization Commitment

During the COVID-19 pandemic, various organizations experienced substantial issues regarding high turnover, attrition, and recruitment shortages as long-term employees left their jobs for better comfort and higher salaries. Such a mindset was absent prior to work-from-anywhere options. An increase in layoffs and closures permitted the long-term workforce to seek other job opportunities and reconsider their potential (Amico, 2021). COVID-19 experienced the trend of reduced organizational commitment all over the global workforce; a culture of low organizational commitment was commonly increased among organizations at the global level, principally by millennial employees (Hervas-Oliver et al., 2013). This is visible among fast-shifting organizations such as I.T., where losing organizational commitment is shared among the workforce (Chauhan et al., 2023). Lack of organizational commitment is also mysteriously shocking to employers.

However, companies across the globe have also seemed to devalue the commitment shown by individual employees (Hervas-Oliver et al., 2013). There are numerous explanations why companies are not interested in the commitment of long-term workers. This is because companies frequently recruit high-calibre talent to replace the current workforce. Workforce well-being is negatively affected by the lowering of commitment in dynamic and rapidly shifting companies (Erickson & Roloff, 2007). Globalization steered to accelerate the weakening of central beliefs of loyalty and commitment (Albrow et al., 1994). Most studies related to organizational commitment stem from the old theory of organizational loyalty. The fundamentals of organizational commitment constructed upon loyalty have become obsolete and unsuitable to today's context and current company practices. Technology, vuca market scenarios, and the globalization of businesses all immensely modernize the understanding of organizational loyalty and commitment (Chauhan et al., 2023). COVID-19 further led to significant employee scarcity due to a lack of organizational commitment, including other significant constructs (Maurer, 2021). So, the hypothesis proposed is as follows:

H2: Organisational Commitment does not moderate the connection between intrinsic motivation and job performance.

Methodology

Participation and Survey Instrument

A convenient data sampling technique was used to acquire data from 3 regions of 28 states and eight union territories—an online and offline survey comprising 27 items from three variables to collect data. The responses were collected from I.T. professionals from India serving various I.T. firms from June 2022 to May 2023. The validated questionnaire in the study was developed into two parts. Part one collected data related to the demographics of the respondents, such as gender distribution, age group, married, unmarried, experience in the I.T. Industry, and the number of days physically separated from their coworkers. Section two collected data on the hypothesized variables on the factors that may affect job performance and the moderating influence of OC on the connections linking intrinsic motivation and job performance.

The questionnaire was initially checked on three I.T. professors. Their responses helped the researcher improve a few questions. Further, there was a pilot study on 25 I.T. professionals. These tests ensured that the dimensions truly reflected the research study. The study applied the Hair et al. 2011 ten-time rule of hypothesized paths. The most significant hypothesized paths in the model are two. Therefore, employing the ten-time rule, the sample size should be 20 (i.e., 2×10) considered sufficient. Nevertheless, gathering pertinent data demonstrating the population was required to achieve generalization. The survey instrument was circulated over an online/offline mode. Through online surveys, the questionnaire was distributed to 357 I.T. professionals, and through offline surveys, it was distributed to 103 I.T. professionals from India based on the convenience sampling method. Of the final 410 respondents, 307 are online and 103 offline respondents, duly finished, returned, and considered appropriate.

The survey instrument was estimated on a five-point Likert scale interval of 1 to 5, with one represents strongly disagree and five represents strongly agree. The dimensions and the items measured were implemented from the sources of Mottaz (1985), Meyer & Allen (1991), Brislin *et al.* (2005), Mahaney & Lederer (2006), and Koopmans (2015). However, the items were adapted to understand the job performance of WFA I.T. professionals in the Indian context. The following three variables are measured: Intrinsic Motivation (I.M.), Organisational Commitment (OC), Job Performance (JP), IM = 6 items, OC = 6 items, and JP = 15 items. For details, please see Table 2. The survey data acquired was measured using PLS-SEM.

Data Analysis and Results

Figure 1 shows the demographic statistics of 410 respondents. Seventy percent of the participants were men, and 30 percent were women, demonstrating a final amount of 287 and 123, respectively. Two hundred fifty-eight I.T. professionals were in the age interval of 20 to 30 years. One hundred forty in the age interval of 31 and 40 years, 11 I.T. professionals were in the age interval of 41 to 50 years, and one was in the age group of 51 to 60. These represent 62.93 percent, 34.15 percent, 2.68 percent, and 0.24 percent, respectively. One hundred thirteen I.T. professionals were married, 297 were single, and zero were divorced. All Indian I.T. professionals with at least one day working from anywhere in a week. Sixty-five respondents were in the experience bracket of 06 to 24 months. 85 between 25 and 60 months and 260 participants had over 60 months of work experience in the I.T. domain. These represent 15.85 percent, 20.73 percent, and 63.42 percent, respectively.

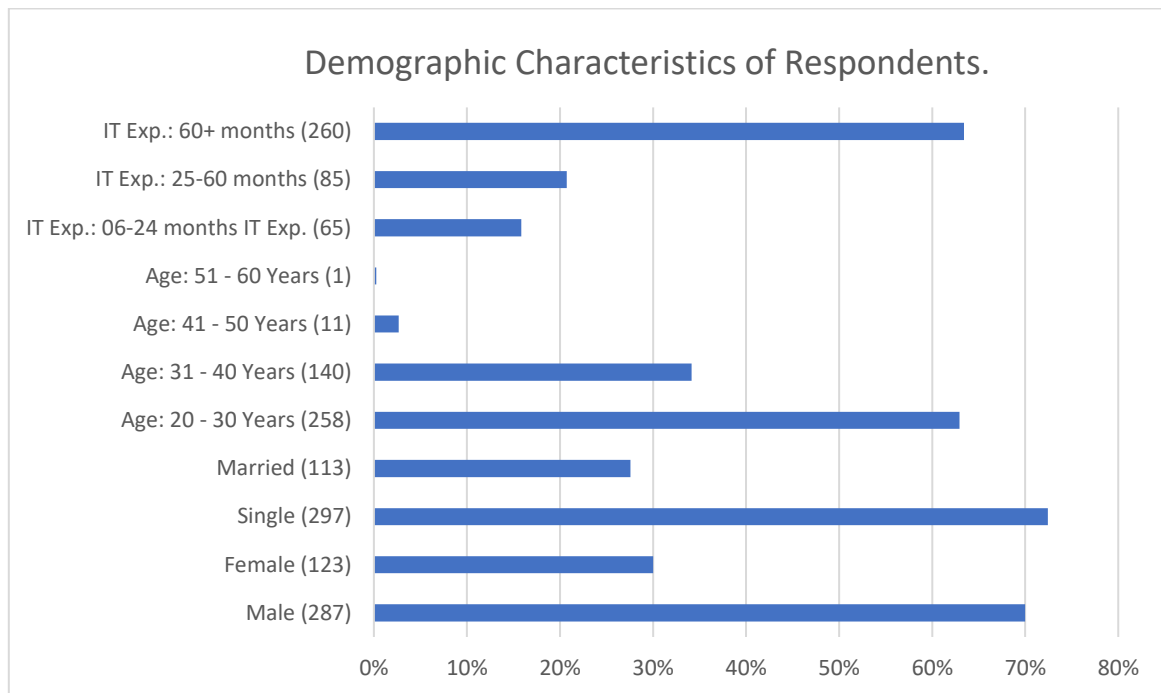


Figure 1. Demographic Characteristics of Respondents.
 Frequency (n = 410)
 Source: The author.

Figure 2 shows the days the I.T. employees are physically separated from their coworkers weekly. Out of 410 I.T. employees, for five days in a week, 151 employees were in WFA situations, i.e., 36.83 percent; for four days, 15 employees were working from anywhere, i.e., 3.66 percent; for three days, 75 employees were working from anywhere, i.e., 18.29 percent, for two days 47 employees were working from anywhere, i.e., 11.46 percent and for one day 122 employees were working from anywhere, i.e., 29.76 percent.

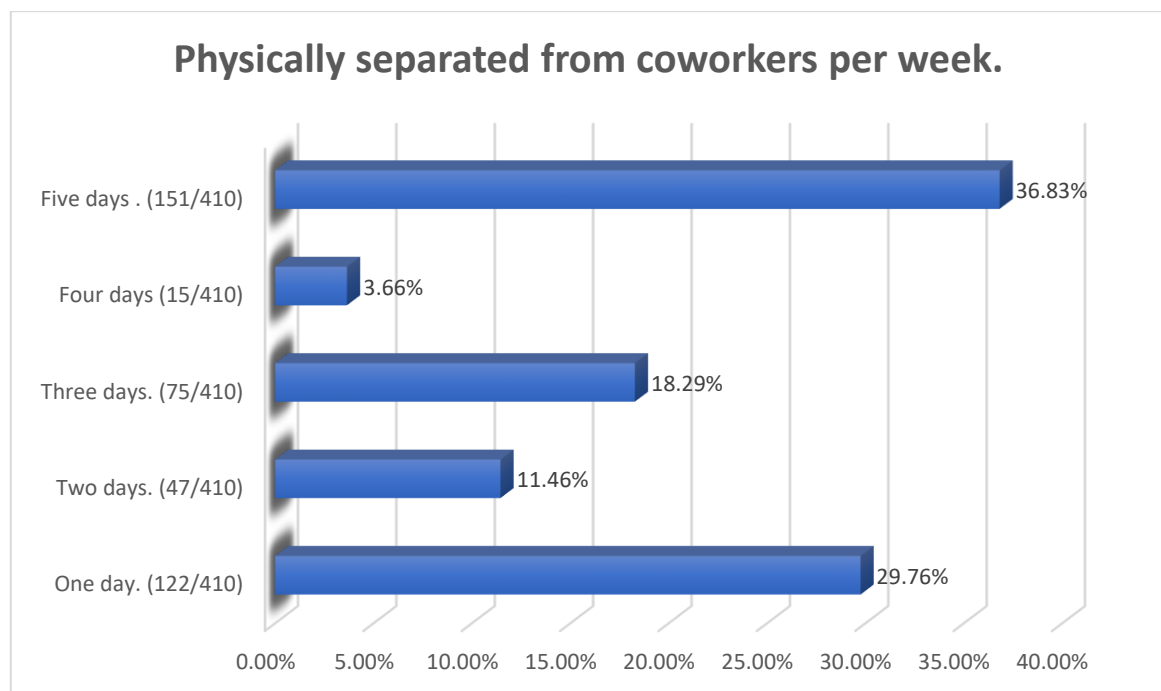


Figure 2. Physical isolation: The number of days I.T. professionals work physically separated from coworkers per week.
 Frequency (n = 410). Source: The author.

Measurement Model Estimation

Kaiser-Meyer does factor analysis -Olkin to engage and determine the appropriateness of data. Likewise, to measure the appropriateness of factor analysis of the data set, Bartlett's test of Sphericity, correlation matrix, and determinant score are computed (Pett *et al.*, 2003).

Table 1 illustrates that the estimate of the KMO value is 0.910, more than 0.6, indicating adequate sampling. The factor testing is correct for the acquired data. Bartlett's test of Sphericity for the adequacy of the correlation matrix is highly significant as p less than 0.001, Proving that the correlation matrix is established with at least some of the constructs.

Table 1. Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.910
Bartlett's Test of Sphericity	Approx. Chi-Square	6527.090
	Df	351
	Sig.	0.000

Source: Survey data.

Instead of automatically removing factors, the reflection of removing the factors on C.R. (composite reliability), content, and CV (convergent validity) was studied. Usually, items with factor loadings 0.40 to 0.70 shall be approved for elimination only if the removal outcome is an increase of C.R. (Composite Reliability) or AVE (Average Variance Extract) over the considered score (Hair *et al.*, 2016). The present study discovered that not a single factor loading comprises zero. Hence, no factors were eliminated from the research for additional examination.

All the items factor loadings have a value higher than the standard score of 0.50. The reference was taken from the study done by Hair *et al.* in 2010. The research measured the reliability and validity of the variables (Table 2). Reliability measured using Cronbach's alpha ranges 0.813 to 0.868, rho_a ranges from 0.823 to 0.936, and C.R. statistics interval from 0.865 to 0.909 revealing an acceptable inner consistency of numerous factors for all variables with C.R. scores over 0.70. The reference is taken from the study done by Hair *et al.* in 2010. The study done by Bagozzi and Yi in the year 2012 and the study done by Hair *et al.* in 2010 revealed that the AVE of all latent variables should be more than or equivalent to 0.50. Table 3 illustrates that the AVE of all the latent variables is over 0.50, implying a big slice of the variance. Hence, the convergent validity was established.

Table 2. Reliability and Validity Analysis

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Intrinsic Motivation	0.844	0.854	0.886	0.566
Organizational Commitment	0.813	0.823	0.865	0.519
Job Performance	0.868	0.936	0.909	0.516

Source: Survey data.

Discriminant validity was measured through the comparison of the correlations linking the \sqrt{AVE} . The reference is taken from the study done by Fornell & Larcker in 1981 and the HTMT ratio of correlations study done by Henseler *et al.* in 2015, with scores less than the conventional value of 0.85. Therefore, discriminative validity was proved (Table 3).

Table 3. Discriminant Analysis: Fornell-Larcker Criterion and HTMT

Constructs	Intrinsic Motivation	Organizational Commitment	Job Performance
Intrinsic Motivation	0.752	0.633	0.569
Organizational Commitment	0.521	0.721	0.49
Job Performance	0.516	0.444	0.718

Note: Diagonal and italicized are the square roots of the AVE. Below the diagonal are the correlations between the construct's values. Above the diagonal elements are the HTMT values. **Source:** Survey data.

Model Goodness of Fit

Moreover, the model fit estimate was calculated by investigating numerous fit keys comprising RMSEA, CFI, CMIN/DF, and GFI. As illustrated in Table 4 and Figure 3, proposed by Hoyle and Panter (1995), every specification for the model fit index is achieved.

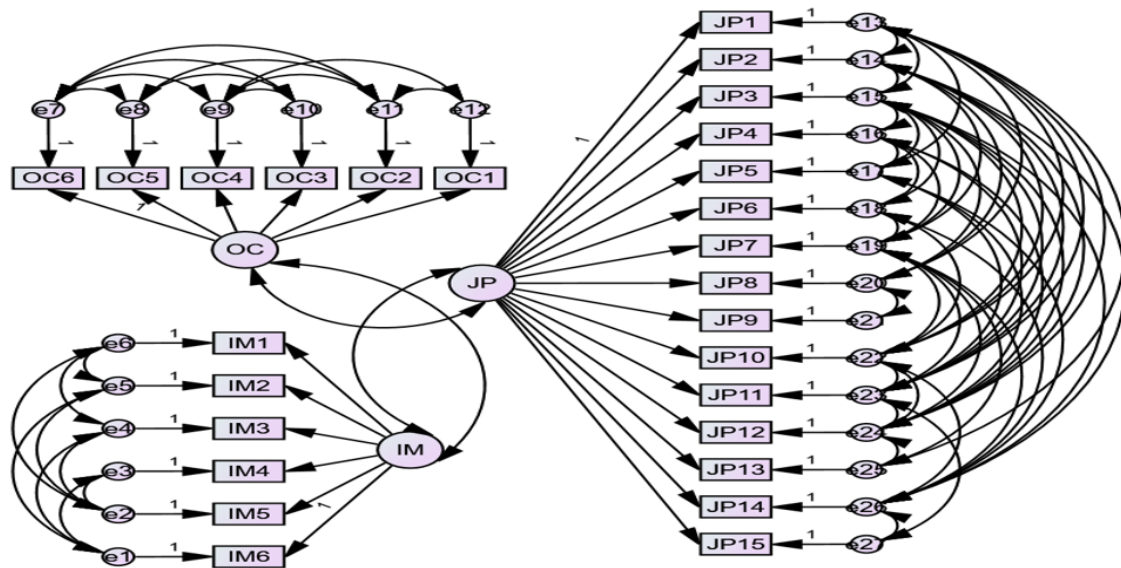


Figure 3. Shows the model fit index.
 Source: The author.

Table 4. The Model of Fit

Goodness of Fit	Recommended Threshold	SEM Value	Remark
Root mean squared error of approximation (RMSEA)	≤ 0.10	0.057	Good fit
Comparative fit index (CFI)	≥ 0.90	0.946	Good fit
Chi-square/degree of freedom (CMIN/DF)	≤ 3.0	2.336	Good fit
The goodness of fit (GFI)	≥ 0.90	0.906	Good fit
Normed fit index (NFI)	≥ 0.90	0.911	Good fit

Source: Survey data.

Common Method Variance (CMV)

Harman's Single Factor Test examines the CMV bias. All factors from latent variables were loaded for the investigation to inspect single-factor books' maximum covariance amongst estimates. CMV is only noticeable when a single factor accounts for maximum covariances between the estimates. Table 5 illustrates that standard method variance bias is absent since the total variance for a single factor is lower than the fifty percent threshold. The reference is taken from Podsakoff *et al.* study done in the year 2003.

Table 5: Harman's Single Factor Test Extraction Method: Principal Component Analysis.

Factor	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	9.97	36.915	36.915	9.36	34.672	34.672
2	2.88	10.66	47.575			
3	1.88	6.978	54.553			
4	1.46	5.399	59.952			
5	1.03	3.799	63.751			
6	0.95	3.515	67.266			
7	0.82	3.031	70.297			
8	0.74	2.745	73.042			
9	0.72	2.657	75.699			
10	0.65	2.414	78.112			
11	0.64	2.373	80.485			
12	0.58	2.134	82.619			
13	0.53	1.969	84.588			
14	0.48	1.787	86.375			
15	0.47	1.74	88.115			
16	0.37	1.375	89.491			

17	0.35	1.31	90.801
18	0.35	1.282	92.083
19	0.32	1.185	93.268
20	0.3	1.115	94.382
21	0.28	1.021	95.403
22	0.27	1.001	96.404
23	0.24	0.905	97.309
24	0.22	0.811	98.119
25	0.2	0.73	98.849
26	0.17	0.641	99.49
27	0.14	0.51	100

Extraction Method: Principal Axis Factoring.

Source: Survey data

Discussion

Work isolation gives a sense of autonomy, support competence and relatedness among WFA I.T. professionals. Employees are intrinsically motivated to perform and prove crowding out to accomplish offered tasks. Positive feedback on work and rewards enhances competence, intrinsic motivation, and relatedness Deci (1975). H1: Intrinsic Motivation will significantly influence job performance. The structural path analysis showed ($\beta = 0.39, t = 7.34, p = ***$). Hence, H1 was accepted. These results indicate that intrinsic motivation increases the job performance of WFA I.T. professionals in India. Work isolation forced the use of technology and impacting human behaviours. They feel they belong in social media and the technological environment. Distancing from social media and technology brings a change in their behaviours. Technology, VUCA market scenarios, and globalization of businesses minimised organizational commitment among I.T. WFA professionals in India. H2: Organisational Commitment does not moderate the connection between intrinsic motivation and job performance. The structural path analysis showed ($\beta = -0.023, t = 0.58, p = 0.562$). Hence, H2 was accepted. The outcome illustrates that organizational commitment insignificantly moderates the connection between intrinsic motivation and job performance. See Figure 5 for a simple slope analysis, and Table 6 shows the outcome of the hypotheses.

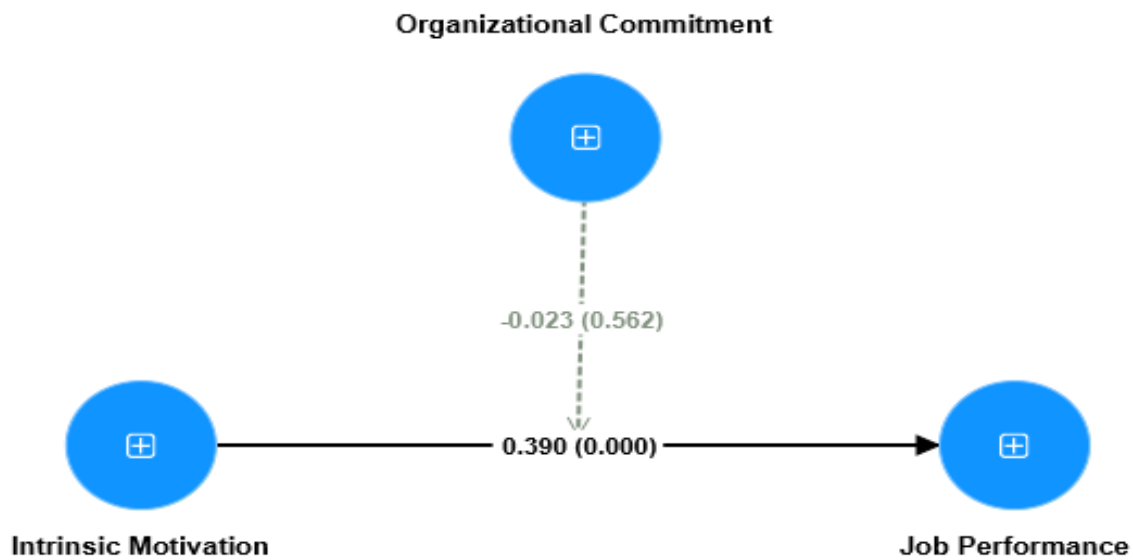


Figure 4. Research Model Estimation
 Source: The author.

Table 6: Summary of results.

	Structural Linkage	Beta Estimate	t values	p values	Decision
H1	Intrinsic motivation will significantly influence job performance.	0.39	7.34	***	Accepted
H2	Organizational commitment does not moderate the connection between intrinsic motivation and job performance.	-0.023	0.58	0.562	Accepted

Source: Survey data.

Figure 5.: Slope Analysis.



Source: The author.

Further, slope analysis is presented to understand better the nature of organizational commitment's moderating effect (Figure 5). As shown in the figure, all the lines are parallel. Hence, organizational commitment does not moderate the connection between intrinsic motivation and job performance.

The F-square effect size was 0.001 see Table 8. According to Kenny (2018), propositions 0.005 is small, 0.01 is medium, and 0.025 shows a significant effect of moderating. So, there is no moderation effect in the model.

Assess the Model's Predictive Power

Root-mean-square error (RMSE) is the standard metric to assess the prediction error. The other popular metric mentioned is the Mean Absolute Error (MAE). In most the cases, the model's predictive power is analyzed by RMSE. However, the study by Shmueli *et al.* in 2019 mentions that the more appropriate prediction statistic is MAE in case the distribution prediction error is exceedingly nonsymmetric and demonstrated by a long left or right tail in the distribution of prediction errors. The reference is taken from the study of Danks and Ray in 2018. The researcher used RMSE as prediction statistics as the MAE prediction error distribution was high. The L.M. benchmark scores were acquired by calculating linear regression of all the indicators of endogenous variables on the independent variables' indicators (Danks & Ray, 2018). In judging mean Root-Mean-Square Error scores with the L.M. scores in this study, most items yield minor prediction errors compared to L.M. Hence, the model signals medium predictive power. The reference is taken from the study by Shmueli *et al.* in 2019. Table 7 illustrates the model's predictive power.

Table 7: Root-Mean-Square Error (RMSE).

	PLS-SEM_RMSE	LM_RMSE
JP1	0.772	0.774
JP2	0.672	0.657
JP3	0.707	0.713
JP4	0.678	0.689
JP5	0.758	0.759
JP6	0.874	0.852
JP7	0.783	0.78
JP8	0.775	0.783
JP9	0.82	0.833
JP10	0.792	0.787
JP11	0.831	0.827
JP12	0.869	0.874
JP13	0.798	0.796
JP15	0.828	0.79
JP16	0.895	0.898

Source: The author.

Explanatory Power

R-square scores should be equal or greater than 0.10 for the variance explained of a particular dependent construct to be deemed adequate. This reference is taken from the study done by Falk and Miller in the year 1992. The study done by Cohen in the year 1988 advised R-square scores for endogenous latent constructs calculated at 0.26 (substantial), 0.13 (moderate), and 0.02 (weak). In the mentioned model, the score of R-square is 0.309, showing a 30.9 percent change in the dependent variable, which is substantial. Various constructs may influence a latent construct in a structured model. Eliminating an independent construct can influence the dependent construct. “F-Square is expressed as the percentile change in R-Square when an independent construct is eliminated from the research model. The value of F-square (≥ 0.02) is treated as a small change effect; ≥ 0.15 is treated as a medium change effect; ≥ 0.35 is treated as a significant change effect (Cohen, 1988). Removing the independent variable intrinsic motivation will change the R-square by 0.16, which is the medium effect on the dependent construct. Removing moderator variable OC will change R-square by 0.001, which is negligible. Q-square establishes predictive relevance, which estimates whether the research model has some predictive relevance or none [greater than zero means good]—q-square results in the predictive relevance of the dependent constructs. The q-square score is 0.287, over zero, demonstrating the model has predictive relevance. See Table 8.

Table 8: Explanatory power.

Predictors	Outcomes	F-square	R-square	Q-square
Intrinsic Motivation	Job Performance	0.16	0.309	0.287
Organization Commitment x Intrinsic Motivation	Job Performance	0.001		

Source: Survey data.

Conclusion

Theoretical Implications

Though several researchers have explored intrinsic motivation and job performance, more research needs to be done relating the connection to intrinsic motivation and IWPQ scales of job performance in WFA I.T. professionals in India and the moderating effect of OC. The study is underpinned by the lenses of self-determination theory and need to belong theory (Baumeister & Leary, 1995). Cognitive evaluation a sub-theory of self-determination theory clarifies social and environmental factors helps intrinsic motivation (Deci & Ryan, 1985). The study mentioned that work isolation of I.T. professionals in WFA conditions in India helps intrinsic motivation, and distance employees to enhance intrinsic motivation and work performance. Covid 19 forced the use of technology and impacted human behaviours. Employees feel they belong to social media and the technological environment. Distancing from social media and technology also brings a change in their behaviours. Technology, VUCA market scenarios, globalization of businesses, and multi-culture all boost in reduction of organizational commitment (Chauhan et al., 2023). I.T. Employee's belongingness is towards career commitment, interest in career development, personal considerations, financial considerations, academic interest, and achievement of education and career goals (Lent et al. 2002).

Practical Implications

The outcomes of the research paper exhibit analytical inferences for Indian WFA IT professionals. The research findings illustrate that intrinsic motivation significantly influences job performance. The H.R. managers must offer autonomy to work isolation employees share feedbacks on work and external rewards to I.T. employees for competence, increase intrinsic motivation and performance. Organizational commitment does not affect the connection to intrinsic Motivation and IWPQ scales of job performance. We suggest employers encourage an adjustable approach toward job expectancies to counter the evolving issues of social media, technological expansion, and expanded job options. The H.R. managers are encouraged to reconsider the fundamentals of organizational commitment and prevent current organizational commitment problems such as turnover, attrition, and recruitment shortages, and increase organizational commitment attributes among employees (Chauhan et al., 2023), for the total performance of WFA I.T. professionals in India through social cognitive career theory applications.

Limitations and Future Research

This investigation surveyed I.T. employees and professionals from only three regions of 28 Indian states and eight union territories. This may affect the outcomes when the country's total population is considered. Further, the author advises researchers to investigate this research in 28 states and eight union territories to capture a comprehensive image of the factors manipulating the job performance of WFA IT professionals in India. This study adopted convenience sampling to select participants. Hence, the survey may not capture the opinion of the population. Finally, the sample covers only one respondent in the age interval of 50 to 60 years, which needs to be improved. Therefore, further research can conscientiously add senior I.T. professionals aged 50 to 60 years to the investigation, whose results may differ substantially. Moreover, future research can be ascertained by using the dimensions of social cognitive career theory in place of organizational commitment.

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