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MANAGING CAREER PLATEAU PROFESSIONALLY

IN ORGANIZATION SETTING

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This study focuses on exploring the factors and the consequence of career plateau based on individual and organizational variables. The individual factors involve individual skill, intrinsic motivation, perception of individual, familiar factor, and locus of control. The organizational factors involve the absence of work content dimension, organizational career orientation, innovative climate, and business strategy. The consequences concerning both the individual and organizational variabels include depresive state, refusal of involvement in work, commitment to

work, job satisfaction; meanwhile from the organization side involves performance.

Key Words: *career plateau, individual factors, organizational factors*

The concept of career plateau has been discussed more than two decades ago. However, this concept remains a hot topic to discuss in this section due to some factors that happens in current situation for all organizations including organizational and environmental aspects such as business reengineering, downsizing, flattening hierarchies, even unplanned career management in organization. Career plateau is the immobility career in organization, relates to the movement up the hierarchy as the only source of career success (Choy and Savery, 1998). However this concept leads to the narrowness of understanding. The reason may be because many employees think that promotions and upward hierarchical movements as the primary indicators success at work. Lee (2003) argues that employees who experience career immobility would think that their employers deny their careers. They lose their morale when they continue to work in the same job over a long period of time. Career plateau is also connected with a number of negative work outcomes such a lack of job satisfaction, job commitment, increase the level of turnover intention, and creating creativity inertia.

Organizations have to manage and plan career management for their employees professionally, because this is the process by individual develop insight into themselves and their environment, formulate career goals, strategies, and acquire feedback regarding career progress. Organizations are supposed to manage career orientation practices that help employee develop new skills or improve old ones, make sound jobs, and career choice and prepare them for higher levels of responsibility within organizations (Snacke,

Williams, & Fredenberger, 2007). Career management practices may also communicate to employees that the organization values employee contributions and is interested in helping them succeed. Therefore, employees who experience that their organization do not determine career plateau, might think the organizations have forsake their careers. Employees lose their morale when they continue to work in the same job over a long period of time. Career plateau is often associated with a number of negative works associated such as lack of career satisfaction and job satisfaction, as well as an increase in the level of turnover intention.

The Objective of the Study

In this section, this study highlights definition of the concept, causes and effect of career plateau, and also the management of career plateau in organizational setting. Discussing causes and effects of the concept of career plateau in this study is through conceptual thinking by reviewing a number of related theoretical reviews. However, this conceptual thinking can be elaborated by stating a proposition that can be tested empirically for further research. This study also discusses the human resource management practices to manage career plateau in organization setting.

To give the comprehensive understanding of the study, this study also delineates an integrative approach to management of career plateau in organizations. Career plateau is shaped by contextual and process constraints at both the individual and organizational levels.

The Definition of the Career Plateau Concept

Researchers in the human resources based on the classical definition of career plateau by Ference, Stoner, and Warren (1977) (see Chao, 1990; Leibowitz, Kaye, Farren, 1992; Savery, 1990). Career plateau is defined as the point in a career where the likelihood of additional hierarchical promotion is very low. However, Schein (1971) had defined that career movement within an organization can be vertical, radical, or circumferential. Vertical movement can be either upward or downward. The success can be measured by the attainment of particular hierarchical levels. Personal development can be measured by a horizontal crossing of functional borders or by changing the content of work any by acquiring qualifications. In other words, this better definition of career plateau is defined as the point at which future career mobility including both upward and lateral moves (Nachbagauer & Riedl, 2002).

Ferrence et al. (1977) set a model of managerial career that describes the state of someone career based on current performance and likelihood of future promotion. The four principal career states in the model are learners or comers, stars, solid citizens, deadwood. Learners or comers describe individuals that have high potential for advancement but presently perform below standards. Obvious examples are trainees who are still learning their new jobs and are not yet integrated into the organization's culture. Stars are persons presently do outstanding work and are viewed as having for continued advancement. They are on the high potential, fast track career paths. They are readily identifiable group in organizations and receive the most attention in development programs and managerial discussion. Solid citizens presents performance is rated satisfactory to outstanding but they are seen as having little chance for future advancement. These individuals are probably the largest group in most organizations.

Deadwood has little potential for advancement and their performance has fallen to an unsatisfactory level. These people have become problems whether for reasons of motivation, ability, or personal difficulty. The model is describes in Figure 1.1. as follows.

Current Performance	Likelihood Future Promotion	
	Low	High
High	Solid citizen Organizationally Personally Plateaued Plateaued	Stars
Low	Deadwood (ineffective plateauees)	Learners (comers)

Table 1.1. A Model of Managerial Careers

Career plateau can be both subjective and objective. The subjective aspects are linked self-perception. When people perceive that they have reached a plateau, their careers are sometimes affected that their conviction becomes self-fulfilling. However, not every employee who might appear to plateauing, aren't necessarily unhappy or inferior. This condition is good in adult's development of organizations. In other words, plateau career could represent a period of stability where employees master work skill, pursue special family or personal interest. Lemire, Saba, and Gagnon (1999) argue that the subjective evaluation of career development should constitute the key plateau element because it emphasizes the perception, assessment and reaction of individuals to their present work situation.
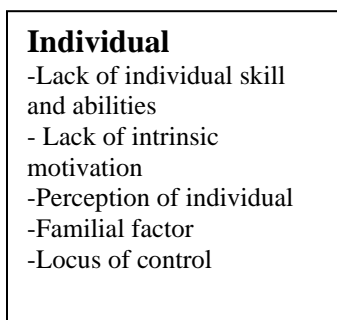
Meanwhile, the objective side of career plateau refers to the fact that they can be observed, even analyzed. Human resource types might be observable measurement like

future prospect for promotion, length of time in present position, or length of time between promotions (Temblay, Alain, Jean-Marie, 1995; Chau, 1998).
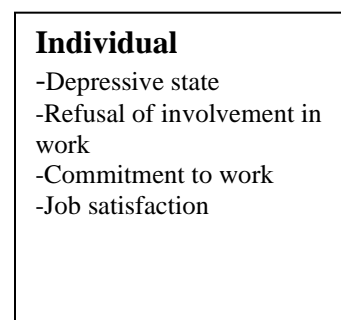
Career plateau is conceived of as an organizational phenomenon reflecting a long-term interaction between an individual and his or her work place. This model consists of horizontal facets define the type of variable to be considered (1) independent input variable (contextual determinants) including individual and organizational variables and (2) dependent variables of career plateau including individual and organizational variables.

A review of some recent writings on organizational career plateau (Appelbaum & Finestone, 1994; Chao, 1990; Lee 2003; Nachbagauer & Riedl, 2002; Savery, 1990) makes it clear that the knowledge available to us is as dispersed as it is deficient (1) most research has centered on professional or managerial career; (2) no systematic research has been done on the interaction between individual level and organizational level determinants and their effects on organizational career plateau.   This model is as follows.

Independent Variables   **Consequences of Variables**

Individual
-Lack of individual skill
and abilities
- Lack of intrinsic
motivation
-Perception of individual
-Familial factor
-Locus of control

Individual
-Depressive state
-Refusal of involvement in
work
-Commitment to work
-Job satisfaction

**Career
Plateau**

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┌─────────────────────────┐          ┌─────────────────────────┐
│ Organizational          │          │ Organizational          │
│ -The absence of work     │          │ -Performance (Turnover. │
│ content dimension        │          │ Absence)                │
│ -Lack Organizational     │          │                         │
│ career orientation       │          │                         │
│ -Lack Organization       │          │                         │
│ innovative climate       │          │                         │
│ -Business Strategy       │          │                         │
└─────────────────────────┘          └─────────────────────────┘
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Human Resource Practice
- Career planning (self management, career consultation, assessment centre)
- Work Redesign
- Adequate compensation program
- Skill based pay
- Job security
- Flexible schedule
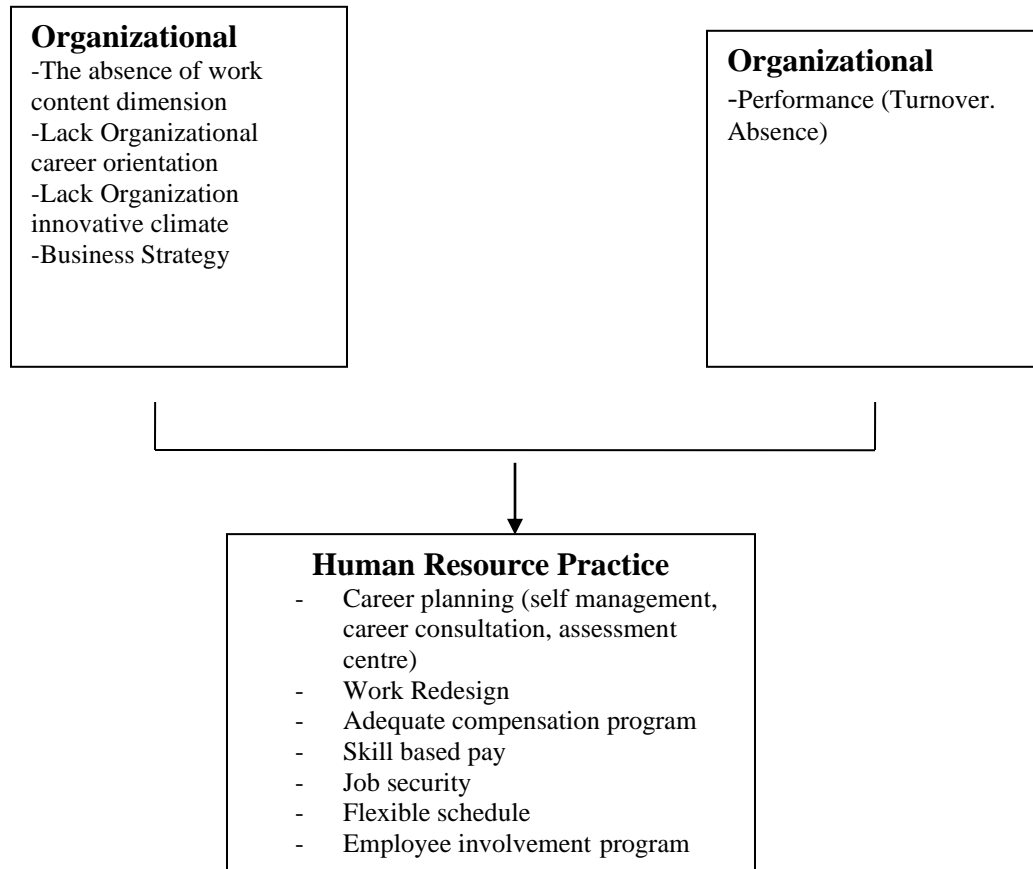- Employee involvement program

Figure 1.1. The Conceptual Model of Career Plateau

The Factors Determining Career Plateau

There is a number of factors determining career plateau that is discussed in this study. These factors from individual aspects are lack of individual skill and abilities, lack of intrinsic motivation, the perception of individual, familial factor, locus of control, work perseverance; meanwhile from the organization aspects are the absence of work content dimension, and organizational career orientation, low organization innovative climate, business strategy, organization characteristics.

Lack of Individual Skill and Abilities

Lack of individual skill and abilities cause career plateau. Individual having skill and abilities means, that individual has an individual's level of proficiency at performing a particular task and has a more general enduring capability that an individual possesses (Noe, Hollenbeck, Gerhart, Wright, 2008). Thus, skill and ability are characteristics about people that are not directly observable; they are observable only when individuals are carrying out the task, duty, and responsibility. If workers lack the ability and skill to perform job task, they will not perform well. Therefore, if they are positioned or assigned a number of new tasks that can enhance their career, they will refuse to do it because they do not have any capacity to perform. This situation can create situation where individual will be in stagnant condition and won't get any promotion in a better job position. The others symptom of neither individuals nor performing well are high absenteeism and turnover. The solution is to have selection system redesign, improved training, and improved appraisal and feedback.

Lack of Intrinsic Motivation

Intrinsic motivation is the drive to do something for the sake of if not anything else. The intrinsic motivation for doing a job is the drive to perform the job well for the sake of the job. Individuals in organization setting having intrinsic motivation are described as workers who perform a job just to obtain achievement no matter the reward or pay. Individuals will have satisfaction by performing well.

The ultimate goal of the career is psychological success, the feeling of pride and personal accomplishment that comes from achieving one's most important goals in life, be they achievement, family happiness, and inner peace. This is will be different from

vertical success under the old career system, where the goal was climbing the corporate pyramid and making a lot of money. While there is only way to achieve vertical success, there are infinitive ways to achieve psychological success.

Individual Perception

Perception of individual can influence the existence of career plateau. Chao (1990) argued that the way individual perceives, assesses and reacts to the present work depends more on the subjective evaluation of career development than on the tenure alone. On the other hand, feelings of being dead end may stem from a number of influencing factors such as supervisor signals, personal commitment, general advancement opportunities and practices and of course long tenure. Nicholson (1993) that argued that subjective measurement of career plateau explained more work attitude on career plateau.

Each perception of individuals is different from another person. Perception will depend on experience, education, age, gender, and income. Related to career progress, individuals will have negative perception on career plateau, if they perceive that the longer experience in an organization to work, the worse the career progress. People will perceive the work is boring and unchallenging. There is no opportunity to have an advance career. It is stagnant. However, it will be different in another condition. People having different background for example high education at the same job position, will perceive that the job is challenging because there is skill or ability that can be applied in that job position to do.

Familial Factor

One of determinants of vertical mobility may be influenced by familial factor. It is linked to the specific situations of the individual itself. Familiar factor can act as a constraint or become obstacle to mobility (Gattiker & Larwood, 1990). The relationship family context and career has attempted to show that work life and life outside of work are inseparable entities. Frone and Rice (1987) suggest that a satisfactory family life should facilitate perceived career achievement, whereas unsatisfactory family life should increase role conflict and stress. It seems that a growing number of people refuse interesting promotion opportunities primarily because of the impact such a change would have on their spouse's career. The study of Temblay and Roger (1993) found that familial factor can be a predictor for career plateau. It is probably due to that family will determine the career of its spouse. For example, because of not wanting to live separately, she or he refuses to be assigned to another place. They prefer to remain in the same job position; therefore their career will be stagnant.

Work Locus of Control

The influence of personality on career mobility may also come indirectly through career anchors (Bourgeois & Wils, 1987). Factor personality can trigger the existence of perception career plateau of individuals, namely work locus of control. Work locus of control refers to the extent to which people believe they control reinforcement at work. There are two types of locus of control i.e. internal and external locus of control. People

with internal locus of control believe that they control their own rewards, whereas people with external locus of control believe that other or luck control their reward (Spector & O'Connell, 1994).

It has been found that persons with external locus control experienced the individual's life is determined by the environment where they are. In an organizational setting, individuals will think that the organization system determine the future of their employees. Their career progress is influenced by the assignment of human resource management. In the other side, Allen and Greenberger (1980) suggested that persons with high control of their work try to create environment, which can increase their sense of control through constructive acts. Individual realized that their career is determined by their life. Individuals with internal locus of control believe that can exercise some control over events and rewards related to their action and demonstrate strong involvement in their work (Mitchell, Smyser, & Weed, 1979; Zahry & Tosi, 1989).

As Hall (1996) argued that the determination of someone's own career is well known as the protean career. The protein career is old concept but it is still relevant indeed to be discussed and very important to make individuals can perform well. Protean career is the career of the 21st century and is driven by the person not the organization and will be reinvented by the person from time to time as the person and the environment change.

If individuals have internal locus of control, the growth of career will be a process of continuous learning. It is a combination of the person, work challenges, and relationship. Individuals can learn from any connection in the work environment, it can

be co-worker, subordinates, customers, superiors, or members of various formal and informal networks.

The Absence of Work Content Dimension

Career plateau is not necessarily connected with hierarchical positions. Increasingly task and responsibility have become critical variables for development opportunities beyond rank and title (Bardwick, 1983). The absence of new, challenging and varied tasks without possibilities of improvement or learning task stagnation can create work career plateau (Nachbagauer & Riedl, 2002). Sometimes workload within an existing work units are increased, finally the work is not being performed in the most efficient manner. In this case, a manager must redesign that wok, in order for the work unit to perform more effectively and efficiently. This requires redesigning the existing jobs.

When work content dimension is low, it means that it focuses on low skill variety and too specialization. The low work content in job design usually applies the mechanistic approach. The consequence is lower job satisfaction, lower motivation and higher absenteeism. This condition can occur because there is no challenging job to do. Individuals will perform their job repetitively and monotonous. Therefore, it work content dimension does not have any elements such as decision making autonomy, task-significance, job complexity, individuals might perceive that the tasks are boring. This condition might create that nothing is challenging anymore and career plateau will occur.

Organizational Career Orientation

If organizations do not set the career orientation, career plateau will occur. According to Kahnweiler (2006), organizations have to carry out key career self-management strategies in sustaining human resources management success. There are some elements that must be considered. First, organizations have to do such actions such as learning new skills and then applying them on the job, getting out of one's comfort zone as a precursor of behavior change and forging new relationship with numerous people in and outside the organization who can assist with a variety of career development. Second, the career orientation has to deal with ongoing self-assessment and self-awareness. Individuals have to learn from mistakes and receive feedback from other and using their immediate manager. At one time, their boss is instrumental in helping them address deficiencies, capitalize on strengths, and motivate them to set and reach stretch goals. Third, it is believed that formal learning vehicle is and continues to be helpful in their career self-management. This includes attendance at conference, enrollment in degree programs, and attendance at seminars on human resource and business topics.

If these career programs are well implemented in organizations, individuals will have a future orientation that their career will be enriched by many program or work activities. It is not only limited to upward mobility. If this situation really occurs in organization, career plateau can be avoided.

Lack Organization Innovative Climate

Study at both organizational and subunit level has offered empirical support for climate's effects on innovation (Amabile & Gryskiewicz, 1989). Innovation here means a

process involving both the generation and implementation of ideas. This behavior in organization includes 1) searches out new technologies, processes, techniques, or product ideas; 2) generates creative ideas; 3) promotes and champion ideas to others; 4) investigates and secures funds needed to implement new ideas; 5) develop adequate plans and schedules for the implementation of new ideas (Scott & Bruce, 1994). This behavior can be developed through building organization innovative climate. At the individual level climate represents signals individuals receive concerning organizational expectations for behavior and potential outcomes of behavior,

Innovative climate is characterized as follows. First, there is a qualified relationship between leader and subordinate. Overtime, some leader-subordinate relationship is developed from interactions that are formal and impersonal to mature interactions characterized by trust, mutual liking, and respect. Related to innovative climate, subordinates are allowed greater autonomy and decision latitude. Second, there is a work group that supports an individual in ways that allow innovation to emerge, offering, for example, cooperation and collaboration, the individual is more likely to see the organization as a whole as being supportive of innovation.

If related career plateau, organizations have to build organizational climate in order to reduce the probability of career plateau. Organizations create the climate where individuals can show innovative behavior continuously. By setting this climate, individuals will try to create new ideas anytime, so their career won't be stagnant. Individuals will innovate a new idea to invent something and they are paid for it. The more they innovative, the more they will gain rewards.

Business Strategy

Careers develop in different ways depending on the industry and the strategy adopted by the firm. Strategy affects the internal structure, processes, goals, and the roles of various functional departments in the firm (Slocum, Cron, Hansen et al., 1985). Therefore, it has to be integrative linkage between business strategy and human resource management practice. Integrative linkage is a dynamic and multifaceted based on continuing rather than sequential interaction. In most cases the human resource management executive is an integral member of the senior management team. Rather than an iterative process of information exchange, companies with integrative linkage have their human resource management functions built right into the strategy formulation and implementation processes (Noe et al., 2008).

In strategic human resource management, the human resource management function is involved in both strategy formulation and strategy implementation. The human resource management executive gives strategic planners information about the company's human resource capabilities and these capabilities are usually a direct function of the human resource management practices (Wright, Dunford, Snell, 2001).

The typology of business strategy is adopted from Miles and Snow (1978). The strategy is analyzer and defender. The firms competing with defender strategy have relatively entrenched competitive position. According to Miles and Snow, defender organizations engage in little product/market development and have narrow product/market domains. As a result of narrow focus, managers devote primary attention to improving efficiency of their existing operations. The characteristics of organizational behavior are highly repetitive, predictable behavior, very short-term focus, highly

interdependent, very low concern for quality, very low concern for quantity, very low risk raking, very high concern for process, high preference to avoid responsibility, very inflexible to change, very comfortable with stability, narrow skill application, and low job involvement. If defenders operate in slow growth industries with little product introduction, their sales and marketing personnel are not likely to have many avenues for upward mobility within the firm. Personnel in these functional areas are more likely than others to gain visibility and exposure to senior management because they can cope with the critical contingencies confronting the firm. Therefore, defender firms will have a greater incidence of plateaued employee because their career mobility is relatively slow.

This situation will be different from the analyzer firm. The analyzer firm is less committed to market stability and efficiently competing in one small niche than the defender. The characteristics of organizational behavior are highly creative, innovative behavior, very long-term focus, highly independent, very high concern for quality, very high concern for quantity, very high risk raking, very high concern for result, high preference to assume responsibility, very flexible to change, very comfortable with ambiguity and unpredictability, broad skill application, and high job involvement. Therefore, for analyzer firms, the employees will not have career plateau condition. Organizations will set the strategy to enrich employees to perform well.

The Effect of Career Plateau

There is a number of the effect of career plateau discussed in this study. They are depressive state, refusal of involvement in work, job performance, and work conflict, commitment to work, job satisfaction, and intention to quit. Individual themselves

develop a broad range of personal abilities essential to all kinds of endeavors including career self-developments such as soft skill.

Depressive State

Stress is a prevalent problem in organization life. Both individuals and organizations have been aware of the threats posed by excessive stress. Individuals who experience high levels of perceived stress often report poor physical health, depression, and insufficient job satisfaction (Tweed, White, & Lehman, 2004). For organizations, reduced productivity, high turnover, frequent tardiness and absenteeism are common of consequences of workplace stressors (Elfering, et al., 2005). It is found that career development can influence the stress. Based on the study of Elfering et al. (2005), the career development obstacle including personal ambition obstacle, unfair promotion system, and limited promotion can influence individuals under pressure because they think that they are unable to move forward in their career and unfairly treated. Consequently, individuals are depressed. The feeling of depression is due to the unfulfilling needs of individual expectation of having a good career.

Refusal of Job Involvement

At individual level, when managers and professionals feel restricted and leveld off, they are more likely to refuse to become fully involved in their work, they try to exercise counter power influence (Lemire, Saba, Gagnon, 1999). In the mean time, individuals will not fully participate in their own jobs. They do not want to take any seriousness to perform the job well because they know their future career is not clear. The alternative way to do is only to ignore or just do with low quality. Furthermore, when

individuals feel that they face career plateau, they do not want to perform specific tasks and activities for which they are not responsible. This encourage inflexibility and lack of initiave on the part of employee because they argue what for they should do a job that is not in his role.

Commitment to Work

Organizational commitment (OC) is commonly defined as employee's interest in and connection to, an organization (Meyer & Allen, 1991). Employees who are committed to their firms tend to identify with the objectives and goals of their organizations and wish to remain with their organization. OC can be characterized by 1) a strong belief in, and acceptance of, the organization's goals and values; 2) willingness to exert considerable effort for the organization, and 3) a strong desire to remain a member of the organization. Meyer and Allen (1991) initially proposed that organizational commitment consists of three elements. First, affective commitment denotes emotional attachment to and involvement in the organization. Second, continuance commitment denotes the perceived costs associated with leaving the organization. Third, normative continuance reflects a perceived obligation to remain in the organization.

If employee or individual perceives that there is career plateau, they will not have any commitment. Employees will not have a strong affective commitment continues employment with the organization because they do not want to do so. Employees will not have high level of normative commitment so they ought not to remain with the organization. When perceiving career plateau, employees will feel that it is unnecessary

to have psychological contract with organization. Organizations are perceived not to give any attention for advance careers of their employee.

Job Satisfaction

Job satisfaction (JS) is an attitude reflecting how well people like or dislike their job. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job. Job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behavior.

If related to career plateau, Nachbagauer & Riedl (2002) found that there is a significant and negative link between career plateau and job satisfaction. Unclear future planning of employees' career by organizations will lead to job dissatisfaction. They will not like performing job well because there is disorientation of career planning.

Organization Performance, Turnover, and Absence

According to Nachbagauer and Riedl (2002), there is negative influence between perception of career plateau and organization performance. Organization performance is operationalized as high turnover of employees and high absence rate. When career plateau exists, individual have the feeling that they cannot plan or influence their career. Therefore, individuals become aware of their situation. Employees choose another

alternative such as try to quit from working in organization or having absent from performing a job. This can be warning signal and clearly seen at organization level.

Proposition and Hypotheses

To summarize the underlying assumptions behind the conceptual model, one can consider the following propositions.

1. Lack of individual skill and abilities can lead to career plateau.

2. Lack of intrinsic motivation can lead to career plateau.

3. Individual perception can lead to career plateau.

4. Familiar factor can lead to career plateau.

5. The absence of work content dimension can lead to career plateau.

6. Organizational career orientation can lead to career plateau

7. Lack of organization innovative climate can lead to career plateau.

8. Career plateau can influence depressive state

9. Career plateau can influence refusal of job involvement

Such hypotheses can easily be grounded in the literature and research in the preceding discussion. Moreover, it can be explored more in a different context or organizational research, and opening a worthwhile research avenue.

Hypotheses

1. Work of locus of control can lead to career plateau.

2. Business strategy can lead to career plateau.

3. Career plateau can influence commitment to work

4. Career plateau can influence job satisfaction

5. Career plateau can influence organization performance

Human Resources Management Practices

Organizations must set the good orientation program to enhance the career management for employees. Career progress does not mean upward progress due to the flattening organization of layer structure. Therefore, human resource management practice have to outline programs that can be applied in organization. This program is job enrichment programs that designed to enhance worker career better including the following elements: an adequate compensation program, job security, flexible work schedule, employee involvement programs.

An adequate compensation program should ensure that workers who achieve the highest levels of performance receive the highest percentage raises. Thus, a merit system, which bases pay on performance, tends to be more effective than an across-the-board system in which all workers are allocated similar raises. Firms may set up various types of incentive plans that reward employees for achieving specific performance goals. Organizations have to develop a proper compensation plan that can make workers with satisfaction condition (Williams, Daniel, Nguyen, 2006). A compensation plan can motivate employees if it contains the following characteristics: 1) Aligned with Business Goals: The compensation plan should be set only after the goals of the firm have been established. The pay plan should be designed to ensure that workers are compensated in a manner consistent with their ability to satisfy business goals.; 2) Aligned with Specific

Employee Goals: a compensation plan will be more effective if it clearly specifies individual employee goals; 3) Achievable Goals: employees will not respond to incentive systems that are based on unrealistic goals that they have no hope of achieving. Managers can enhance worker motivation to enhance career by offering employees the opportunity to earn numerous achievable bonuses (or other rewards). Of course, employees must be aware of rewards before they can affect their career. Thus, a firm should inform workers of incentive compensation plans at the beginning of the year rather than waiting until the end of the year to offer rewards.

Organizations also have to change job based pay structure. This structure has limitation. The job based pay structure may not reward desired behaviors, particularly in a rapidly changing environment where the knowledge, skill, ability needed yesterday may not be very helpful today and tomorrow. It also emphasis on job level and status differentials encourages promotion-seeking behavior but may discourage lateral employee movement because employees are reluctant to accept jobs that are not promotions or that appear to be steps down. If organizations insist to apply this system, it does not create a good environment to foster career progress. Therefore, job based pay structure has to be moved away from linking pays to jobs and toward building structure based on individual characters such as skill or knowledge. Skill-based pay system seems to fit well with the increased breath and depth of skill that changing technology continues to bring (Shaw, Gupta, Mitra, Ledford, 2005). An important potential advantage of skill based pay is its contribution to increased work flexibility which in turn facilitates the decentralization of decision making to those who are most knowledgeable. This mechanism avoids the career plateau because people are encouraged to have multitask.

When they are assigned a job, they will perform better. Workers have adaptability skill, so their career will not be stagnant in one job position.

Organizations also can improve worker career is to offer greater job security. Workers who are worried about losing their job often have low morale and feel little loyalty to their company. Firms can provide more job security by training employees to handle various tasks so that they can be assigned other duties if their typical assignments are no longer needed. Flexible work schedules, or flextime programs, are another way a firm can enrich jobs and enhance employee career. Some firms have also experimented with a compressed work week in which workers work the same number of hours, but in fewer days. Job sharing, where two or more people share a particular work schedule, is another method of providing workers with more flexibility.

Employee involvement programs seek to improve worker career by allowing workers to be more involved in making decisions or by giving them additional responsibilities. Employee involvement programs include job enlargement and job rotation. Job enlargement expands the jobs assigned to employees, giving them a greater variety of tasks to perform. Job rotation allows a set of employees to periodically rotate their assignments. This not only relieves the boredom associated with doing the same job all of the time, but also allows workers to gain additional skills, enabling them to move into a different position. A broader approach to employee involvement is worker empowerment, which seeks to get workers more involved in decision making and gives them more authority.

Related to enhance the career, there are so many things program such as assessment, personality test, assessment centre, benchmark, job experiences, temporary assignments, mentoring, coaching, and self-assessment of workers. These activities can sustain individuals career in order not be involved in career plateau. Organizations also provide career counseling and career agreement between employees and supervisor and transparency of promotion standards, often in connection with qualification programs and assessment procedures.

Summary and Implications

The model described in this article is offered as a springboard toward much needed systematic and applicable research in the field of organizational career plateau. The need for such an endeavor has increase in recent years because such a trend as the emerging concepts that needs to be explored more. The concept of career plateau articulates individual and organizational constraints of career and focuses on the role of such experiences at both levels.

The implication of research is also discussed. For the research, there are some factors to be considered. First, the selection of variables in the present model does not exhaust the range of factors accounting for the career plateau phenomenon. These are only the most elementary ones. As more knowledge accumulates, additional variables may be used and more complex relationships investigated.

Second, the direction of relationship proposed here reflects the model's specific goal: to explain and predict the causes of career plateau. Consequently only a one-way directionality is postulated. The definition of career plateau asserts the importance of its

behavioral component. Future research must be directed toward identifying key indices of career plateau in organizations and unit analysis is individual. The research can be conducted in multivariate nature and giving a survey to individuals by asking the variables.

The implication of managerial of this study involves several aspects. Organizations have to manage career plateau professionally by determining the consequences. It is related to worker performance including career satisfaction, job satisfaction, and turnover intention. Organizations have to try motivating their workforce. Certain workforce value professional development very highly. Organizations therefore must expose themselves to stimulating jobs that will help to upgrade their knowledge, skill, and maintain their currency in the profession. Skill enhancement programs whether in the form of training or job rotation can help in managing the employees.

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