

-RESEARCH ARTICLE-

AN ANALYTICAL STUDY OF THE IMPACT OF CAREER PLATEAU ON JOB SECURITY AT THE FACULTY OF ADMINISTRATION AND ECONOMICS/ AL-MUSTANSIRIYA UNIVERSITY

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—Abstract—

Due to its impact on behavioral consequences, career plateau has become a significant concern for organizations and seasoned employees. This situation arises when an employee stays in one position longer than expected and lacks job challenges. This phenomenon has become an integral component of most employees' career development. The present study concentrated on the relationship between various elements of career plateau, such as occupational plateau, structural (hierarchical) plateau, career content plateau, personal plateau, and job security. The exposure of working individuals to the Career Plateau when they fail to plan their career path represents the research problem. Al-Mustansiriya University's Faculty of Administration and Economics is the research population. The present study's sample consists of all administrative employees. To achieve the goals of this research, a questionnaire is designed to collect the necessary information from the sample. This study is predicated on a central hypothesis from which sub-hypotheses are derived to determine the effect of the independent variable (Career Plateau) on the dependent variable (job security). In the present study, the descriptive analytical approach is

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utilized in both its theoretical and practical aspects by reviewing the administrative literature related to the research variables, employing the questionnaire as the primary research instrument, and analyzing all of its data to answer the research problem's questions and test its hypotheses. The data are processed using (SPSS) version (V29) and a set of descriptive and analytical methods chosen to characterize, diagnose, and determine the relationship between the research variables. Consequently, a set of results are obtained, including that Career Plateau has a statistically significant impact on employment security, necessitating mitigating the effects of Career Plateau in the faculty under investigation.

Keywords: Career Plateau, Job Security

INTRODUCTION

After the emergence of modern organizations and businesses, the concept of a career has taken on a new form, and the organizational and managerial perspective has evolved over the past decade. The organizational trajectory has been articulated based on hierarchical and rigid structures in which an individual's upward progression in an organization follows a linear path in one or more organizations. The path to the top position in an organization is well-defined, and the development of employees' careers is aligned with the opportunities provided by the employer by evaluating their skills and abilities, age, or seniority. Working life, the impact of globalization, keen competition, economic fluctuations, technological advancements, organizational structural changes, and labor structural changes have all influenced the career phenomenon. The organization requires the employee's commitment and loyalty as a crucial element; career advancement is related to higher performance and long-term affiliation through employment opportunities. Recently, it has been asserted that these elements have lost their significance. In today's tumultuous environment, organizational understanding is lacking, and employees abandon organizations to pursue better opportunities for career advancement by assuming career responsibilities (Kurtuldu & Özçelik, 2023).

The structural, organizational changes, employee expectations, and geographical shifts necessitate new management perspectives for process development. The intensified global competition also leads to the initiation and adoption of process changes to maintain their position and improve the organizational process in accordance with the modern management approach and behavior of the current situation. It has been stated that there is a need to explain the career plateau from an organizational standpoint because employees place more emphasis on their career requirements than their basic needs. The researchers have delved into the phenomenon of the career plateau, which they define as the circumstance in which an employee has a lower chance of advancing in their career (Ongori & Agolla, 2009). Before this, researchers examined

the issue of career plateau from the perspectives of the individual, the organization, the objectives, and the subject. The acknowledged dimensions are the work plateau and the hierarchical plateau. The hierarchical career plateau is the inability of an employee to obtain promotion for various reasons; it occurs when a person has fewer opportunities and fewer possibilities for vertical movement within an organization. On the other hand, it has been stated that when the job is no longer challenging due to the responsibilities carried out, the phenomenon of career plateaus is described as 'not being able to progress upwards' in the current firm, workplace, or organization (Allen, Poteet, & Russell, 1998). The correlation between career plateau and workplace was positive in a study of Turkish employees (Uysal & Yilmaz, 2020) examining the relationship between career plateau and the workplace.

Scholars have defined a career plateau as the attainment of a stage in an organization's employment that restricts an individual to a specific position with no further opportunities for growth or advancement to a higher organizational level. The situation is also called the bottleneck or obstacle for a particular employee's career advancement. This situation arises and presents difficulties for employees to carry out responsibilities at a higher level due to limited horizontal or vertical mobility within the organization (Xie & Long, 2008). As a result of the informatization and globalization effects, various organizations have altered their hierarchical structures, resulting in a massive transformation (Jing et al., 2022). The current development and environmental requirements have lowered the hierarchical structure that limits the promotion of organizational members. Even if an employee possesses the necessary knowledge, abilities, and skills, the complex organizational structure and current adoption of a flat organizational structure limit their opportunities for vertical or horizontal advancement and promotion. Such a circumstance impedes updating professional knowledge, skills, and abilities and makes it difficult to acquire resources to support the cause of upgrading existing skills (Wang, Long, & Zhou, 2012). The standardization of organizations impedes employee career development opportunities, thereby causing their careers to plateau and restricting their career development.

Career Plateau is one of the issues confronting the career planning and development process, as it makes it impossible for all working individuals to obtain positions at higher employment levels. Job security reflects the feeling of working individuals being assured of their future career in a healthy environment subject to change and development due to its positive effects on their job performance. Because their behaviors and attitudes toward work are negatively impacted by the lack of job security, which represents one of the most significant pressures that business organizations face at present (Xu, Ayub, & Iqbal, 2022), the efficiency and effectiveness of the organization's performance are proportional to the efficiency and effectiveness of task performance. Researchers have incorporated the uncertainty management theory to explain the psychological state of employees when a career

plateau is encountered, as the phenomenon of career plateaus is also related to the uncertainty and insecurity of the career. In dubious situations, the employees evaluate their relationship with the company based on the presence of organizational justice by utilizing accurate and trustworthy information. The theory of uncertain management purports to modify the relationship between career plateau insecurity and employee dedication in the presence of justice (Wang et al., 2019). The researchers have also used the social exchange theory to explain the mutual relationship without specifying a timeframe, which is considered a desirable social relationship with mutual benefits.

Given the subject's significance, the researchers devised a plan to investigate the abovementioned variables. The present investigation was motivated by a research problem posed as a series of queries. Due to the paucity of Arab and Iraqi studies addressing Career Plateau and employment security, this study is significant. The researchers relied on theoretical and practical aspects to achieve the current study's aims and address the research problem's questions. The population and sample for the study were identified. A hypothetical chart was created to illustrate the relationship between correlation and influence.

In light of this, the research hypothesis was formulated and tested utilizing several appropriate statistical methods to analyze the data of the research questionnaire as the primary research tool on the practical side to obtain the statistical results of the present study on which to base conclusions and recommendations. The present investigation is divided into four sections. The first section describes the research methodology. The second section addresses the theoretical facets of the research variables. The third section examines and interprets the variables and tests the research hypothesis. The fourth section summarizes the conclusions and recommendations for the organization under consideration.

Prior research has examined the role of career plateau among IT employees in Sri Lanka and concluded that career satisfaction is related to career plateau (Wickramasinghe & Jayaweera, 2010). Another study examined the relationship between career plateau and satisfaction, affective organizational commitment, and intention to leave among government employees in Nigeria (Salami, 2010). Foster, Lonial, and Shastri (2011) examined the relationship between career plateau and mentoring, turnover intention, and the moderating function of mentoring experience among Canadian accountants. In addition, research has been conducted on media organization employees to evaluate the role of the hierarchical plateau in explaining job satisfaction and organizational citizenship behavior (Gordon & Storlie, 2013). In addition, Tseng et al. (2013) assessed the relationship between hierarchical plateau, emotional exhaustion, and intention to leave the organization among banking sector employees, with mentoring playing a moderating role. Hurst, Baranik, and Clark (2017) conducted research to explain the organizational citizenship behavior moderated by organizational justice and influenced

by the career plateau. [Jiang, Hu, and Wang \(2018\)](#) assessed the career plateau among Chinese firm employees in terms of organizational justice, job satisfaction with the moderating function of career adaptability, job tenure, and job self-efficacy.

Problem Statement

Prior research has established the literature on career plateau and various outcomes, but it has been neglected in several respects. When organizations disregard the planning of the career paths of their employees, they expose themselves to several issues. Career Plateau is one of these common problems that organizations attempt to avoid despite the presence of low-performing employees who do not desire to assume many responsibilities. This adversely affects the organization's efficiency and effectiveness, as well as the employees' confidence in their prospective careers and their own and the organization's performance. It has been stated in the prior literature that the majority of career plateau studies have focused on the hierarchical or job content plateau. These studies have enriched the knowledge and understanding of the concept, but there is room to introduce the types of plateaus and contemporary careers, as the traditional concept relates to the career and is bound to organizations. The research scholars have described it as a boundaryless and protean career that is highly pertinent to the working environment; however, there is a need to investigate the other types of plateau to provide a deeper understanding of the concept. The professional plateau is also considered as subcategories such as employment and occupational plateau that extend beyond organizational boundaries, as well as the fact that doing the job tends to provide individuals with skills and increase their external employability ([Yang, Niven, & Johnson, 2019](#)). It has been suggested that to develop a new measure for the various types of plateaus, and empirical studies must be conducted to confirm the antecedents and consequences as well as the various effects of moderation that explain the types of plateaus. In addition to the identified voids in prior research regarding the consequences of career plateau on performance, there is an urgent need to research performance-related outcomes influenced by the job content plateau. According to [McCleese et al. \(2007\)](#), the job content plateau negatively impacts individuals more than the hierarchical plateau. It has been suggested, however, that the study be conducted on various types of plateaus, as the researcher is unaware of any study that has examined the relationship between performance and objective measures, which would be a more reliable indicator of employee performance. It is necessary to conduct extensive research to determine the impact of the content plateau on an individual's performance.

Additionally, the study explained that job performance studies have focused on the behavior of employees who execute their responsibilities in a stable work environment. Due to the rapidly changing work environment and climate, employees must go above and beyond their designated duties and demonstrate an energetic work

style (Ghitulescu, 2013). The behavior of an employee capable of adapting and responding to change initiatives and being proactive in a particular situation has been described. Few studies have examined the relationship between career-plateaued employee performance and dynamic work behavior. It has been suggested to emphasize the significance of plateaued individual's performance (Hurst, Baranik, & Clark, 2017). The study investigated and examined the effect of career plateau on organizational citizenship behavior and reported a negative association between these constructs.

Consequently, the main structure of the research problem can be determined by posing the following questions:

1. What is the level of Career Plateau and job security in the organization under study?
2. Does Career Plateau constitute an important factor in determining job security?
3. Does the research field reflect the perceptions of the research sample regarding the impact of the Career Plateau on job security?

Research Significance

Due to the significance of its variables, the present analysis is significant. On the level of its theoretical aspect, it provides a summary of the most significant contributions of researchers, as well as the enrichment it brings to Arab and Iraqi libraries in the field of research variables, especially given the paucity of studies that have addressed the topic of the present study. As for its practical value, it is significant because it sheds light on the relationship between Career Plateau and job security in the understudy organization, thereby motivating it to pay more attention to planning and developing the career paths of its employees and the need to provide job security for them as one of the most important factors for the good performance of each manager and subordinate.

Research Objectives

In light of the problem statement and questions, the present study aims to obtain several objectives as follows:

1. Defining the concepts of Career Plateau and job security.
2. Highlighting the reality of the Career Plateau's contribution from which all working individuals suffer in achieving job security.
3. Identifying the Career Plateau level and job security among the research sample members in the organization under study.
4. Determining the correlation between the two research variables, Career Plateau and job security.

LITERATURE REVIEW

Career Plateau and Job Security

An employee's career development reaches a bottleneck and obstacles when there is less or no opportunity for further upward promotion after a specific period of time. Situations in which occupational mobility on a vertical or horizontal level in an organization becomes difficult and prompt the flattening of the structure to reduce the hierarchy. The hierarchy and development opportunities are diminished during complex adjustments to the organizational structure. Although employees participate in training and acquire knowledge and skills, a prolonged delay in promotion reduces their learning capabilities and career mobility opportunities, resulting in the career plateau phenomenon (Wang, Long, & Zhou, 2012; Yang, Niven, & Johnson, 2019). The researchers investigated the phenomenon of the career plateau and focused on outcomes such as employee contentment, job satisfaction, performance-related consequences, and employee dismissal ratio. It has been reported that a career plateau impacts employees' emotions and lowers their satisfaction level while increasing the low employee happiness rate. The phenomenon of the career plateau is problematic and difficult to overcome, and a vast majority of employees encounter it once they reach a certain age or career stage. It also contributes to employee silence, as the organizational environment, leadership style, leader-member exchange relationship, and employee personality have significantly correlated with employee silence (Liu et al., 2022; Romney, 2021).

This study focuses on the employee outcome of job security, as it has been observed that permanent contracts and employment patterns have declined over the past few decades. However, while alternative work environments have increased, fixed-term employment has declined. In recent years, contingent employment in Europe has increased from 9% to 16%, specifically in France, Italy, and the Netherlands; a similar trend can be observed in Portugal and Spain (OECD, 2019). There are numerous indications of job insecurity, and the function of impermanent work as a stepping stone to permanent employment has diminished over time (Barbieri et al., 2019). Based on this evidence, the researcher asserts that job security is deteriorating and is one of the most pertinent issues for employees and employers, as workers place a high value on job security and are willing to forego a substantial portion of their wages in exchange for greater security (Datta, 2019). Job security remains a topic of interest in the management sciences, and researchers have written extensively about the sensitivity of this phenomenon. The employees require job security and safety and want to be assured about the future of the job while ensuring promotional opportunities and accomplishments, as opposed to being fired overnight (Diris & Van Vliet, 2022). This study concludes that distinct types of plateaus, including occupational, structural (hierarchical) plateaus, career content plateaus, and personal plateaus, influence job security.

Occupational Plateau and Job Security

The occupational plateau is one of the problems facing career planning and development, which is increasing due to the expansion of organizations, integration, economic problems, and geographical trends, as well as restructuring in a way that makes it impossible for all employees to find positions at the higher job levels, but possible for a small percentage of ambitious individuals. And the stars are well-trained to attain these few uncommon career positions and then ascend to the pinnacle of the career pyramid (Bessaio, 2010). Some scholars refer to this issue using a variety of terms, such as the barrel of middle-level managers and age, a midlife crisis, and menopause, and it often results in devastating tensions for some individuals as they abruptly transition from a sense of career advancement and success to a sense of failure, as well as diminishing emotional and psychological satisfaction due to staying in the same job for a long time. Very extensive experience in the same job harms motivation. The objectives will not become challenging, nor will the talents advance. This emotion may result in increased self-doubt, an abrupt decline in performance, health issues, stress-related symptoms, and chronic frustration. It may also manifest as a rejection of reality. Its effects can rapidly spread to the individual's personal and family life. Bai, Ling, and Li (2011) have attempted to include organizational commitment in revealing the processes that influence the occupational plateau.

This study aims to examine the relationship between career plateau and employee reticence, as well as the role of emotional commitment and organizational justice in mediating the relationship between career plateau and emotional commitment. The study found a significant negative relationship (Jing et al., 2022), but the impact of an occupational plateau in explaining any outcome was neglected. Despite the possibility that all employees will reach this stage in their careers, the issue is that some do so faster than others. The concept of the occupational plateau, also known as stagnation or occupational stagnation, does not represent or imply failure in and of itself, requiring human resource management to treat the occupationally frozen individual differently than their colleagues who ascend the administrative ladder. Matar and Al-Sweity (2008) define an occupational plateau as a point at which a person is prepared to advance to a higher level that deviates from their career path. Salami (2010) defines occupational plateau as the point in a professional career where the likelihood of further hierarchical advancement is extremely low or impossible.

This occupational plateau has been defined as the point at which employees reach a level of employment without opportunities for vertical or horizontal advancement. It incorporates the professional plateau and its category, known as the employment and occupational plateau. That is regarded as an extension and beyond the boundaries of organizations, which is referred to as providing the necessary skills and abilities to complete the task and increasing opportunities in the external market, thereby

increasing the likelihood of employability (Hurst, Butts, & Eby, 2011). It has been stated that there is insufficient evidence to investigate the causes and effects of the plateau and that more research on the occupational plateau is required to explain its effect on job security.

Based on this, a career plateau can be defined as a stage reached by the working individual in which there is no promotion to a higher position, negatively affecting their confidence in their future career and, consequently, their performance and commitment at work.

Structural (Hierarchical) Plateau and Job Security

There is a structural plateau when there are few or no opportunities for employee advancement within an organization. The various aspects and categories of the plateau have evolved over several years, with the structural or hierarchical plateau appearing in the literature to illustrate the similar concepts of a lack of promotion in an organization, resulting in an individual's attainment of the highest position. The plateau is viewed as a gradual process for several reasons, including the self-reported perceptions of various participants. The hierarchical plateau is referred to as promotion, which is one of the primary variables in increasing work enthusiasm. Individuals are expected to be rewarded with promotions for their contributions to the workplace. Even if a person possesses higher skills, knowledge, and abilities, securing promotion in a company with a specific organizational structure is difficult, as there are fewer opportunities to advance in the hierarchy due to limited availability. The lack of advancements or development opportunities causes employees to have a negative attitude toward the organization, a perception of injustice, or unsupportive behavior toward the organization (Jing et al., 2022).

Career Content Plateau and Job Security

According to the literature, career plateaus are associated with hierarchical and job content plateaus. It is well established that career plateau influences employee outcomes, such as increasing employee reticence. The prior literature explains that to maintain an effective working environment and managerial effectiveness, it is essential to address the issue of career plateau, which possesses the most difficult obstacle to overcome but is necessary to consider due to negative organizational phenomena. Despite higher levels of stress, overcoming obstacles and stressors that impede performance is necessary, and employment should provide a higher level of benefits and be viewed as essential for personal development. The social exchange theory argues the mutual benefits between participants and between employees and organizations, similarly between employees and in a job content plateau, the lack of challenging work, the job that cannot enrich the knowledge, does not have the

potential to increase the skills, and does not meet the desires related to the environment, management, and content (Zhang et al., 2014). In this scenario, the mutually beneficial relationship breaks down, leaving employees without support, which creates additional obstacles.

It is an extension of the structural plateau in theory. It occurs when individuals are no longer challenged by their job responsibilities, and there is an overall stagnation in the workplace (Salami, 2010). It may also occur due to the general corruption of the job itself, which does not present employees with any challenges in their daily work and responsibilities. According to the literature, a career content plateau is an incapacity to acquire new knowledge and skills in one's current profession. It could also be a lack of opportunities for horizontal promotion within the profession due to a dearth of new knowledge and skills. The career content plateau is significantly associated with low performance, work satisfaction, increased intentions to quit the job and move to a different organization, and decreased organizational commitment. (Jing et al., 2022) found a significant relationship between career content plateau and employee reticence.

Personal Plateau and Job Security

The personal plateau is one of the essential elements of the plateaus faced by employees in any organization; it explains the situation in which employees lack the qualifications, the desire, and even the availability of promotional opportunities to advance. The personal plateau is associated with an employee's lack of ability, decreased motivation, and diminished desire to advance. The organizational plateau indicates a lack of opportunities for employees within the company (Uysal & Yilmaz, 2020; Yang, Niven, & Johnson, 2019). According to the literature, the organization's environment, the leadership and managerial style implemented by the firm, and the leader-member relationship influence the workplace environment, as do the personality traits that correlate with employee outcomes, such as negative emotions and employee silence. This means an employee's personality influences their behavior, including negative or positive perspectives (Liu et al., 2022; Romney, 2021). Similarly, this study contends that a personal plateau has the potential to impact job security.

It indicates that the individual is in a position where they do not desire to assume additional responsibilities. This is due to factors such as dissatisfaction or a lack of self-confidence to occupy a higher occupational level than one's current position and aversion to change and mobility. It may also occur because employees lack the necessary professional and technical skills or their previous career path deviates from the norm. Some employees may not wish to advance further, even if they possess the necessary abilities and skills.

Research Hypotheses

The following hypotheses were formulated to obtain the objectives as follows:

1. The Main Hypothesis; (Career Plateau has a statistically significant impact on job security. The following sub-hypotheses stem from it as follows:

- 1.1 There is a statistically significant impact of the occupational plateau on job security
- 1.2 There is a statistically significant impact of the structural plateau on job security
- 1.3 There is a statistically significant impact of the career content plateau on job security
- 1.4 There is a statistically significant impact of the personal plateau on job security

The Hypothetical Research Framework

The systematic treatment of the research problem necessitates the development of a hypothetical scheme that illustrates the problem statement, as depicted in [Figure 1](#). It illustrates the nature of the correlation and the directions of influence between its independent and dependent variables as an expression of interim solutions and to answer the research problem's queries.

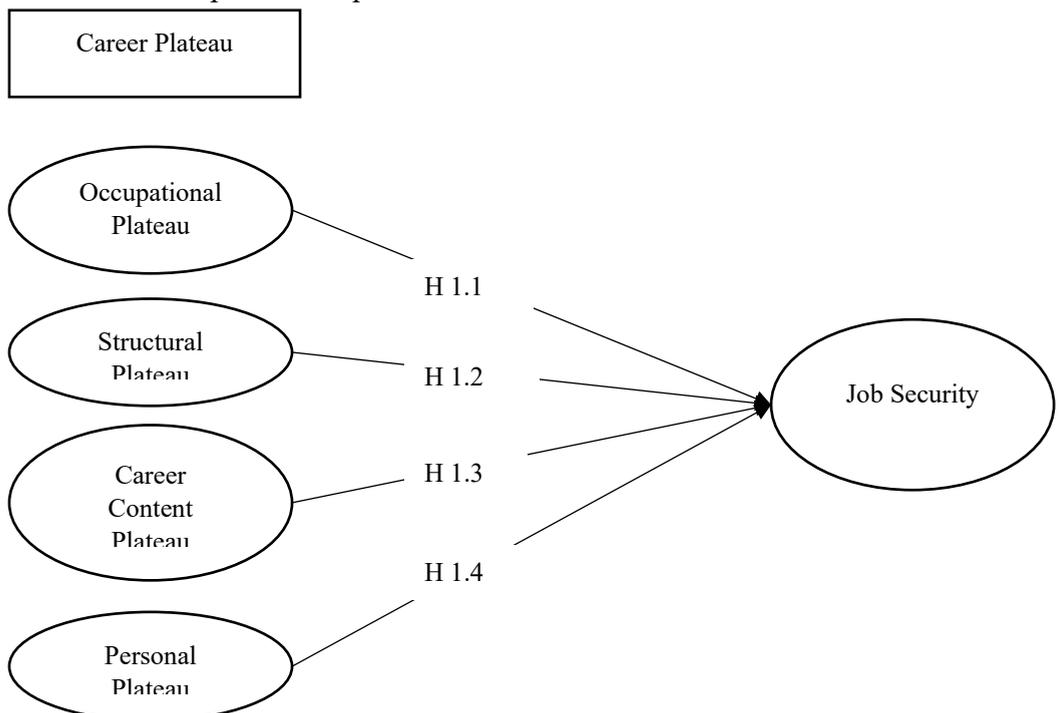


Figure 1. Research Framework

THE RESEARCH METHODOLOGY

The current research study utilized a descriptive-analytic approach, and the intellectual theory regarding the constructs considered in this study is reviewed. The research relied on Arab and foreign sources for the description of these variables and data acquisition via research questions and analysis of collected data to determine the opinions and attitudes of individuals and the research sample.

The Research Population and Sample

The present study aimed to investigate the abovementioned variables in the Faculty of Administration and Economics at Al-Mustansiriya University. The sample was drawn from this university to examine the relationship between career plateau and job security. The sample consisted of the entire faculty and administrative personnel.

Measurement Scales for the constructs

The measurement scales for both constructs were derived from prior research. The measurement scale for career plateau was developed by [Xie and Long \(2008\)](#) and consisted of 16 items that span all occupational, structural, career content and personal plateau dimensions. The five-item scale for measuring employment security was derived from the study of [Lu et al. \(2017\)](#) and was adopted from previous research.

Data Collection and Analysis Procedures

A. Data Collection Methods; Data was collected for the present study through various scientific sources, including many Arabic and English books, research articles, and theses.

Questionnaire; It is the main research tool for collecting descriptive data from the research sample, which was designed based on previous studies. [Table 1](#) shows the composition of this questionnaire after adapting it to suit the objectives and requirements of the present study.

Table 1. The Composition of the Questionnaire

Main Variables	Minor Variables	Item Rank	Question Sources
Career Plateau	• Structural plateau	7 – 1	Muhammad (2020)
	• Career content plateau	14 – 8	
	• Career plateau	20 – 15	
	• Personal plateau	27 - 21	
Job Security		42 – 28	Al-Otaibi (2010)

THE THEORETICAL FRAMEWORK

The Applied Aspect

First, Tests of Validity and Reliability

Through applying the validity test, the researchers aim to demonstrate the accuracy and efficiency of the questionnaire paragraphs in representing the topic of the present study, The Impact of Career Plateau on Job Security, in the best way, depending on the validity method of the content in comparison. The researchers invest the reliability coefficient scale (Cronbach's Alpha) to prove the stability of the sample answers in the questionnaire's paragraphs. The results were as follows:

1. Testing the Validity of the Content by Peripheral Comparison

The content validity method by peripheral comparison requires arranging the data either descending or ascending, taking 27% of the upper section of the arranged data and the same from the lower section. Then, the two sections' averages are compared through the (T-TEST). The validity condition will be available when the calculated T-value is significant. After arranging the data ascendingly and applying the test, the calculated T-value between the averages of the two sections for the total questionnaire items was (64.386). The questionnaire for the subject of the study is the best representation.

Table 2. Results of the Content Validity Test via Peripheral Comparison

Paragraphs	T-TEST	Hypothetical Value	The Researchers' Comment
Career Plateau	21.406	0.00	Content validity is available in the Career Plateau paragraphs.
Job Security	11.929	0.00	Content validity is available in the job security paragraphs.
Total questionnaire paragraphs	64.386	0.00	Content validity is available in the questionnaire paragraphs.

Source; The Researchers based on (SPSS V29)

Stability Test

Table 3 shows that the value of the stability coefficient for the total items of the occupational plateau is (0.871), which indicates the presence of high stability in the items of the independent variable because the coefficient value was greater than (0.700). The total stability coefficient for employment security measures was (0.825). This value indicates that the dependent variable's paragraphs passed the stability test to attain a high level of stability in the job security paragraphs. It was determined that

the dependent variable's paragraphs passed the stability test, indicating that the job security paragraphs are highly stable. The value of the stability coefficient for the entire questionnaire was (0.889), which is greater than (0.700), indicating that the stability test for the questionnaire paragraphs was effectively completed. Thus, it demonstrates the high stability of the questionnaire's paragraphs.

Table 3. Results of stability test according to (Cronbach's Alpha) method

Study Variables		Cronbach's Alpha Stability Coefficient	Stability Level	The Researchers' Comment
X	Career Plateau	0.871	High	There is high stability in the paragraphs of the independent variable (Career Plateau)
Y	Job Security	0.825	High	There is high stability in the paragraphs of the dependent variable (job security)
Total Questionnaire Paragraphs		0.889	High	There is high stability in the total questionnaire paragraphs

Source The Researchers based on (SPSS V29).

Second, The Level of the Sample's Responses to the Paragraphs on Career Plateau and Job Security

Using the (Value = 3 One-Sample Test), the researchers indicate the direction of the sample's responses and how much they deviate from the hypothetical mean of (3). The calculated T value was significant and had a positive sign, indicating that the response was in the direction of agreement. Otherwise, as shown in [Table 4](#), the direction of the response will be neutral.

Table 4. The level of sample responses to the paragraphs and dimensions of the independent variable (Career Plateau)

Code	Mean	Std.Deviation	Relative importance %	One-Sample Test Test Value = 3		
				T	P- Value	the direction of the answer
q01	3.7692	0.897	75.38	6.911	0	Toward Agreement
q02	3.3385	1.163	66.77	2.346	0.022	Toward Agreement
q03	3.7385	1.065	74.77	5.592	0	Toward Agreement
q04	3.7692	0.88	75.38	7.049	0	Toward Agreement
q05	4.0000	1.075	80	7.498	0	Toward Agreement
q06	3.7385	1.176	74.77	5.061	0	Toward Agreement
q07	2.6615	1.176	53.23	-2.32	0.024	Toward Non-Agreement
structural plateau	3.5736	1.062	71.47	4.585	0	Toward Agreement
q08	4.0769	0.714	81.54	12.16	0	Toward Agreement
q09	3.3846	1.114	67.69	2.784	0.007	Toward Agreement
q10	2.9692	1.323	59.38	-0.19	0.852	Toward Neutrality

q11	3.4462	1.225	68.92	2.936	0.005	Toward Agreement
q12	4.0308	0.951	80.62	8.734	0	Toward Agreement
q13	2.9077	1.208	58.15	-0.62	0.54	Toward Neutrality
q14	3.9846	1.068	79.69	3.723	0	Toward Agreement
Occupational content plateau	3.5429	1.086	70.86	4.278	0	Toward Agreement
q15	3.5538	1.199	71.08	7.434	0	Toward Agreement
q16	3.5231	1.288	70.46	3.274	0.002	Toward Agreement
q17	4.1692	0.876	83.38	10.76	0	Toward Agreement
q18	3.1692	1.193	63.38	1.143	0.257	Toward Neutrality
q19	2.5692	1.274	51.38	-2.73	0.008	Toward Non-Agreement
q20	3.9385	1.273	78.77	5.942	0	Toward Agreement
career plateau	3.4872	1.184	69.74	3.52	0.001	Toward Agreement
q21	3.6154	1.155	72.31	4.295	0	Toward Agreement
q22	2.1077	0.868	42.15	-8.29	0	Toward Non-Agreement
q23	2.6000	1.272	52	-2.54	0.014	Toward Non-Agreement
q24	2.5846	1.261	51.69	-2.66	0.01	Toward Non-Agreement
q25	3.7538	1.186	75.08	5.123	0	Toward Agreement
q26	2.3846	1.128	47.69	-4.4	0	Toward Non-Agreement
q27	1.6308	1.084	32.62	-10.2	0	Toward Non-Agreement
Personal plateau	2.6681	1.136	53.36	-2.53	0.014	Toward Non-Agreement
occupational plateau	3.31795	1.117	66.36	2.464	0.016	Toward Agreement

According to the SPSS V29 data, the trend of the respondents' responses to structural plateau, career content plateau, and professional plateau was toward agreement with an arithmetic mean of (3.5736, 3.5429, and 3.4872), respectively, and the calculated T-values are significant and indicate a positive sign with more than two-thirds of the respondents agreeing for each of the three independent dimensions. Because the T-test result was significant but negative, with an arithmetic mean of (2,6681), the responses to the question of personal plateau tended towards disagreement. In the entirety of the paragraphs describing the occupational plateau, In general, the sample's responses tended to agree with the calculated significant T-value, which indicates a positive sign, with an arithmetic mean of (3,31.895), a standard deviation of (1,117), and a response intensity of (66.36%), confirming the agreement of more than two-thirds of the sample regarding the significance of occupational plateau paragraphs.

Table 4 and Figure 2 corroborate that structural plateau had the highest percentage of agreement among the sample understudy participants (71.47%), followed by career content plateau (70.86%) and professional plateau (100%) with a 100% agreement rate. Personal plateau received the lowest percentage of agreement, 53.36 percent.

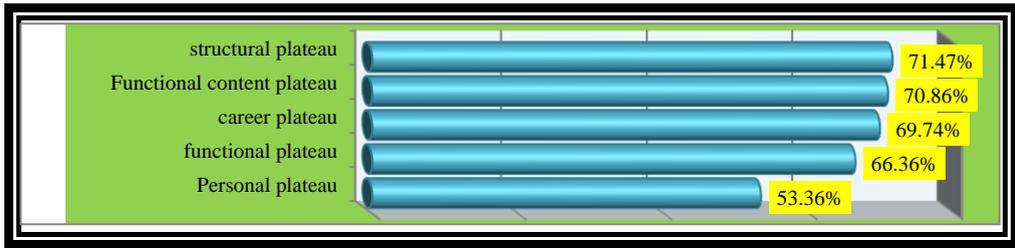


Figure 2. Distribution of dimensions of Career Plateau according to the intensity of sample responses

According to the SPSS V29 program's data, [Table \(5\)](#) indicates that the trend of the respondents' responses to all paragraphs of the dependent variable, job security, was toward agreement and that the calculated T values were significant and positive, with an agreement rate exceeding eighty percent of the sample, an arithmetic mean of (4,0236), and a standard deviation of (0,954). The intensity of the response recorded (80.47%) confirms that more than three-quarters of the sample concur with the importance of the paragraphs on job security.

Table 5. The level of the sample's responses to the paragraphs of the dependent variable (job security)

Code	Mean	Std.Deviation	Relative importance %	One-Sample Test Test Value = 3		
				T	P- Value	the direction of the answer
q28	4.0154	0.838	80.31	9.764	0	Toward Agreement
q29	3.8308	1.14	76.62	5.877	0	Toward Agreement
q30	4.0000	1.075	80	7.498	0	Toward Agreement
q31	3.9538	0.837	79.08	9.185	0	Toward Agreement
q32	4.1538	1.107	83.08	8.402	0	Toward Agreement
q33	4.3231	0.793	86.46	13.46	0	Toward Agreement
q34	3.9846	0.927	79.69	8.564	0	Toward Agreement
q35	3.9077	0.947	78.15	7.724	0	Toward Agreement
q36	4.2308	0.806	84.62	12.32	0	Toward Agreement
q37	3.9077	0.947	78.15	7.724	0	Toward Agreement
q38	4.1077	1.002	82.15	8.913	0	Toward Agreement
q39	4.1385	0.916	82.77	10.02	0	Toward Agreement
q40	4.0462	0.799	80.92	10.56	0	Toward Agreement
q41	3.9538	1.067	79.08	7.207	0	Toward Agreement
q42	3.8000	1.107	76	5.827	0	Toward Agreement
Job security	4.0236	0.954	80.47	9.042	0	Toward Agreement

Source; The researchers based on statistical results and SPSS V29.

Third, Testing the main hypothesis

According to the results of the multiple linear regression analysis, the main hypothesis that (the Career Plateau has a statistically significant effect on job security) is accepted with a 95% to 99% level of reliability. The F-value was calculated to be 37.727. It is important. The value of the determination coefficient was 72%, which indicates the proportion of variations in job security that can be attributed to the interpretation of occupational plateaus. Based on the opinions of the research sample, the correlation coefficient between the independent and dependent variables was (0.846), confirming a strong direct correlation between the occupational plateau and job security.

Table (6) results of testing the hypothesis of the effect of Career Plateau on job security

Independent Variable	Dependent Variable	Hypothesis	Correlation Coefficient Between the Two Variables	Explanation	R ² %	F-Test		
						F Calculated Value	Probable Value	Test Result
Structural Plateau	Job Security	Secondary First	0.805	Strong Correlation between the Two Variables	64.90%	116.32	0.000	Hypothesis accepted
Career content plateau	Job Security	Secondary Second	0.801	Strong correlation between the two variables	64.20%	113.16	0.000	Hypothesis accepted
Occupational plateau	Job Security	Secondary Third	0.376	Weak correlation between the two variables	14.10%	10.34	0.002	Hypothesis accepted
Personal Plateau	Job Security	Secondary Fourth	0.295	Weak correlation between the two variables	8.70%	6.02	0.017	Hypothesis accepted
Career Plateau	Job Security	Main First	0.846	Strong correlation between the two variables	72%	37.727	0.000	Hypothesis accepted

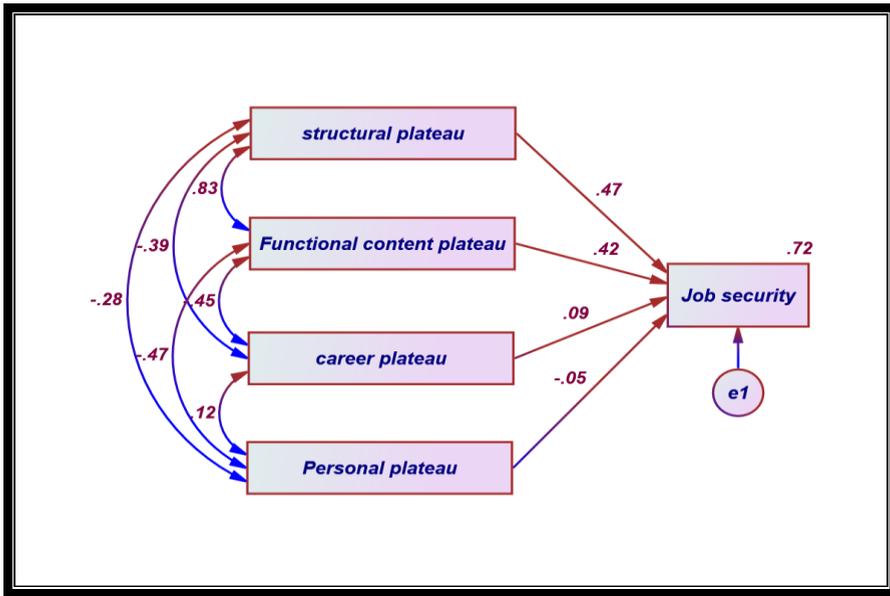


Figure 3. The impact of the dimensions of Career Plateau combined on job security based on Amos V29

Table (6) also confirms the acceptance of all secondary hypotheses emanating from the main hypothesis, which confirms the effect of the structural plateau on job security and the effect of career content plateau on job security. Structural plateau recorded the highest percentage of influence on job security, career content plateau ranked second in terms of impact on job security among the dimensions of Career Plateau, followed by professional plateau in terms of impact on job security, personal plateau recorded the least impact on job security as shown in Figure (4) below.

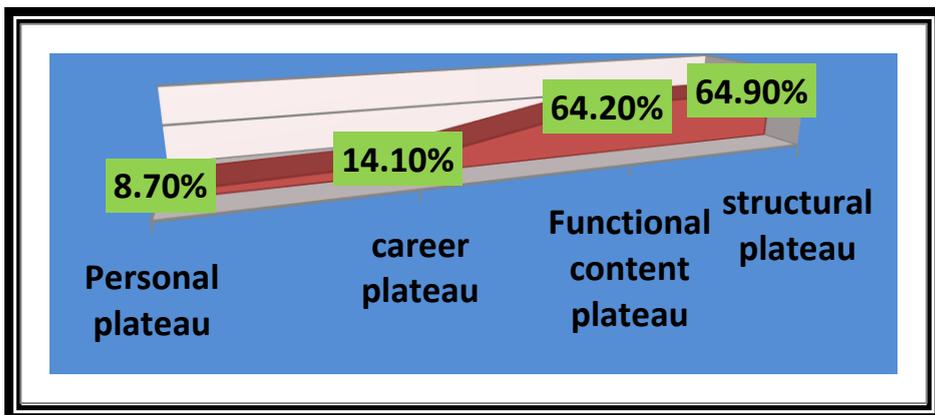


Figure 4. Distribution of the dimensions of Career Plateau on job security based on Amos V29

Section Four

CONCLUSIONS AND RECOMMENDATIONS

First; Conclusions

Through the responses of the research sample members in the faculty understudy, it was determined that they experience career plateaus when they reach a functional level in which there are no opportunities for vertical and horizontal promotion, with a higher than two-thirds agreement rate for each of the three types of plateaus: structural, job content, and professional.

2. Structural plateau received the maximum percentage of agreement from the sample, indicating that there are few or no opportunities for promotion due to the faculty rather than the working individual.

Personal plateaus recorded the lowest percentage of agreement among the members of the researched sample compared to the other types of occupational plateaus, indicating a weak desire to assume new responsibilities to occupy a higher occupational level than the current position, i.e., a weak desire for change and mobility.

4. It was discovered that the direction of the research sample's responses to all paragraphs of the dependent variable (job security) was in the direction of agreement, which confirms ensuring continuity in the work of the individual working in the faculty in question, providing them with intellectual stability and preventing them from worrying about their job future.

5. The results of evaluating the primary research hypothesis indicated that Career Plateau has a statistically significant impact on job security. The coefficient of determination attained 72 percent as an explanation for the changes in job security based on Career Plateau. The significance of this effect varied from type to type for the four plateaus, i.e., it does not have the same influence on the following paragraphs of the dependent variable (job security):

A. The structural plateau appeared to have the greatest impact on job security, followed by the occupational plateau.

B. It was discovered that professional and personal plateau had the least impact on job security.

Secondly; Suggestions

As a supplement to the scientific methodology of the present study, the researchers present a series of recommendations based on the findings that contribute to determining the most effective means to attain job security.

1. mitigating the effects of job dissatisfaction on the studied faculty by:

A. Paying extraordinary attention to the career future and planning its course to ensure the survival of qualified employees and perpetuating their successful contributions to job performance.

B. Devoting more attention to the development of career planning programs, which facilitates the identification of working individuals who are qualified to assume positions.

C. Developing the skills of working individuals for promotion through training programs that qualify them to acquire new skills to keep up with every technological and administrative change.

D. Evaluating the performance of working individuals fairly by assuring objectivity and impartiality so that they can identify their weaknesses as a fundamental guarantee for enhancing their performance and achieving faculty effectiveness.

E. Taking an interest in addressing career-related issues after evaluating the performance of employees to assist them in identifying their professional and full potential at work.

F. Adopting fairness when allocating positions to working individuals.

Instead of the traditional view of the career path, which emphasizes vertical gradation in job positions, focusing on horizontal promotion for those with limited qualifications in response to work conditions or the conditions of the working individual.

H. Streamlining the organizational structure of the relevant faculty in multiple ways to facilitate the departure of redundant employees to protect the promotion rights of others.

I. Supporting the process of establishing and enhancing job security for the faculty intern by focusing on all of its components, such as the organization's interest in the employee, job continuity, and organization stability and development, by:

- Identifying the essential needs that working individuals care about and enhancing their stability, as well as the most significant challenges they face and reducing or eliminating them until they are reassured about the future of work and their ability to achieve it creatively.
- Focusing on the benefits of providing employment security to the workforce by enhancing performance and fostering a sense of belonging.

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