

A Study of Factors Affecting Occupational Stagnation of Employees of Social Security Organization of West Region of Tehran

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ABSTRACT

The purpose of this study was to investigate the factors affecting occupational stagnation of social security of West region of Tehran. The descriptive way of research is survey. The population of this research for the field of research is all managers and employees of three branches in West of Tehran, which is composed of 224 personnel. To determine the number of sample of the population, Cochran formula (for finite population) were used, and the number of sample 149 persons was estimated. After determining the number of samples, sampling is a simple random. In this study for collecting data two methods of library studies and questionnaires were used to test the hypothesis. The data were analyzed through the Software SPSS and AMOS. The correlation test was used to bivariate analysis, also the structural equations for multivariate analysis and indirect and direct relationships between the dependent and independent variables have been used. Results of the first question showed a significant relationship between intrinsic motivation and career plateau of managers. Results of the second question showed that there is a significant negative relationship between extrinsic motivation and career plateau of managers.

KEYWORDS : Career Stagnation, Motivation, Intrinsic Motivation, Extrinsic Motivation, Plateau

1. INTRODUCTION

In the current complex and changing world that we see huge competition for access societies to the latest technologies and resources in terms of power and dominance, human resources especially creative, adventurer and owner of the new and innovative ideas people are as the most valuable organizational assets, and have very noble and valuable position. New organizational structures are rapidly changing and ladders of progress has been short and flat, and organizations and their available humanity resources have been influenced by different factors and threats such as "career plateau" that appears either openly or in secret, the word plateau basically is one of the subject of geology and geography and stagnation in professional and career path indicates stagnation, lack of progress and reducing the rate of learning, and on the other hand induces a feeling of depression and failure [1].

Bardwick [2] who raised for the first time the phenomenon of inertia or plateau, estimates that only about one percent of people in their working life don't involve in the phenomenon. In this area possibility of climbing the progress ladder decreases. In other words, the meaning of "stagnation area" in the path of career development is an area where if the person get to there, there is very little chance that can to promote to higher posts. This it is likely to happen during the course of development of employees in an organization either because of personal reasons such as lack of skills needed to upgrade to higher posts, or due to organizational reasons such as lack of posts to prompt. Stagnation area in the way of career development is a significant issue, both for employees who are tired of the slow movement and for an organization because job satisfaction of the personnel will decrease with placing in this area, and subsequently their performance will be poor [2]. Some experts, including Stoner et al. [5] and Nadel [1] believe that structural plateau is as the positional stagnation, and content plateau is as the stagnation of influencing. Failure to fulfill the occupational aspirations was followed by job burnout [3, 4].

Organizations and workplaces can be likened to a second home, and even there are people who spend more their home hours in the workplace. Therefore, it is essential that the work environment like home meets emotional and psychological needs of the individual to large size. This causes to create an incentive to service honestly along with earning lawful income and increase level of knowledge, it is necessary that managers and business owners know factors affecting on the employees' satisfaction respectively and to raise satisfaction in their organization, adopt and implement practical solutions. Lack of create the emotional space and motivation has faced job with obstacles and even to stop the career path and the person suffering from laziness, atrophy and inability, atrophy and frustration that this experience is associated with negative connotations that is known as plateau or stagnation in the career path. In all organizations, whether commercial or industrial, work force is one of the main goals of the organization. To achieve further increased efficiency and productivity the factor should be known motivational factors of it, then initiated to satisfy the needs to increase efficiency. While all experts

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believe that motivation management is a complex process and so have been considered as a multidimensional nature. Those of managers and employees who are satisfied with their job and working environment remain and follow career and individual and organizational goals with more interesting and motivation [6].

The plateau in the career path means stagnation, lack of progress and decline of individual learning and inducing a feeling of depression and failure [7]. According to Ginz and Jermieer [8], few opportunities for promotion, existence of strict rules and regulations, create the impression in the person that caught in a non-fair system and the feeling makes a person get negative points in his profession. Strengthening chronic negative and chronic pessimism states and lack of progress after don't feel her life comfortable and successful, being censorious, disappointment, indifference and negligence, including symptoms of burnout are [8]. Feldman and Weitz [9], believes that a little requirements for the pursuit of career advancement is one of the reasons for the stagnation area to track the progress path. This sense of loss of personal development according to Minisata [10] is a sign of deterioration. Given the above, the relationship between stagnation in the career progress path and atrophy through factor of the little need for progression is evident [10]. Sa'adat [11] states that stress and severe stress due to the nature, type and bad situation of work led to the formation of a state in employee which is called burnout, and in this state the work loses its importance. A person who has suffered from burnout, constantly tired, is aggressive, cynical, negative, pessimistic and angry. He is irritable and bored and angers by the smallest discomfort, he is irritate and sees itself in a deadlock [11]. On the other hand, according to Minisata [10], those who fear the great success when their feel more satisfied with their work, the work is challenging. When the challenging be removed from their work it be tedious for practitioner. Spending the time for common and without challenges tasks cause to fatigue that is one of the causes of burnout. On the other hand, lack of intrinsic motivation of jobs due to lack of job enrichment by giving more powers and responsibilities and the lack of career development due to the lack of more operational tasks according to Feldman and Weitz theory [9] are the causes of getting stagnation zone [10].

Holtz tells that stagnation is a criteria and the language of the progress and he believes the meaning of stagnation often associated with negative implications. For example, this concept is a course for professional psychology that individual learning does not progress. In other words, the stagnation is period of depression and lack of progress and setbacks in the job. And for a person who is always willing to progress on job progress is not beautiful image. Potter also mentions 8 ways to increase personal power that one of them is learning and skills development, he believes that if a person advances in his career it is possible to encounter things that need to the skills that he has not acquire yet. According Potter personal power is caused by how to provide learning opportunities for individuals when acquire the skills needed to practical knowledge. The person is sure that will remove the new and predicted challenges. As a result, learning and development of the skills is one of the ways to deal with burnout, and through this the factor can be informed relationship between stagnation in the way of job progress with burnout [12]. Rahmani and Nasrabadi [13] argue that burnout is a condition that creates due to a person is under stress, the people with this disorder are often change their job or abdicate their work, mentally. As well as, burnout is the final outcome of the stress that affects both the individual and organization. Exhaustion is a general feeling of burnout and occurs when a person feels endure a lot of pressure, and source of satisfaction also is very low. On the other hand Feldman and Weitz [9] is believe that one of 6 creator factors of the stagnation is stress that given the above, it seems that there is a relationship between burnout and stagnation [5].

Human resources are the most valuable asset of any organization. Because other factors such as technology, capital and so on are subsets of the human resources. Despite the new technical improvements, nothing could not be replaced by human resources and human is considered as a key factor in the organization and management of organization due to this point should try to identify properly the capital and grow his power and talents and mobilize it effectively to advance the goals of the organization [14].

Stagnation in the way of job progress occurs when employees reach to the point that they have not longer allow for further progress and cannot responsible for additional. Many researchers have found that stagnation occurs often in the fifth stage of the occupational hierarchy namely at the beginning of 40 years old [5]. Domain of the staff response to the stagnation fluctuates largely between high and dynamic performance and positive attitude to the unlimited dissatisfaction and poor performance. Stoner et al. [5] have been divide stagnation employees into two groups: Solid citizen and Deapwood. The solid citizen -are the largest group of stagnated employees- continue effectively to their function and maintain a high job satisfaction. Deapwood people, as their name implies, do not so operate satisfactorily [5]. Some researchers [9] suggest that appropriate interventions of management in the stagnation of the way of job progress depend on its cause. Following interventions about various reasons of stagnation have been suggested: If abilities and skills are inappropriate, improvement of evaluation and feedback of the individuals and reanalysis of the screening system are proposed. When there are the quantity needs to move in the way of job progress act to create the better information systems in the way of job progress. Due to the lack intrinsic motivation of the professions, can enrich them. If there is a pressure (stress) and burnout, change in job responsibilities and stress management programs can be created. Due to lack of side rewards the reorganization plans of service and benefits of re-evaluation of policies to promote, and even

encouraged to leave are recommended. When the growth rate of the organization is slow, to create incentives for stagnated employees affected by poor performance and help them until leave the organization, can be done [9].

Jodis Bardwick [15] who is a psychologist and management consultant and an expert in the field of the stagnation in the career path of progress, made a statement to the contrary. He believes stagnation in the path of occupational progress or structural stagnation today is so common that is considered as a normal stage of development process of the career progress path. Bardwick [15] believes first and foremost increasing prevalence of stagnation in the career path of progress is due to slower economic growth that is associated with a large of expert people in the labor force, according to him the greatest of risk in the disillusionment of the those stagnated employees who continue to good performance, namely the consequences of ignoring the people is most important than creating bonuses and the necessary attention that leads to a good job satisfaction and high performance. Bardwick [15] emphasis on the fact that leaders and managers play an important role in reducing the negative effects associated with stagnation in the career path of progress. All the efforts of the organization should be to reduce the negative effects and by expanding the definition of success, force the stagnated people that act by the skills and ability to feel wins [5].

The proposal (Bardwick) [15] are: providing more accurate information on the similarities and the stagnation effects, the creation of integrated staffing policies pattern that specify a normal career path of progress, reducing the number of levels of organizational hierarchy in order to reduce the negative effects of stagnation; emphasis on value of the challenge by encouraging those who accept it and have the challenge of skilled tasks, increase respect for people, not so much increase pressure for productivity and accountability. It is noteworthy that although researchers of the path of career advancement offer different viewpoints about the reasons for stagnation in the way of career progress, but the proposed interventions are very similar, only Bardwick [15] is more developed in terms of the quantitative who determines a type of policies organizational, actions and the values that it is possible reduces the negative effect of stagnation [5].

Some recent organizational scholars have done wide studies about behavioral, psychiatric and professionals problems such as "Bardwick [15]" believes that there is difference between three types of career stagnation [16]. He includes three factors:

- A: structural factors of career plateau
- B: content factors of career plateau
- C: biological factors of career plateau

Structural factors:

These factors are related to the subject of the organization and promotion, he believes that for example among the hundreds of people who have been employed with the benefit of his competence, only one achieves to mid-level management and this true about the top level of management of the organization, that is, only one person reaches the level of senior management. Others remain at lower levels, and despite qualifications that have earned the possibility of climbing is not possible. So when employees don't see clear direction and don't indicate progress of their partners have stagnated.

Content factors:

Sometimes people get the job plateau due to job content, generally the works with a low variety and tired and dull content are in this category. They has been busy a steady job for many years and they know exactly what is expected of them every day and there is nothing new to learn. The content aspect can include all organizations. Even academic institutions are not immune from it.

Biological factors:

These factor returns to the person's life. Bardwick [15] believes when a person's life generally have not changed little and have become routine, and the individual who does not feel an interest and pleasure in his life, lead to job plateau. Khanifar [6] examined the psychological aspects of career plateau and offering practical solutions of exit, he believes in the current complex and changing world in which we see too much competitions in order to achieve the newest technologies and the sources in the field of power and dominance, human resources and especially creative, adventurers and new ideas and innovative owner people have been as the most precious and valuable organizational assets that have a very noble and valuable position. New organizational structures are rapidly changing and ladders of development and progress has been short and flat, and organizations and their human resources available have been affected by threats and factors such as "job plateau" that appears either overt or in secret, the term of plateau is one of the concept of geology and geography and stagnation in the course of professional and occupational indicates inertia, lack of development and decreased learning ability, on the other hand also it induces a feeling of depression and defeat. In this paper meanwhile history of job plateau category have been investigate psychological dimensions of theories and a variety of well-known and obvious job stagnation have been pointed and finally the strategies of exit of inertia also have been presented, and by the use

of them can cause the stagnated and interrupted and plateau human resources to move, work and motivate for creative involvement.

Hanifi [17] studied the relationship between job motivation of elementary school principals and their performance level in the city of Damavand and Roodehen. His results showed a high and direct relationship between motivation and performance of principals and there are significant differences between male and female principals' job performance and motivation. Bakhshi et al. [18] conducted a study to determine the factors affecting job motivation of faculty members. The results showed that 18% of external factors and 72% of internal factors influence motivation, and internal factors include the nature of work, appreciation and career development. Samuel [19] examined the relationship between career plateau and job attitudes. His results showed that there is an inverse relationship between job satisfaction and career plateau. Linear regression analysis of job counseling showed that there is relationship between job satisfaction and organizational commitment and career plateau. Based on the findings, with respect to the use and limitations of the study in this field for future research in this area should be done.

According to research by a team of researchers at the University of Texas [20] effective managers have the following characteristics: they have a positive view of the future of their schools and emphasize the students and needs, and apply behavioral reform to support whole the school. In this researcher we identify and prioritize factors affecting job stagnation of employees.

2. MATERIALS AND METHODS

This study is a descriptive survey. The population of this research to the field of research, all managers and employees of three branches in West of Tehran, which is composed of 224 personnel. To determine the number of sample from ageless society, Cochran formula (for finite population) were used and 149 persons were estimated as the total sample. After determining the number of samples, sampling was accomplished randomly. In this study, for collecting data two methods include library studies and questionnaires were used to test the hypothesis. In this research to determine the validity of the questionnaire, content and face validity were used and after the necessary remove and add, face and content validity of the questionnaire was approved. In this study, to ensure reliability of the questionnaire, the pilot questionnaire for a sample size of 30 people was implemented and their reliability was estimated by calculating total Cronbach's alpha of 0.78, indicating acceptable reliability of the questionnaire. Career plateau questionnaire (stagnation) in the five options range of Likert (strongly agree, agree, moderately agree, disagree, and completely disagree). The questionnaire has been implemented by Alipour Don [21]. The study is divided into two parts, first, effective factors on the career plateau on the basis of library studies and interviews with experts and were identified and classified and initial categorizing of these factors was carried out and then the data collected was used for the descriptive and inferential analysis. For this, the researchers used two software SPSS and Amos. To test the hypothesis using software SPSS and according to level of measurement of variables, Pearson statistics, and path analysis (to prepare the experimental model) was used. However software Amos was used to provide an experimental model. Obviously, the degree of influence of these factors is different.

3. RESULTS AND DISCUSSION

Testing hypotheses

To test Hypotheses of the study, data were analyzed by two software SPSS and Amos. Correlation test has been used to two variable analysis, also structural equations have been used to multivariate analysis and direct and indirect relations between independent and dependent variables.

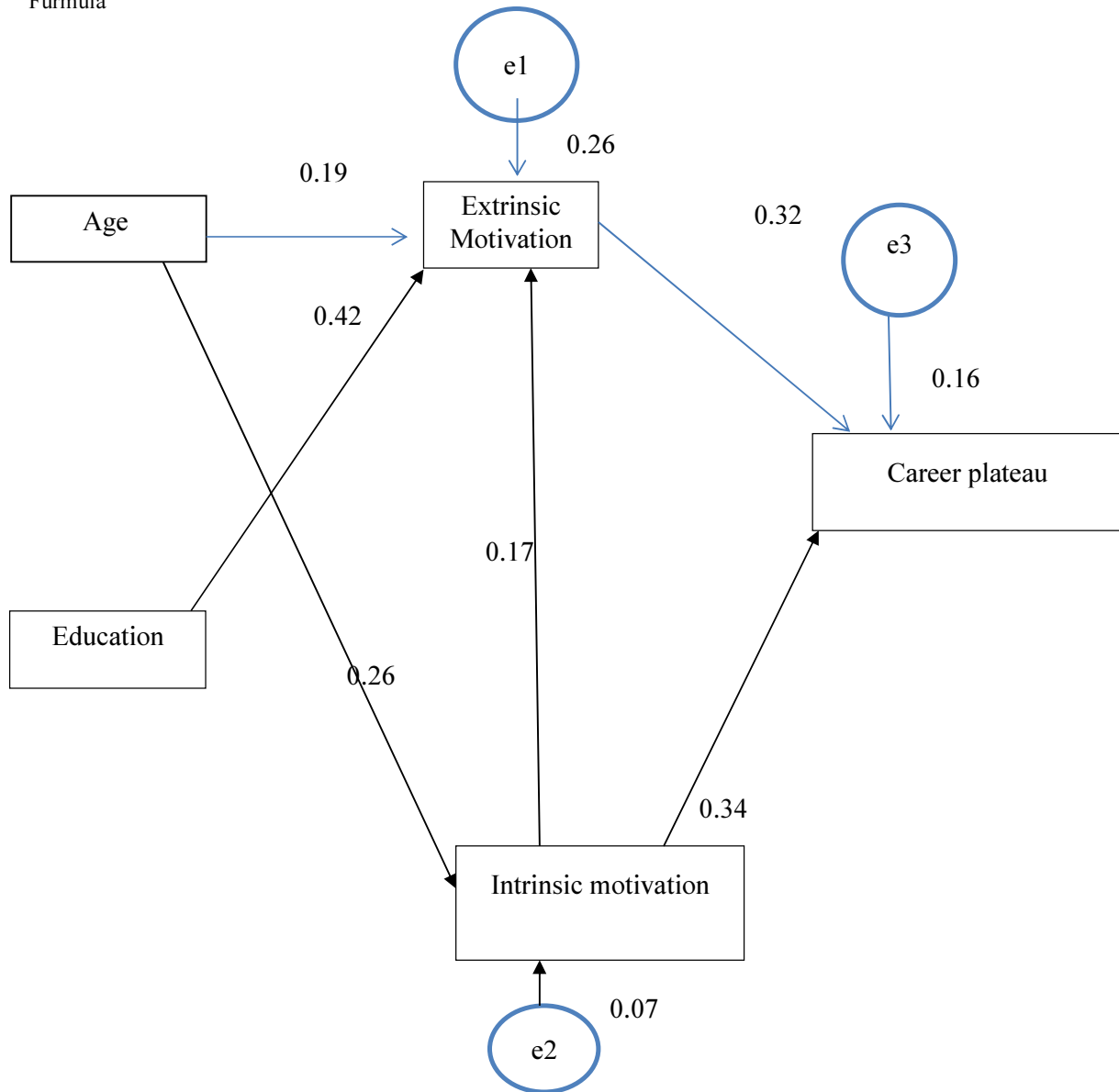
Table 1. correlation test between independent variables and career plateau

Variable name	Correlation amount	Significant level.
Intrinsic motivation	0.21	0.00
Extrinsic Motivation	0.26	0.00
Age	0.03	0.56
Education	0.05	0.39

Table 1 shows correlation test between the components mentioned above and career plateau. As the table suggests there is a positive correlation between all components of career plateau. The relationship between the extrinsic motivation ($r = 0.21$) and intrinsic motivation ($r = 0.26$) is significant and its direction is positive. However, the correlation between the age and education and career plateau is weak and their relation is not significant.

Multivariate analysis

In this study based on software Amos the relationships between independent and dependent variables in the structural model was studied. As has shown in the model 3 variables directly and 1 variable indirectly have an impact on career plateau. Determine coefficient or whole influence of independent variables on the dependent is 0.16. Experimental model of the relationship between independent variables and career plateau:
Formula



DF = 3, Chi-square = 1. 628, Probability level = . 653, RMSEA: 0.00

The above model shows direct and indirect relationships between the different components and career plateau. All variables above could explain 0.16 percentage of changes of dependent variables (career plateau). The remaining effects can be related to other factors that have been not investigated in this study. Also the results of the fit statistics indicate that our practical model has a good fit, because the chi-square statistic is not significant. This means that the theoretical model is supported by experimental data.

Table 2. The various effects of components of sense to buy, knowing the price, perfectionism and advertising on career plateau

Variables	Direct impact	Indirect effect	Total effect
Intrinsic motivation	0.32	-	0.32
Extrinsic Motivation	0.34	0.5	0.39
Age	-	0.14	0.14
Education	0.07	0.14	0.21

The above table shows the different effects of the independent variables on the career plateau. Based on the table information, the most whole effects is related to the external motivation (Beta = 0.39). As external motivation has the most influence (Beta = 0.34) on the career plateau. While most indirect effect is for age (Beta = 0.14) and education (Beta = 0.14).

4. CONCLUSION

The results of the first question showed there is a significant relationship between intrinsic motivation and managers' career plateau. Intrinsic motivation means that any person acts the activity for satisfaction, happiness, love, inherent joy and rewards, and just the role of action is important. Franken [22] says lack or sense of failure in any of these motivations can cause a person's career plateau.

The results of the second question showed that there is significant negative relationship managers' extrinsic motivation and career plateau. Many behaviors are not motivated inside, but are accomplished under the outside world pressure. The outside world of the person through parents, partners and other people of the society and organization apply their own requests and limitations on the individuals and creates career plateau in the person.

Organizations today from a ladder state have converted to the flat condition. Governance of the virtual and electronic world on organizational activities is inevitable and art of organizational people to adapt to new and organizational trends and prevent domination of their work environment and change their psyche and the art is both individual art and management art. Nowadays, great events happening in organizations that are influenced by environmental, competitive and international factors and explosive era of change. One thing that is very important and sensitive is issue of occupational inertia and it is emphasis that with full knowledge of it can overcome all the adversity.

Due to results it is suggested to use the better ways particularly reward timely, attention to the performance of employees, creating organizational vitality, engagement and development, career advice and the use of external experts.

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