Chapter 15

Relations of Career Plateau and Supervisory Support on Career Satisfaction

Naser Salah Boresli
Kuwait University, Kuwait

ABSTRACT

Abstract: Career plateau is one of the major concept that has been around any organization in last decades and also that was changing the handling with it in a recent years. In this study addresses the factors that affect the job satisfaction and job plateau for instance challenging environment create positive attitude and more efficient outcome. It is doubtful to say that the employee will feel better and good or in another way that they are satisfied in their careers without any developing in their position and any action from the management in such organization. Managements would make efforts to minimize the chances of career plateau from occurring by supporting their employees’ career development within the organization. By doing so, career plateau chances can be reduced, which will positively affect career satisfaction. When employees have an ongoing development in their careers they tend to be more satisfied with their jobs than those who have reached a plateau in their careers.

INTRODUCTION

Career plateau is a concept that has been around since twenty years, and not something that has developed in recent years (Ference et al., 1977). As a result of the organizational changes that have taken place within that period, the numbers of employees that are affected by this phenomenon have grown substantially (Trembley and Roger, 1993; Chay et al., 1995) and have spread throughout organizations in a big way that started effecting the majority of the work force around the world in every region (Ongori & Angolla, 2009). Many of the academics that study organizational development and organizational career are arguing more and more that career plateau is turning it no a major issue that is in a dire need to be addressed and managed appropriately to avoid employee dissatisfaction with their jobs and their organizations that they work for (Burke and Mikkelsen, 2006). Overtime, career hierarchy has become
more and more horizontal in its shape, making it more and more challenging to go vertically up the career ladder (Jung & Tak, 2008). Which can be referred to as Career Plateau. Career plateau is defined, as “the point at which future career mobility, including both upward and lateral moves, is in reasonable doubt because the length of time in the present position has been unduly prolonged” (Veiga, 1981, p. 566). Various studies addresses the factors that affect the job satisfaction and job plateau for instance challenging environment create positive attitude and more efficient outcome (Slocum et al., 1985; Hall, 1985; Orpen, 1983), However other studies that career plateau can be occurred in different methods depending on the characteristics and type of job and the organization context (Ettington, 1997; Ference et al., 1977; Nicholson, 1993). In light of study made through Canadian middle management level, explained that career plateau is highly related to the job scope, job ambiguity and the level of involvement in the origination, which can be achieved through management, support (Michel Tremblay & Alain Roger, 2004). To overcome such career obstacles for employees, managers offer to support career development and support for the employees to develop their careers (Erdogan et al., 2004; Heslin, 2005), which also results in increasing their subordinates’ job satisfaction (J.H. Greenhaus, S. Parasuraman, & W.M. Wormley, 1990). It is arguable that employees would not properly handle their own career development without the support of their management (Yarnall, 1998). Thus, managements would make efforts to minimize the chances of career plateau from occurring by supporting their employees’ career development within the organization. Supervisory sponsorship has an important effect on career satisfaction within employees and in turn, on business success (Burke and McKeen, 1997; Fagenson, 1994; Major et al., 1995; Scandura and Schriesheim, 1994). By doing so, career plateau chances can be reduced, which will positively affect career satisfaction. When employees have an ongoing development in their careers they tend to be more satisfied with their jobs than those who have reached a plateau in their careers (Orpen 1986). Employees that are supported by their management to develop their career could have higher job satisfaction levels than those that do not receive such support from their organization.

The purpose of this study, thus, is to study the relationship between the factors of Job Content Plateau, Supervisory Career Support, and their effect on Employee Job Satisfaction. By conducting this study, it is forecasted that the results will shed some light on the career plateau subject, and provide useful information for future studies in this field.

As to build a background for our study, in the following part of the research, the related studies of the subject is examined. Then, the methodology of the study will be stated. Afterwards, the outcomes are stated and argued. Finally, the research will conclude with an argument of the effects of the outcomes and area for further study and consideration.

LITERATURE REVIEW

Career Satisfaction

In previous literature, the term career satisfaction was seen as if it was the sum of work experiences in one’s life (e.g. Gattiker and Larwood, 1986; Judge et al., 1995; Lounsbury et al., 2008). In other studies, career satisfaction was also found to be the level that one believes that his or her progress within the career ladder is in even growth with their personal goals that they have set for themselves from the start. (E.g. Barnett and Bradley, 2007; Erdogan et al., 2004; Heslin, 2003; Seibert and Kraimer, 2001). Moreover, additional studies have found career satisfaction to be simply an individual’s overall

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