

The Relationship Between Occupational Plateauing and Job Involvement with the Mediating Role of Organizational Commitment (Case Study: State Pension Fund Affiliated Building Holding)

Samira Karami¹, *Neda Mohammad Esmaceli² & Samaneh Haji Asgari Nooshabadi³

1-MA, University of Khatam, Tehran, Iran.

2-Assistant Professor School of Management University of Tehran, Tehran, Iran. (Corresponding Author). Email:nedaesmaeli@ut.ac.ir

3-Ph.D. Candidate, Department of Public Administration, Faculty of Management, University of Tehran, Tehran, Iran.

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Extended Abstract

Abstract

Employees, especially new generation employees, expect to progress steadily in their careers, and when they reach a stage where the job is not learned and their skills improvement is stopped or they are unable to advance in the organizational hierarchy, Plateau phenomenon occurs which can have many consequences on important attitudes of employees.

Understanding the importance of attitudes such as job involvement and organizational commitment, this study investigates the impact of the plateau phenomenon on these two variables in Taraspay. The survey method was used to collect data with a questionnaire including 52 questions. A total of 14 hypotheses were examined, one of which was rejected and the effect of content, plateau on normative commitment was not confirmed.

Introduction

Over the past decade, most organizations have seen an increase in organizational reengineering. Organizations strive to become more efficient by flattening the organizational structures and reengineering operations to

maintain competitiveness. The restructuring has led to fewer vertical promotion opportunities for the employees.

On the other hand, simple job design, non-use of motivational approaches to job design such as job enlargement, job rotation, job enrichment, and lack of attention to the need for professional development of employees have made employees feel that their job is not enough challenging, it doesn't matter enough and it don't use their potential. Stopping people in the hierarchy and feeling lack of skills and professional growth, referred to as plateauing, can have adverse effects on employees' attitudes, which in this article affect two very important attitudes for the organization. Job involvement and organizational commitment have been addressed.

Case study

The statistical population of this study is all personnel of the holding company and its subsidiaries. This holding is one of a series of State Pension Fund Holdings and is working in the field of construction and real estate. The total number of employees was 130 and 97 were selected by simple random sampling

Materials and Methods

The present study is applied in terms of purpose and is a descriptive-survey that describes the conditions and phenomena studied. The research literature was compiled by library method and data collection was done by questionnaire. Cronbach's alpha, composite reliability and convergent validity were used to determine the reliability of the constructs.

Discussion and Results

In this paper, 5 main hypotheses and 9 sub-hypotheses were investigated, with the exception of one case confirmed. The results are in line with many other studies conducted in different fields.

Conclusion

Failure to career management and creating a plateau for employees can lead to negative results and therefore organizations can take steps to reduce these negative consequences, some of which are most common: Job counseling (talk employees about current and future job activities and personal and professional skills development), succession planning, job planning workshops, multiple career paths, using team-based structures, job enlargement, job enrichment, job rotation and so on.

Keywords: Job involvement, organizational commitment, Occupational Plateauing