

The Effect of Career Plateau on Job Burnout

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Abstract: The aim of conducting this investigation is reviewing the amount and direction of career plateau on career fatigue. Studied population in this study include managers and staff of red crescent society of Ilam province. Sampling in this study is simple randomize and the number of sample by use of Cochran formula is equal to 97. SPSS 21 and Lisrel 9.1 Software is used in this study. This study is of descriptive-correlative type and it is applied one. In this regard, one general and three partial hypothesis are formed that consider the effect of career plateau on career fatigue and its dimensions (career fatigue, personality metamorphosis, not feeling qualified personal) which all of the hypothesis are approved and the amount of their effect, respectively are: 0/43 for the main hypotheses and 0/48, 0/53, 0/41 for sub-hypothesis. Which is meant that career plateau has influenced the career fatigue and if career plateau has increased to 0/43, the amount of career fatigue will increased 0/43 units.

Key words: Career plateau, job burnout, career fatigue, personality metamorphosis, not feeling personal qualification red crescent society of Ilam province

INTRODUCTION

Global quick evolution toward science, technology, industry and management, make so many successful firms in the world to applied creativity and innovation in their objects, orientations and interests as well. This subject, by considering the whole positive consequences has changed the structure of organizations in any manner. Most of organizations are going to minimization and reduction the management levels by conducting professional teams and leave the affairs to the operational levels. Although, such evolutions will help to productivity and agility of organization but the shortening of progress steps and movement of structures toward flattening, figure out the stationary and career plateau for the staff; a phenomena which increasingly is spreading (Jung and Tak, 2008; Salami, 2010). A point in one career course in which the possibility of vertical appointment or promotion in near future would not be imagined is called career plateau (Lee, 2003). These elements will create depression and reclusing and isolation and consequently, career fatigue in members of organization.

Feldman and Weitz (1988) have challenged the traditional perspective to career plateau and revised the traditional definition of career plateau. The first investigations defined career plateau according to: the

possibility of promotion of individual; the duration that the individual spent in current position and the duration between the promotions that he/she had. In this definition, the position of the individual in organizational hierarchy was considered and not his/her responsibility in that position. It's possible more responsibilities give to him/her without changing the position meanwhile, there also is possible that career position of individual apparently changed but nothing added to his/her responsibilities. These writers believed that the individual will reach to career plateau when there is less possibility that his/her career responsibilities increased. In order to measure this new concept, the amount of budget which the individual will take, the number of employees who are working under his/her supervision and the degree of assets which he/she take for managing, should be reviewed (Feldman and Weitz, 1988).

Investigations indicated that the employee who are promoting in line of suitable career in organization they will work with high motivation have more performance role and intra-role they are more satisfied and less inclined to leave the organization and being absent would observed. So, the organizations always are seeking to find the effective solutions to manage the job course of their staff (Rotondo and Perewe, 2000). Also, the investigators focus on job course of staff in different organizations to identify

the elements which lead to improve the management of job course. One of the elements which has been identified in circle of job course, is the phenomena of career plateau. Most of investigators believed that the course of career plateau, increasingly become a crucial problem to organizations and managers as well and definitely it will be one the most important subjects of next decades which required correct management to avoid of in satisfaction of staff (Salami, 2010). Consequently these elements lead to increase the depression and Job burnout among managers and staff.

Career plateau is a point in course of individual career and the possibility of movement in hierarchy of organization in future would be very little to him/her (Lee, 2003; Tremblay and Roger, 2004; Yamamoto, 2006). The writers who have studied this phenomena for the first time, have pointed to this that the most of staff will experienced career plateau, in particular, whom are seeking the growth in their career course. In their opinions, the individuals who experience the career plateau they would have also stress, disappointment, feel of failure and sin as well. They believe that the career plateau can be seen as the time of changing, evolution, revision and appraisal (Oriarewo *et al.*, 2013; Beheshtifar and Modaber, 2013). Hence, it can point to the position and the importance of studying the career plateau in organization.

The results of recent study on the level of great organizations in the world has indicated that, at least 40% of typical individuals which are studied were seeking new career opportunities because of not satisfaction of their course of promotion and enhancement and many of these people have left their current organizations as soon as they found a better opportunity (Conner, 2013). In order to avoid of leaving human resources in organization which are the most precious resource in every organizations, the elements which cause such not satisfaction and leaving of individuals should be considered.

Organizational structure of red crescent society and the nature of helping and rescuing job to help and make the managers and employee who are susceptible to career plateau. The structure of most of this organization, consist of boss (manager) and several experts which are working in different parts of red-crossed population and this flat structure make the vertical course of promotion for employee to be face with many challenges. The individual are always face with routine and continued tasks. On the other hand, today, the job values of employee and managers are transformed in all positions and organizations. They expected more self-realization of career and seeking for more opportunities to grow, learn and promote. The managers of these employee are not

exception as well and if the domain of their function and authorities remain unchanged they will have vague imagination of their career future. The imagination of remaining in a level of organizational chart and have no change after years of working, would have negative effects on their job satisfaction and performances and it has consequences which will not favorite not to them, neither to the organization. Identification the effects of career plateau on career and organizational consequences will help to more recognize the phenomena. Moreover, identifying the amount of career plateau prevalence among managers and the staff of red-crossed can help to senior managers and human resource managers to take suitable solutions to moderate the phenomena. So, the aim of this investigation is reviewing the effect of career plateau of managers and staff of red crescent society of Ilam province and also their Job burnout as well. Besides, the results of this investigation, in national level, is a step toward equilibration the opportunities to all society. The richest the careers and the opportunity of promotion in organization, individual will act with much better performance will have more motivation and commitment and consequently they will be more healthy.

The investigation between career plateau and Job burnout has less frequency than the other career attitudes. Rotondo and Perewe (2000) have reviewed the relationships between the behaviors of facing with career plateau and its organizational consequences for staff. Among the employee who have career plateau, positive functions such as spreading the career tasks, monitoring, technical and task career courses, the projects or teams have relationship with positive attitudes and performances. Among the employee and managers who have not career plateau there wasn't significant relationship between these variables. There was positive relationship between negative behaviors such as reproaching of supervision or organization, tendency to leave the job, use of alcohol or drug and weaker career attitudes and more stress (Rotondo and Perewe, 2000). Other investigations indicated that career plateau has increased the stress, anxiety and Job burnout of the employee and in this way cause the reduction of their performances (Feldman and Weitz, 1988; Allen *et al.*, 1998; Burke and Mikkelsen, 2006). So, the main question of study is as follows.

Does career plateau has any effect on their job burnout?:

By considering the above mentioned we are going to reveiue the effects of career plateau on Job burnout among managers and staff of red-crossed population in Ilam province in this investigation.

Literature review:

Career plateau: Career plateau has indicated the situation among career periods in which individual are limited from promotion and vertical and horizontal movement point of view. According to France, Stoner and Warren career plateau is a point through career course in which the possibility of upward vertical movement would be little. Foster *et al.* (2011a, b) believed that employee will experience disappointment and mental frustration after contemporary or permanent discontinuance through their career and profession progress course. Some of the investigations have defined career plateau on basis of duration of hiring career. So, career hiring about five years and not having any promotion after that is career plateau; meanwhile according to the most investigators, career hiring about 3-5 year is accounted as career plateau (Miles *et al.*, 2013).

Bardowick has come up with three kinds of career plateau of structural plateau, content plateau and life plateau (Burke and Mikkelsen, 2006). According to him, structural plateau has emerged of existence limitations in hierarchical of organizational structure. Because the more individual reached to the higher level in an organization, the more limited positions and/or he/she has not the necessary skills and abilities to pass to the next level in some cases there is not higher position at all. The other kind of plateau is content plateau which is happened when the individual thoroughly predominant the career and has no more possibility to learn more. Although, the professionals are more exposed to the phenomena, Bardowick has alerted that it's possible for everyone to experience such phenomena, if the responsibilities and problems repeated. Employees who have career plateau will remain competent and satisfied. Some of them will cope with such situation so that resist against changes to keep the security feeling in themselves. Because they think that failure followed the change. Third kind of plateau is plateau in life about which there is a little investigations because the most investigations are focused on individual plateau through their career course. Bardowick believed that: plateau in life include this feeling that satisfaction will not be reached in any contexts of life. Plateau in life include compulsion to do things which the individual has committed to them in the past and now he/she has no any sense of belonging to it. On the other hand, life plateau is describing a personal feeling so that the individuals have stuck to their outside career roles. These elements have returned to the individual's life when he/she involved in day to day affairs and hasn't felt the interesting or enjoy of anything in his/her personal life (Lentz and Allen, 2009).

The word "plateau" has referred to frustration and weakness of employee psychological about stopping his/her course of development. On the other hand, employee face with plateau when there is little space to their possible promotion (Oriarewo *et al.*, 2013). Or, career plateau is happened when the individual has no ability to accept more responsibility in his/her career (Miles *et al.*, 2013). Psychologists have conducted more investigations about career plateau and concluded that usually individuals have predominated on the job during three years and as there is nothing to learn more about the career, that job become iterative to them. When such a thing happens they feel boring and not qualified (Sharifian *et al.*, 2013). Some of investigations have considered career plateau after passing 5 year of hiring and have no any promotion, meanwhile, according to the most of investigators, hiring the job about 3-5 year is considered as career plateau (Miles *et al.*, 2013).

Elements such as supervisor, number of employee, job situation, needed job skill, success in the past years, salary and rewards and advantages, job problems, organizational support and organizational size are among the main reasons of causing career plateau. Besides these, personal factors such as age, sex, social position, education, number of children and family responsibilities are also considered among main reasons of career plateau (Hurst *et al.*, 2012).

According to the conducted investigations, the understood plateau has negative relationship with positive attitudes such as job satisfaction and organizational commitment (Choy and Savery, 1998; McCleese *et al.*, 2007; Jung and Tak, 2008; Salami, 2010; Godard *et al.*, 2015), organizational citizenship behavior (Hurst *et al.*, 2012), job attachment (Choy and Savery, 1998) and job performance (Foster *et al.*, 2011; Conner, 2013). Also, career plateau has positive and significant relationship with negative attitudes such as inclination to leave the job (Lee, 2003; Lentz and Allen, 2009; Klehe *et al.*, 2011; Sharifian *et al.*, 2013) and stress and depression in employees (McCleese *et al.*, 2007). A few studies have considered the roles of mediator and moderating variables in plateau with job consequences. Some of the studies have reviewed the moderating roles of specifications such as potential of job richness, verity in independence, vague in role and participation in decision-making and the others considered personal elements such as life stage, job ambitious, job motivation, understood support of supervisor and mentoring (Salami, 2010).

Job burnout: Population, different pollution (air, noise and), different stresses and job burnout have been increased in individuals by developing of science and as a result modernization and also increasing work hours.

Job burnout is a bodily-mental syndrome accompanying fatigue which will lead to negative behavior and attitude toward self, work and clients and causes non-productive job and being absent of work, low ethics and non-satisfaction of job, mental depreciation and body fatigue, taking a part of job, reduction in productivity and in the workplace. Job burnout include three aspects: exciting fatigue, personality metamorphosis, personal qualifying feeling:

Exciting fatigue or feeling: it completely acts as mental stress variable and considered as being under stress and destroying the exciting resources in an individual. In such situation it's possible that the individual became reluctant and indifference and the work no more cause any positive feeling in him/her

Personality metamorphosis: It is negative and hard-heartedly response to whom are usually recipients of individual services. In such situation, the attitude of individual against customer is negative. He/she thinks that customer is in fact creditor and beginning of stresses. So, he/she will go toward acting aggressively (verbal and non-verbal) and being passive (sabotage and witting delays)

Reduction of personal qualification feeling: It is reduction of merit feeling in doing personal tasks and a negative measurement of self in case of doing the job. In fact, feeling unqualified is natural result of faulty cycle or circle which is made before and is more understood by expression of Fissile which is used among the employees

Also, job burnout creates problems to itself, such as more absent, malfunction drugs, indifference in workplace and reduction of work-motivation can be referred which are more seen among these individuals than the others and as a result it can influence on their job satisfaction and mental health.

Many investigations have been conducted about prevalence of Job burnout in Iran and throughout the world which are reported respectively as affection fatigue (6/32, 2/21 and 02/24), reduction of personal performance (1/24, 6/77 and 18/30) and personality metamorphosis (7/25, 7/43) in nurses. In Alacasiçlo. study, 4/5% of nurses have reported affection fatigue and 100% the reduction of personal performances.

Job burnout indicated the fatigue of body, spirit and mental which is caused of long term working in tiresome spiritual situations. Job burnout is defined as lacking

energy and happiness and the individual who has job burnout has boring feeling to do the task. Career depreciation is a situation which is create in a working individual and is the consequence of continues and frequent job stress so as the individual has felt stress in its workplace because of inside and outside elements and such a stress is continues and frequent and at last became depreciation feeling. In such situation, reduction energy feeling is happened (Schaufeli and Greenglass, 2001). It is indicated in investigations that Job burnout can cause anxiety, depression, reduced self-confidence, reduction of performance and increased health difficulties in individuals (Maslach *et al.*, 2001).

MATERIALS AND METHODS

General framework of methodology

Investigation philosophy:

- Investigation approach
- Investigation object
- Investigation strategy
- Method
- Investigation history
- Method of data collecting

Proveness:

- Comparative
- Applied
- Correlative-analyzing
- Quantify
- Library-field
- Questionnaire-documents and evidences

The under studied population in this investigation is include managers and staff of red crescent society of Ilam province that is a population over 132 individuals. Sampling in this study is simple randomized and the number of samples by use of the table of Korjesy Morgan and Cochran formula is equal to 97 individuals that we consider the number of sample equal to 120 individuals. The error coefficient of test is also considered 0/05. The under studied population is managers and staff of red-crossed population of Ilam province because these individuals have monotonous and continuous and equal spirites and as they should have always been happy and motivation to help and rescue the others, it is necessary to pay attention to their mental and body health. SPSS 21 and Lisrel 9.1 Softwares are used in this study. The instrument of data collecting is through questionnaire which is conducted by the investigator. About 5 questions are dedicated to career plateau questionnaire about 5 dimensions and 4 questions are dedicated to job burnout about 4 dimensions. The formal

Table 1: The amounts of Cronbach's alpha for variables and the whole questionnaire

Cronbach's alpha Amount	Career plateau	Job burnout	Whole questionnaire
	0/841	0/749	0/824

admissibility of questionnaire is approved by talented (one management associate professor and two management professor-assistant). The content admissibility is also studied by use of approval element analyzing which all of them were approved. In order to review the consistency of questionnaire, at first 30 of them is distributed randomly and they have suitable Cronbach's alpha which by considering high durability and approved questionnaire, the rest of it is distributed in next steps whose amount are reported in following Table 1.

Cronbach's alpha indicates the durability of questionnaire and if its amount will be $>0/7$ in investigations, it has approved and good degree as it can be seen in above table this amount has high and approved degree for all under studied variables in this investigation (career plateau and Job burnout) which every variable has a questionnaire (all of the variables are $> 0/7$ whose durability are accepted and favorite).

Investigation hypotheses:

Main hypothesis: Career plateau has effected on Job burnout.

Sub-hypotheses:

- Career plateau has effected on exciting fatigue
- Career plateau has effected on personality metamorphosis
- Career plateau has effected on personality qualification feeling (Fig. 1)

Conceptual model of investigation:

Analyzing the data of investigation: Modeling can help the investigator and partial test and examine a theoretical pattern that consists of different and varied components. Whether the collected data of one sample has supported the comprehensive collected theoretical pattern or not, in any manner which one of the collected theoretical pattern components will be approved by considering the collected data.

Each measurement model consist of three variables which include latent variable, observed variable and error variable (which itself accounted as kind of latent variable). Latent variable is a variable that not being measured directly but by use of two or more observed variables which are measured in role of reagent. It can be said that we have one approved model for each latent variable in its

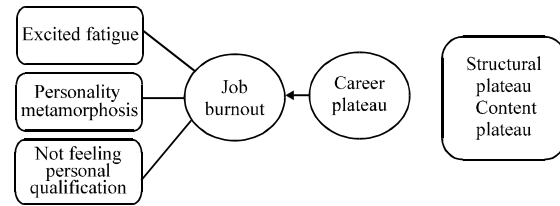


Fig. 1: Conceptual model of investigation

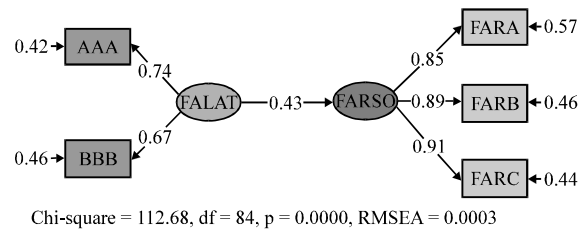


Fig. 2: The model of main hypothesis in situation of standard staminating

measurement model. Observed variable is a variable that will placed in measuring in role of reagent. Each observed variable in measuring model has error in measuring. In all, it can be said that the more covariance between one latent variable and observed one, its measuring error will be reduced.

In this investigation, the variables which are shown in oval forms are latent variables and those are in cubic forms are observed ones. The relationships between observed and latent variables are called functional load which all of them are more than half and indicated the goodness of suitability. The flashes between oval form variables in standard staminating situation are indicating the degrees of under studied effect between considered variables and are examined in case of being significant effect or not.

Model of the main hypothesis in situation of standard staminating:

The model in situation of standard staminating indicated the standardized beta-coefficients. As it can be seen above, the all functional loads between questions (cubics) and latent variable (ovals) are higher than 0/05 which indicating the admissibility examination of converge kind and approval of being allowable of questionnaire. The coefficient of standard between two latent variables are also indicating the degree of under studied effect in the main hypothesis of investigation (Fig. 2).

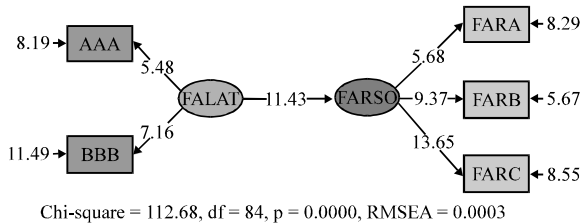


Fig. 3: Model of the main hypothesis in situation of significant coefficients

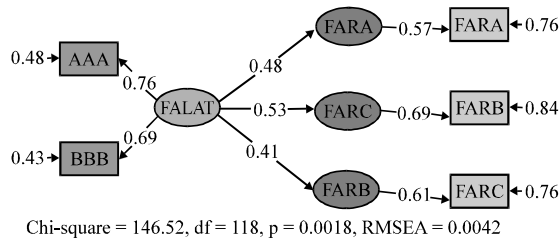


Fig. 4: Model of sub-questions in situation of standard staminating

Model of the main hypothesis in situation of significant coefficients: The amount of t statistic indicate the significant coefficient and approval the significant or not significant of related effect in investigation. By considering the error coefficient in this investigation which is equal to 0/05, the degree of significant in this investigation is equal to 0/96, hence as it can be seen of above model, the under studied effect in the main hypothesis of investigation is significant and approved (Fig. 3).

Model of sub-hypothesis in situation of standard staminating: The model in situation of standard staminating indicates the standardized beta coefficients. As it can be seen of above, all of the functional loads between questions (cubics) and latent variable (ovals) are higher than 0/05 which indicate the admissibility of examination of converge kind and approval of being allowable of questionnaire. The standard coefficient between two latent variables are also indicating the degree of under studied effect in sub-hypothesis of investigation (Fig. 4 and 5).

Model of sub-hypothesis in situation of significant coefficients: The amount of t statistic indicates the significant coefficient and approval the significant or not significant of related effect in investigation.

By considering the error coefficient in this investigation which is equal to 0/05, the degree of significant in this investigation is equal to 1/96 hence, as it can be seen of above model, the under studied effect in sub-hypothesis of investigation is significant and approved.

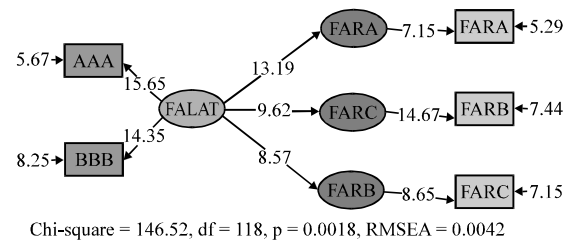


Fig. 5: The model of sub-hypothesis in situation of significant coefficient

RESULTS AND DISCUSSION

Investigation findings and describing the analyzing study data by use of structural equation modeling: Following table has indicated the promptness indices of the model, such as chi-square, GFI, RMSEA and If the amount of χ^2 would be small, ratio of χ^2 to freedom degree smaller than 0/08 and also if GFI and AGFI were higher than 90%, it can be resulted that the performed model has prompt fitness. The standard coefficient of exist relationship will be 99% significant, if the t-value is $>1/96$ or $<1/96$ (Table 2). As it can be seen, by considering the significant level of t-value, the credit and fitness of model is approved because the chi-square, the degree of RMSEA are lower than 0/08 and the ratio of Chi-square to freedom degree is lower than 3 and the amounts of GFI, AGFI, CFI and NFI are also higher than 90%, so all of hypothesis are approve.

Summary of investigation findings:

Main hypothesis: Career plateau has an effect on Job burnout. ($R = 0.43$) is approved

Sub-hypothesis:

- Career plateau has an effect on exciting fatigue $R = 0.48$ is approved
- Career plateau has an effect on personality metamorphosis. $R = 0.53$ is approved
- Career plateau has an effect on not feeling qualified $R = 0.41$ is approved

The object of this investigation is reviewing the effect of career plateau on Job burnout. In this regard, one main and three sub-hypothesis are formed which examined the effect of career plateau on Job burnout and its dimensions (job fatigue, personality metamorphosis, not feeling qualified) which all of the hypothesis are approved and accepted and the degree of their effects, respectively are 0/43 for the main hypothesis and 0/48, 0/53, 0/41 for sub-hypothesis which means career plateau

Table 2: The model of structural equations of the main hypothesis and the sub hypothesis of investigation

The model of structural equations of investigation hypothesis	Relationship (functional load)	Significant coefficient	Results
Main hypothesis	0/43	11/43	
Indices of main hypothesis fitness model			
Chi-square	df	p-value	RMSEA
112.68	84	0.0000	0.0002
GFI	AGFI	CFI	NFI
0/91	0/91	0/90	0/91
Hypothesis 1	0/48	13/19	
Hypothesis 2	0/53	9/62	
Hypothesis 3	0/41	8/57	
Indices of sub-hypothesis fitness model			
Chi-square	df	p-value	RMSEA
146/52	118	0/0018	0/0042
GFI	AGFI	CFI	NFI
0/94	0/90	0/91	0/91

has an effect on Job burnout and if career plateau has increased to 0/43, the degree of job burnout will enhanced 0/43 units.

A point of individual job course in which there is no possibility to be appointment vertically or being promoted in near future, is called career plateau (Lee, 2003). In such situations, career plateau is accounted as one of the main resources of causing stress in workplace. The employee who felt to reach a point in which there is no possibility of promotion and development for them will lose their working motivation and will experience lower job satisfaction and organizational commitment (Rotondo and Perewe, 2000) and in this regard, the employee became depressed and attrited which is compatible by the findings of this investigation.

Most of employee experience career plateau, in particular who are seeking development in their job course. They believe who are experiencing career plateau they will have disappointed, failure feeling and sin accompanying it as well. They believe that, career plateau can be considered as the real time of changing, evolution, revision and re-appraisal (Oriarewo *et al.*, 2013; Beheshtifar and Modaber, 2013). These findings are compatible with ours in this investigation. As the staff and managers of red crescent society of Ilam province are doing frequent and routing jobs and on the other side they acquired job promotion very slow and seldom, so these individuals in organization (red crescent society of Ilam) would become career plateau which at the end it leads to job burnout in them.

The necessity of paying attention to the context of career plateau by organizations is undeniable. Employee except that organization provide them with learning opportunities which will be useful and efficient to their professional development and the capacity of their future hiring. If they find out the promotion and development in job course is not accessible they will seek it in other organizations and as a result the inclination to leave the

organization will be increased (Lee, 2003). By considering the mentioned items in Lee investigation, it is suggested that the responsible managers in organization, create a context in which employee and other managers can be placed in learning process and also they can be familiar with the methods, skills and up to date knowledge and always engage in learning process to be able to do anything prompt to its talents and different abilities and their systematic efforts in organization. The spirit of promotion and job development and not career plateau is created in them, in such a way, the organization will always remain motivated and engaged by Job burnout become low. Staff and managers by learning can be release of career plateau and depreciation, so they can have less spiritual and mental fatigue and also can have personality concept and don't consider themselves as redundancy and additional member and see themselves as useful individual to organization and society as well.

The results of recent study in level of great organizations of the world have indicated that at least 40% of under studied of sample individuals are seeking new job opportunities because of not satisfied of their promotion and development course and many of them leave their current organizations as soon as they find a better opportunity (Conner, 2013). As it is mentioned in Conner (2013) research, nearly 40% of organization members are engage with career plateau because of the conditions they lose their patience and leave the organization and it is indicated that there are some individuals who are engage with career plateau but they don't reach to the point of leaving the organization yet (in maximum level) and it is possible this resources have been loosed as well. This investigation is also compatible with the findings of this study and our investigation findings are approved.

The other studies have shown that career plateau has increased the stress, anxiety and Job burnout of employee and in this way it leads to reduction of their performances (Feldman and Weitz, 1988; Allen *et al.*, 1998; Bruke and Mikkelsen, 2006). All of these investigations will approve these results of this one and have indicated that career plateau has an effect on Job burnout and influenced it and the degree of such effect is direct and positive.

Psychologists have conducted many more investigations about career plateau and came into this conclusion that usually individual are predominated the job during 3 year and as there is no any other thing to be learnt this job became iterative to them. When such an event will be happened, the employee feel boring and being improper from job perspective (Sharifian *et al.*, 2013). Some of reviews consider career plateau after passing 5 years of job hiring and not being promoted after

this duration, meanwhile, according to the most investigators, job hiring about 3-5 year is accounted as career plateau (Miles *et al.*, 2013). Hence, by considering these investigations, it is suggested to organizational managers to use of turnover and job development and richness of job, so that their employee and organizational managers experience lower level of career plateau and to be able to examine different jobs with more responsibilities and in lower lever became career plateau and depreciation.

CONCLUSION

According to the conducted investigations, the understood career plateau has negative relationship with positive job attitudes such as job satisfaction and organizational commitment (Choy and Savery, 1998; McCleese *et al.*, 2007; Jung and Tak, 2008; Salami, 2010; Godard *et al.*, 2015), organizational citizenship behavior (Hurst *et al.*, 2012), job attachment (Choy and Savery, 1998) and job performance Foster *et al.*, 2011; Conner, 2013). Also, career plateau has positive and significant relationship with negative attitudes such as trend to leave the job (Lee, 2003; Yamamoto, 2006; Lentz and Allen, 2009; Klehe *et al.*, 2011; Sharifian *et al.*, 2013) and stress and depression in employee (McCleese *et al.*, 2007). All of these investigations- directly and indirectly have indicated that career plateau has influenced the job burnout and approved the results of this investigation.

The elements such as supervisor, the number of employee, job conditions, job needed skill, success in the past years, salary and rewards and advantages, job difficulties, organizational support and organizational size are some of the main reasons of creating career plateau. Moreover, personal factors such as age, sex, social position, education, the number of children and family responsibility are also accounted as the main reasons of career plateau (Hurst *et al.*, 2012). By considering this investigation, it is suggested to the organizational authorities to promote the job conditions of their members from quantity and quality points of views, so that the individuals have better quality of life in their works and also experience different skills in their work and learn them and always engage with learning and experiencing. Their job advantages increase and disadvantages are reduced. Also, it is suggested that the wages and advantages of individuals considered as job motivation to them and being supported by the other organizational members and managers and pay attention to the member's organizational environment and family. Hence they can release themselves of career plateau and at the end it makes them to experience lower career plateau.

SUGGESTIONS

Also it is suggested to the next investigators to examine this topic in the other times and places and to compare those results with this one. And also suggested that pay attention to variables such as job leaving, job attachment, job performance, job satisfaction and organizational commitment and organizational citizenship behavior and consider these variables as mediator and moderating variables in their investigations and repeat their study again.

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