

Effects of Career Plateau to the desire for professional development of staff

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ABSTRACT: This research aimed to investigate the effect of Career Plateau desire to developed a career in professional employee to achieve this objective the survey and question air was (were) used in the employees of sepah Bank of Ardabil province. In this review, available information was collected via hand sampling from 169 cases. Results were analyzed with by using spss19 software. Results showed that there is a significant negative correlation between Career Plateau and desire to develop a professional career. ($r = 0.74$). Also there is a significant negative correlation between Career Plateau and performance of individual employees. ($r = 0.75$) and between Career Plateau and organizational performance ($r = 0.59$). so there is a significant negative correlation between Career Plateau and group performance. Between employees. ($r = 0.621$). The result showed a negative relationship between Career Plateau and desire to professional development in staff.

Keywords: Career Plateau, individual offshore job, structural off shore job, content offshore job, professional development, sepah Bank.

INTRODUCTION

In today's world of complex and changed, we are witnessed a lot of competition for access to the latest technology and resources in power and supremacy. Human resources and specially creative people. Adventures and owners of new ideas are just as valuable organizational capital these people have high position and great value the new organizational structure has changed rapidly and promotion ladders have been short. Organizations and their human resource were influenced by various factors and threats. (Hossein Khenifar, 2006).

One of the main problems facing the future is how to plan and manage jobs. This must be done in a such way that despite the challenges facing their organizations and companies, meet the aspirations and needs of individual. As organizations grow fewer, and many of their staff which are educated. And have high job experience into organizational fields, have less hope for mobility advancement within their company. In organizations that have fewer diversity, employees have to stay in the same job and same level, soon in their job occurred career plateau. This situation can lead to frustration and loss of motivation of employees. The feeling of being improprieties and job dissatisfaction leads to stagnation and the career plateau. (kreuter, 2004).

In this circumstances, despite the continued cooperation and success of the organization of labor, the individual is not happy with his progress. Obviously some of the grievances depends on the employees, personal vision and their work life and worry about it. They want secure, long lasting and satisfying job. Employees often begins his career with the hope, for reaching the highest level in the organization. Most of them are in progress the power and the highest responsibility and rewards. (Lee, 2003: 53). It seems if a employee received education in the field of his career much longer, the probability of his success will be more guaranteed. Here professional development arises.

Professional development of staff is the most important force in the cycle of education and service organization. Organizations in various aspects of the goals to be achieved by him. Employees expect from their organization to provide opportunities for learning which for professional development and employability in the future is very useful and effective. In current conditions career advancement is very competitive and difficult. As a result many employees will achieve the goals of your ideal career plateau frustrating experience. So due to the Career Plateau and its

dimensions and so its impact on the willingness of staff to professional development and understanding of their effects can assist managers in achieving organizational. Because employees often promote the career paths as an index to measure the success of business, attention to the issue of career plateau is inevitable by all organization. Career plateau represents a situation in which a person in the course of employment and improved vertical and horizontal movement is restricted. The importance of this study arises from the fact that Iran is going through a stage of development. In this stage professional development of human research is very important.

Necessary that all dimensions and factors was influencing employees professional development was discussed. Professional development of staff in the bank branches upgrade their skills and advance the vision and goals of the organization is very important understand and apply of the principles of frustrating plateau in job in the banking industry is one of the significant threads to obtain the competitive. Advantage, which it applied in banking rarely.

2. Theoretical literature research

2.1. Career Plateau

Career Plateau is point in a person career which it likely is very low, to move in the hierarchy of organization for the future (Lee, 2003). Lee knows Career Plateau in a point where employees find their work to non-challenge. They have fewer opportunities to develop their skills and abilities.

2.1.1. Personal Career Plateau

Personal Career Plateau occurs when employees even having capacity. Have not greater incentive for career advancement. They will not have additional responsibilities.

2.1.2. Structural Career Plateau

Structural Career Plateau occur when that employees can reach the highest level of organization It is as a result of limitations in hierarchical organizational structure. Because if even the person goes to the higher level in the organization the posts which he/she can achieve it, was more limited. Person's skills and abilities is not necessary to go to the next level, in most cases there are no more posts. Bardoeik (1986) Said this is true in 99% of employees, because almost all the way in the hierarchy in your career path reach to career plateau. Due to recent increase in social and educational level, more people in the low age of employment experience the Career Plateau. Most people in the middle of his/her life reach to this stage. In the age of living that the main issues arise. (Sharifi, 2007).

2.1.3. Content Career Plateau

When a person does the job perfectly mastered when a person does the job perfectly mastered or he/ she is not able to learn more, Career Plateau job occurred. Although professional people are susceptible to this phenomenon. But Bardoeik warns that anyone may experience this phenomenon if responsibilities and issues repeated Employees who are with Career Plateau. They can stay pleasant and happy. Some also became consistent with this condition in a some way resist change, to maintain a sense of security in them self. Because they think that failure to follow change. (Burke & Mikkelsen, 2006)

2.2. Professional development

Professional development is activities and processes designed to enhance the knowledge, skills and employees attitude to increase. Career success in future. American National center for professional Development defines: professional development is a dynamic process which required to engage person in ongoing assessment analysis and synthesis of information with person. Professional Development is a continuous process of selection and continuity options. Help to people for increasing knowledge in abilities, values and goals of them is one of the essential principle of professional development. Process and activities planned in professional development used in order to enhance the professional attitude of employees to improve productivity and efficiency and in last to effectiveness of it (Sharifi, 2007).

2.3 conceptual model of research

According to our research topic, to evaluate the effect of Career Plateau in desire to develop career in the staff of sepah Bank, the following model is examined.

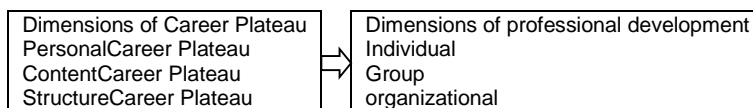


Image 1. the conceptual model of research

To collect data questionnaire was used. A standard questionnaire of Mylyam was used to measure the contentCareer Plateau and structure. To measure the personalCareer Plateau and professional development of staff used standardized questionnaire of researcher. In this study, descriptive statistics and inferential statistics were used to examine relationship between variables. To describe data used frequency and percentage, graphs as well as the central index such as mean. Average and etc.

In order to recognize the correlation between variables pearson’s correlation coefficient was used. The multivariate regression and multivariate analysis was used to determine. The level of each in dependent variables on the dependent variables. In order to analyze the data and to study the relationship between variables and hypothesis test was used pearson’s correlation coefficient and spss 19 software. Two questionnaires was used in this study. First questionnaire related to Career Plateau. It has 19 question. Second is for professional development for staff with 18 questions.

3. Findings

Table 1. pearson correlation coefficient matrix

Index	1	2	3	4
Career Plateau	1			
PersonalCareer Plateau	0.789	1		
ContentCareer Plateau	0.789	0.508	1	
StructureCareer Plateau	0.719	0.320	0.328	1

The results of matrix Career Plateau and its dimensions together indicate the maximum relationship between the Career Plateau and ContentPlateau ($r = 0.79$). Minimum related to StructureCareer Plateau. ($r = 0.71$). In general the minimum correlation was observed between the personal Career Plateau and StructureCareer Plateau. ($r = 0.320$).

Table 2. pearson correlation coefficient matrix desire to professional development

Index	1	2	3	4
Professional development	1			
Individual performance	0.763	1		
Group performance	0.937	0.532	1	
Organizational performance	0.918	0.480	0.913	1

The results of the correlation matrix tends to professional development and its dimensions together showed that maximum relationship between desire to professional development and its dimensions related to group performance. ($r = 0.93$). Minimum is related to the individual performance. ($r = 0.76$). Also in the matrix, minimum correlation was observed between individual performance and organizational performance. ($r = 0.480$).

Table 3. pearson correlation coefficient matrix desire to professional development and Career Plateau

Organizational performance	Group performance	Individual performance	Professional development	Index
-0/590	-0/621	-0/749	-0/746	Career Plateau
-0/484	-0/509	-0/550	0/588	Personal Career Plateau
-0/433	-0/490	-0/746	-0/634	Content Career Plateau
-0/442	-0/434	-0/431	-0/489	Organizational performance

CONCLUSION

The main objective of the present study is investigating of Career Plateau’s effect and desire to develop a career in professional staff. This study was done in Ardabil province among the staff of Sepah Bank. Career Plateau was studied in three dimensions.

1. personalCareer Plateau
2. contentCareer Plateau
3. structureCareer Plateau

Results of analysis showed significant correlation statistically between Career Plateau and tend to professional development of staff in the community. ($r = 0.74$). Also there is a significant correlation between. Personal Career Plateau and professional development with a coefficient 0.52; between content Career Plateau and professional development (0.63), between structural Career Plateau and professional development coefficient 0.49.

Despite of several studies on Career Plateau and professional development, there is no research that related to this topic directly.

5. Proposals for research

- Adaption beliefs compared to comply with the individual skills with required skills through consultation to identify employees with Career Plateau.
- Horizontal displacement of employees at least every 5 year.
- change jobs to jobs with less responsibility
- creat interests outside of the work place.
- creating a clear career path and widespread use by top management of the organization to increase staff motivation.
- Horizontal loading and increasing number and variety of activities for employees to make work more attractive.
- vertical restructuring means of empowerment and independence of staff to increase job satisfaction and level of responsibility
- Targeted training and specialized courses tailored to the technology and advances in information technology.

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