

ORIGINAL ARTICLE



# Designing a Career Plateauing Model in Departments of Sports and Youth Based on the PLS-SEM Approach

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## ABSTRACT

**Background.** The behavior and attitudes of employees with Plateauing not only include themselves, but also makes all members of the group in which they work to ask whether they are really suitable for the organ in which they work. **Objectives.** This study is to design a model of Plateauing of employees of departments of Youth and Sport of northwestern provinces of Iran. **Methods.** In the present study, a mixed strategy (quantitative and qualitative data), in-depth interviewing in the qualitative sector and exploratory factor analysis was used. The construct validity of the questionnaire was confirmed by Cronbach's alpha of 0.839 and according to Krejcie Morgan table, a sample size of 181 individuals was determined through cluster sampling. A total of 63 indicators were identified as influencing factors on the Plateauing of the employees of departments of Youth and Sports of northwestern provinces in the form of an 11 sub-factors and five main factors. **Results.** Investigating exploratory factor analysis, confirmatory factor analysis, and structural equation analysis showed that each of the main factors of skill factor (lack of technical skills and lack of work maturity) ( $p < 0.05$ ;  $T = 11.07$ ), psychological factor (lack of personal motivation, lack of external reward) ( $p < 0.05$ ;  $T = 11.93$ ), inside work factor (lack of job flexibility, lack of job transparency, and lack of promotion) ( $p < 0.05$ ;  $T = 13.56$ ), intra organizational factor (lack of proper training and lack of work communication) ( $p < 0.05$ ,  $T = 14.82$ ), and managerial factor (lack of manager support and dissatisfaction with management style) ( $p < 0.05$ ;  $T = 14.49$ ), are respectively influencing the Plateauing of the employees of departments of Youth and Sports of northwestern provinces. **Conclusion.** It should be mentioned that by increasing organizations with flat structure and decreasing management positions at the medium level, the possibility of vertical promotion of employees in organizations has been decreased. The prevalence of organizational Plateauing is one of the consequences of failure to compete for tenure of jobs at organizational levels, so it is clear that performing repetitive tasks and working in uniform jobs increases the phenomenon of occupational Plateauing.

**KEYWORDS:** *Plateauing, Skill Factors, Psychological Factors, Management Factors, Inside Work Factors, Intra Organizational Factors, Sports*

## INTRODUCTION

Undoubtedly, human is considered as a key factor in organization, and with this in mind, the management of the organization should strive to recognize this capital properly and nurture its hidden power and talents and effectively mobilize it to advance the goals of the

organization. It is worth noting that the stages of human resource development include intuition, inspiration, insight, attempt, and continuous learning, so that when this cycle stops, individuals will be brought closer to Plateauing (1). It should be therefore said that

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one of the most important issues that can be addressed today at the workplace level and is of particular importance is the issue of efficient and self-motivation of employees, and regarding that each system and complex strives to have the most efficacy for its growth and development and achievement to planned goals, so they must make continuous efforts to address their human resources and their needs to avoid the adverse consequences of neglecting their human resources (2).

Researches have shown that employees who are on the right career path in the organization work with more motivation, have more role and extra-role performance, are more satisfied, and are less likely to leave the organization or be absent. For this reason, organizations are always looking for effective solutions for managing their employees' career path (3). Because most employees regard career promotion as a key index of success in their career (4). Plateauing is the feeling of hopelessness and psychological failure that employees experience after temporarily or permanently stopping their professional career path. Career Plateauing represents a fixed period when employees' work skills are devoted to a family problem or personal interest (5). Also, Plateauing is a concept that states when the most important aspect of life is fixed. As it should've eventually happened, the person feels deeply dissatisfied (6).

In other words, Career Plateauing does not mean failure at work, but halfway the career path, the issue of Career Plateauing and in the face of professional advancement, is most of all, addressed by employees (7).

Duffy argues that in the current complex job conditions Plateauing is undeniable, and on the other hand, it results in inefficiency and failure in company or organization. Most people become skilled in a job in about three years. From now on, work becomes routine and even, and there is nothing new to learn. In this case the person feels helpless and considers his career more unpleasant and less valuable, this is the natural experience is called Plateauing (8).

On the other hand, the literature on Career Plateauing shows that employees know that their Career Plateauing has negative consequences for other employees, such as negative job attitudes and brings negative

results for the organization. In general, Career Plateauing is associated with numerous negative consequences for employees, including lower job satisfaction and organizational commitment (9). However, Plateauing can have many different factors.

Investigating researches on the factors of employees' Plateauing can be divided into several categories in that each of the relevant studies has introduced constructs as Plateauing factors so that Kolah Chian & Rahmati (10), Modabber & Beheshtifar (11), Shariat Nejad et al. (12), Ku & Kim (13), and Jiang et al. (14), Shakiladoy & Basaria (15), Abraham et al. (16), Ramala and Sari (17). Jackman (18) and Dawson (19) concluded that Plateauing factors can include lack of motivation and lack of skill in doing business processes.

Researches by Hematian & Doayi, Neville and Deborah, Hillman et al., Jang and Tak (20), and Anguri & Angola showed that Plateauing can be caused by psychological and cultural factors of employees that occur in the work process.

Research conducted by Vahedi et al. (21), Jiang et al. (14), Anguri & Angola (22) have suggested that intra-work processes and non-promotion can lead to employee Plateauing. Research by Jokar et al. (23), Sung et al. (24), Ghodeshalk & Fender (25) and Hillman et al. (26) have shown that managerial weakness factors and lack of managerial support for employees can increase employees' Plateauing.

On the other hand, regarding the statistical population of the present study, it should be noted that one of the main tasks of the employees of the Departments of Sports and Youth of western provinces of the country is to manage the sport in the above mentioned areas through continuous work, recruiting external and internal forces in the field of sport possible by offices employees. However, some deficiencies can be observed in employees' performance and its effects on people's and professional athletes' dissatisfaction with the sport's status in the northwest which could be associated with Plateauing, that is, in the organizational environment due to working conditions and other factors and that there may not be a good promotion status in the organization, and employees in the path of progression and complement come to a point where the possibility of promotion is decreased.

The lack of opportunities for promotion and the existence of dry laws and regulations may cause Plateauing in employees. Researcher's studies of finding a plan, model, or pattern related to employee Plateauing in Iran did not yielded any results; therefore, the researcher seeks to answer the questions that what are the main and subordinate factors of Plateauing of employees of departments of Sports and Youth? And what is the conceptual model of Plateauing of the employees of Sports and Youth in Iran?

## MATERIALS AND METHODS

The present study is a combined strategy (quantitative and qualitative data) in terms of purpose and cross-sectional in terms of time. In the qualitative part, the method of in-depth interview was used, and in the quantitative part, the survey method was used with structural equation modeling approach.

**Participants.** The statistical population of the present study was divided into two parts: qualitative and quantitative. The statistical population of the qualitative section consists of university professors, assistant professors and faculty members or with teaching experience in the field of sport management who were interviewed about the initial research model and research tool items. In the quantitative section, the statistical population of the study is comprised of all the employees of the Departments of Sport and Youth of the western provinces of the country as follows.

Table 1. Research Statistical Population

Province	Sum	Male	Female
West Azerbaijan	18	65	83
East Azerbaijan	12	81	93
Ardebil	7	72	79
Zanjan	11	63	74
Sum	48	281	329

To investigate the objectives of this study, two sampling methods are needed. The first sample (n=120) was selected from the statistical population as convenience sampling method to construct the instrument, and the second sample was estimated using the Morgan table of 181 individuals (based on the percentage formed in the statistical population). Which was selected through simple random sampling (n=181) to calculate model fit indices from the statistical population as shown below.

**Data Tools.** In this study, the necessary information about Career Plateauing were firstly collected through library research using

documents available in the Sport and Youth Departments of northwestern provinces of Iran. Then, using this information and reviewing the existing theoretical foundations, questions are designed to conduct the interview. The reliability of the interview questions was reviewed and corrected by the application of the opinions of 10 experts from sport management who had the required expertise, then using a semi-structured interview the necessary data were collected from the statistical samples. After obtaining the final questionnaire, the necessary data were collected among the employees of the mentioned offices. Necessary coordination and correspondence regarding the interview and gathering of information was obtained from the research samples with departments of Sport and Youth of the northwest provinces of the country.

Table 2. Research Statistical Sample

Province	Sum	Male	Female
West Azerbaijan	10	36	46
East Azerbaijan	7	44	51
Ardebil	4	39	43
Zanjan	6	35	41
Sum	27	154	181

**Data Collection.** In this research, firstly, by gathering the required information through a library study, using the available documents of the Departments of Sport and Youth in western provinces of the country, the necessary information on the status of Plateauing is collected. Then, using this information and reviewing the existing theoretical foundations, a list of questions is designed to conduct the interview; then, during the semi-structured interview, the necessary data are collected, coded, and the forming components of each of the Plateauing factors are identified. Next, using the data collected and a researcher-made questionnaire prioritizing the factors affecting each of the factors in terms of part of the sample was conducted. After prioritizing and standardizing the questionnaire, along with distributing the final questionnaire, in another part of the research samples, the relationship between different factors and explanation of the model through exploratory factor analysis and structural equation analysis was dealt with.

**Statistical Analysis.** In the section of qualitative data analysis, interpretive analysis, the researcher sought to reveal the hidden messages in the interview text, based on which

he identified Plateauing factors, so the main questions asked, the reminders, the exploration that the interviewer did, and the supplementary questions were mentioned, so as to gain a full understanding of what the interviewee said. In the section of quantitative data analysis, exploratory factor analysis methods were used to perform the quantitative data analysis by means of SPSS software and structural equation analysis was done using LISREL software to test research questions.

## RESULTS

The results of the demographic data show that 14% of the employees of the Departments of Sports and Youth in the north western provinces are female and 86% are male. 17% of employees are between 20 and 30 years old, 35% are between 31 and 40 years old, and 48% are over 41 years old. 21% are between 1 and 10 years old, 52% are between 11 and 20 years old, and 27% are between 21 and 30 years old and higher.

12% hold associate degrees, 37% hold bachelor's degrees, 45% hold master's degrees, and 6% hold doctoral degrees. Also, before answering the research questions, the normality of the distribution of variables was examined.

Table 3. Evaluating Normality of Variables

Variable	Kolmogorov-Smirnov Z	Sig
Lack of Technical Skill	0.811	0.081
Occupational Immaturity	0.426	0.159
Lack of Individual Motivation	0.357	0.211
Lack of External Prize	0.141	0.291
Occupational Inflexibility	0.124	0.337
Lack of Work Transparency	0.129	0.331
Lack of Possible Promotion	0.125	0.334
Lack of Appropriate Training	0.208	0.256
Lack of Work Relationships	0.191	0.231
Lack of Management Support	0.195	0.235
Dissatisfaction with Management Style	0.183	0.229

According to Table 3, in the Kolmogorov-Smirnov test, since the level of significance is greater than 0.05, the distribution of variables is normal. In order to investigate the Skill Factors of Plateauing, which include lack of technical skills and lack of job maturity, the factor loadings were first estimated using the model standard. The diagram below shows the estimated values of the factor loadings, which show the effect of a variable on the input variable.

As can be seen in Figure 1, factor loadings of skill factors are higher than 0.3, indicating the relationship between the items of the research questionnaire with the factors of lack of technical skill and job maturity. Next, the model is evaluated based on the significance coefficient (T-VALUE).

According to the results of the T-test, the significance coefficient was greater than 1.96, indicating a significant effect among the variables. In the following, the path analysis indices for the first question of the study are discussed.

Table 4. Index Analysis for the Impact of Lack of Technical Skill and Occupational Immaturity over Skill Dimension of Employees' Plateauing

Index	Valid Value	Obtained Number
X <sup>2</sup> /df	Below 3	1.85
P - Value	Below 0.05	0.0001
RMSEA	Below 0.1	0.075
GFI	Above 0.9	0.92
AGFI	Above 0.85	0.92
CFI	Above 0.9	0.94
NFI	Above 0.9	0.93
Result	Acceptance of H <sub>1</sub>	

As shown in the Table 4 and Figure 2, since the t-statistic value in the structural equation of the effect of lack of technical skill and lack of maturity on the skill dimension of employee Plateauing equals to 3.02 and 3.40, respectively, which is higher than 1.96, so it is concluded that lack of technical skills and lack of job maturity can be explained in the skill dimension model of employee Plateauing.

In order to investigate the psychological factors of Plateauing, which include lack of personal motivation and lack of external rewards, factor loadings were first estimated using the model standard. The diagram below shows the estimated values of the factor loadings, which show the effect of a variable on the input variable.

As shown in Figure 3, factor loadings of psychological factors are above 0.3, indicating the relationship between the items of the research questionnaire with the factors of personal motivation deficiency and external reward deficiency. Next, the model is evaluated based on the significance coefficient (T-VALUE). According to the results of the T-test, the significance coefficient was more than 1.96, indicating a significant relationship between the variables. In the following, we analyze the path analysis indices for the second research question.

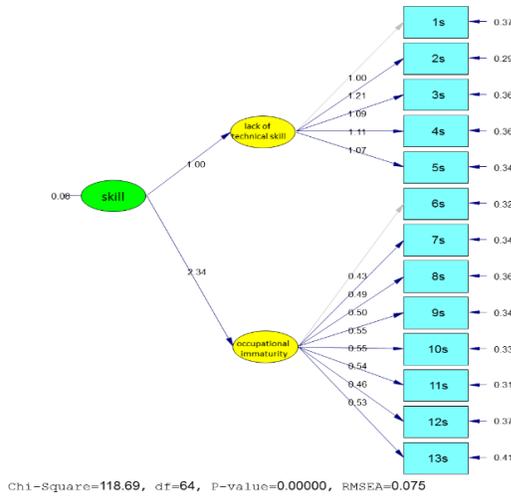


Figure 1. Research Model for Skill Factors based on Standardized Values

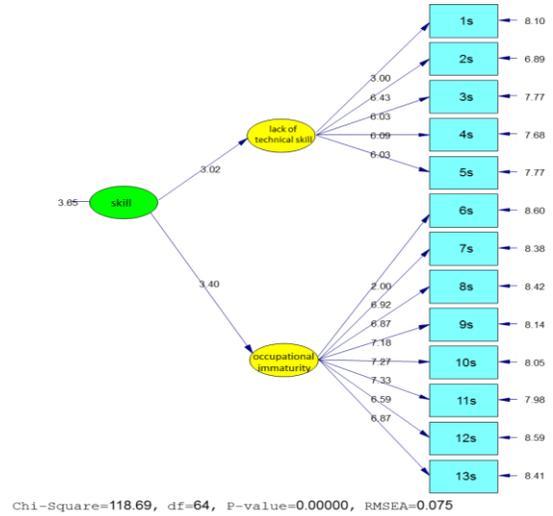


Figure 2. Path Analysis of the Factors of Lack of Technical Skill and Job Maturity on the Skill Dimension of Career Plateauing

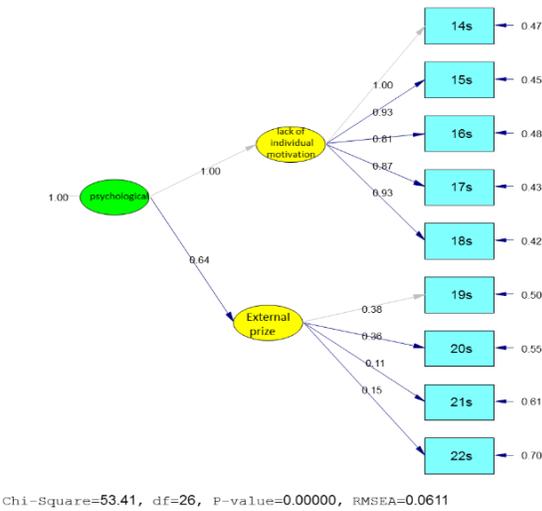


Figure 3. Research Model for Psychological Factors based on Standardized Values

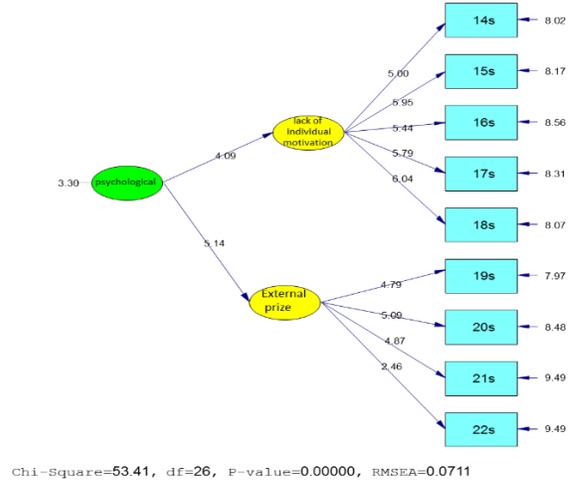


Figure 4. Path Analysis of the Factors of Personal Motivation Deficiency and External Reward Factors on Psychological Factors in Career Plateauing

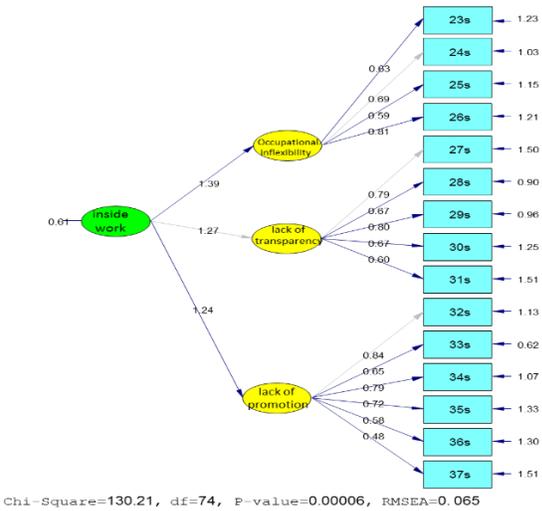


Figure 5. Research Model of inside Work Factors based on Standardized Values

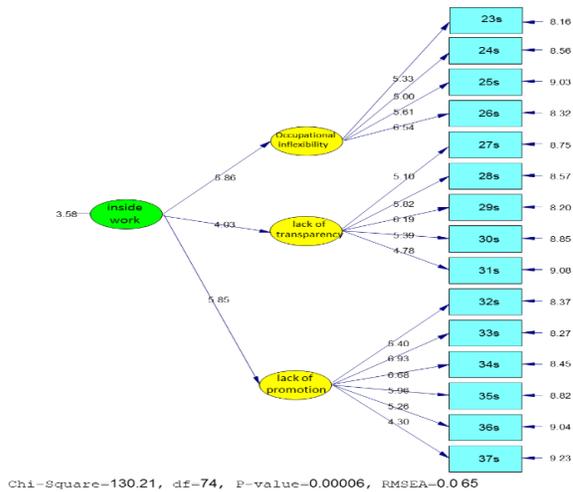


Figure 6. Route Analysis of Career Plateauing Factors, Job Transparency, and Lack of Promotion Possibility on inside Work Factors of Career Plateauing

As shown in the Table 5 and Figure 4, since the t-statistic value in the structural equation, the effect of lack of personal motivation and lack of external reward on the psychological dimension of employee Plateauing is 3.60 and 3.40, respectively, and which is greater than 1.96, so it is concluded that the lack of individual motivation and the lack of external rewards can be explained in the psychological dimension of employee Plateauing.

In order to investigate inside work factor of Plateauing which include job flexibility, lack of job transparency, and inability to upgrade, factor loadings were first estimated using the model standard. The diagram below shows the estimated values of the factor loadings, which show the effect of a variable on the input variable.

As can be seen in the Figure 5, the factor loadings of inside work factors are above 0.3, indicating the relationship between the items of the research questionnaire with the factor of lack of job flexibility, lack of job transparency and lack of the possibility of promotion. Next, the model is evaluated based on the significance coefficient (T-VALUE).

**Table 5. Index Analysis for the Impact of Lack of both Individual Motivation and External Prize over Psychological Dimension of Employees' Plateauing**

Index	Valid Value	Obtained Number
X <sup>2</sup> /df	Below 3	2.038
P – Value	Below 0.05	0.0001
RMSEA	Below 0.1	0.071
GFI	Above 0.9	0.91
AGFI	Above 0.85	0.92
CFI	Above 0.9	0.92
NFI	Above 0.9	0.91
Result	Acceptance of H <sub>1</sub>	

According to the results of the T-test, the significance coefficient was more than 1.96, indicating a significant relationship between the variables. In the following, we analyze the path analysis indices for the third research question.

**Table 6. Index Analysis for the Impact of Occupational Inflexibility, Lack of Transparency and Lack of Promotion over inside Work Dimension of Employees' Plateauing**

Index	Valid Value	Obtained Number
X <sup>2</sup> /df	Below 3	1.75
P – Value	Below 0.05	0.0001
RMSEA	Below 0.1	0.065
GFI	Above 0.9	0.92
AGFI	Above 0.85	0.92
CFI	Above 0.9	0.93
NFI	Above 0.9	0.92
Result	Acceptance of H <sub>1</sub>	

As shown in the Table 6 and Figure 6, because the t-statistic value in the structural equation, the effect of job insecurity, lack of job transparency,

and the lack of promotion possibility on the inside work dimension of Plateauing is equal to 5.86, 4.03 and 5.85, and is higher than 1.96, so it is concluded that the lack of job flexibility, lack of job transparency, and the impossibility of promotion in the inside work dimension of Plateauing model of employees can be explained. In order to investigate the Plateauing skills factors, which include lack of proper training and lack of business communication, first, factor loadings were estimated using the model standard. The diagram below shows the estimated values of the factor loadings, which show the effect of a variable on the input variable.

As can be seen in the Figure 7, the factor loadings of Intra Organizational Factors are higher than 0.3, indicating the relationship between the items of the research questionnaire with the factors of inadequate training and lack of work communication. Next, the model is evaluated based on the significance coefficient (T-VALUE).

According to the results of the T-test, the significance coefficient was more than 1.96, indicating a significant relationship between the variables. In the following, we analyze the path analysis indices for the fourth research question.

**Table 7. Index Analysis for the Impact of Lack of both appropriate training and Work Relationships over intra Organizational Dimension of Employees' Plateauing**

Index	Valid Value	Obtained Number
X <sup>2</sup> /df	Below 3	1.75
P – Value	Below 0.05	0.0001
RMSEA	Below 0.1	0.082
GFI	Above 0.9	0.92
AGFI	Above 0.85	0.92
CFI	Above 0.9	0.92
NFI	Above 0.9	0.91
Result	Acceptance of H <sub>1</sub>	

As illustrated in the Table 7 and Figure 8, because the t-statistic in the structural equation, the effect of inadequate training, unfairness on reward and lack of communication on employees' intra-organizational dimension is 4.22 and 4.85, respectively, which is higher than 1.96, so it is concluded that inadequate training and lack of working communication on the intra-organizational dimension can be explained in the employee Plateauing model.

In order to evaluate management factors of Plateauing, which include lack of manager support and dissatisfaction with management style, first, factor loadings were estimated using model standard. The diagram below shows the

estimated values of the factor loadings, which show the effect of a variable on the input variable.

As can be seen in the Figure 9, factor loadings of management factors are higher than 0.3, indicating the relationship between the items of the research questionnaire with the factors of lack of manager support and dissatisfaction with the management style. Next, the model is evaluated based on the significance coefficient (T-VALUE).

According to the results of the T-test, the significance coefficient was more than 1.96, indicating a significant relationship between the variables. In the following, we analyze the path analysis indices for the fifth research question.

**Table 8. Index Analysis for the Impact of Lack of Management Support, and Dissatisfaction with Management Style over Management Dimension of Employees' Plateauing**

Index	Valid Value	Obtained Number
X <sup>2</sup> /df	Below 3	1.75
P – Value	Below 0.05	0.0001
RMSEA	Below 0.1	0.064
GFI	Above 0.9	0.92
AGFI	Above 0.85	0.92
CFI	Above 0.9	0.94
NFI	Above 0.9	0.92
<b>Result</b>	Acceptance of H <sub>1</sub>	

As illustrated in the Table 8 and Figure 10, since the t-statistic value in the structural equation, the effect of lack of manager support and dissatisfaction with management style on the managerial dimension of employee Plateauing is 5.39 and 5.45, respectively, which is higher than 1.96, so it is concluded that lack of manager support and dissatisfaction with management style can be explained in the Plateauing model of employees.

In order to examine Plateauing factors that include skill factors, psychological factors, inside work factors, intra organizational factors, and management factors, first, factor loadings were estimated using the model standard. The diagram below shows the estimated values of the factor loadings, which show the effect of a variable on the input variable.

As can be seen in the Figures 11 and 12, the factor loadings of the Career Plateauing dimensions are higher than 0.3, indicating a relationship between the dimensions and the Plateauing dimension. Next, the model is evaluated based on the significance coefficient (T-VALUE). According to the results of the T-test, the significance coefficient was more than 1.96. This indicates that there is a significant

relationship between the variables. In the following, we deal with the path analysis indices for the sixth research question.

**Table 9. Index Analysis for the Impact of Lack of Technical skill, and Occupational Immaturity over Skill Factor of Employees' Plateauing**

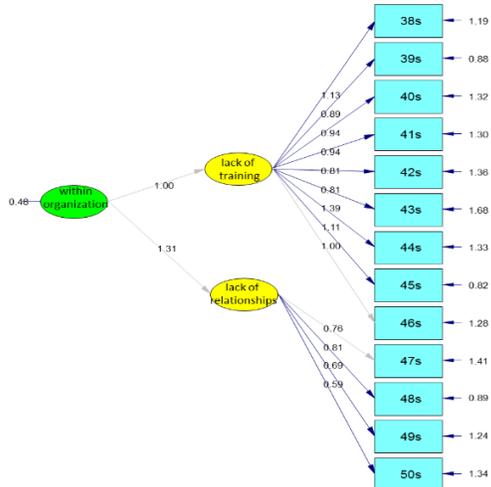
Index	Valid Value	Obtained Number
X <sup>2</sup> /df	Below 3	1.75
P – Value	Below 0.05	0.0001
RMSEA	Below 0.1	0.073
GFI	Above 0.9	0.91
AGFI	Above 0.85	0.92
CFI	Above 0.9	0.94
NFI	Above 0.9	0.91
<b>Result</b>	Acceptance of H <sub>1</sub>	

As shown in the Table 9 and Figure 12, since the t-statistic value in the structural equation is higher than 1.96, it is concluded that skill factors, psychological factors, and inside work factors, intra organizational factors, and management factors can be explained in the employee Plateauing model.

**Table 10. Prioritization of Plateau Factors**

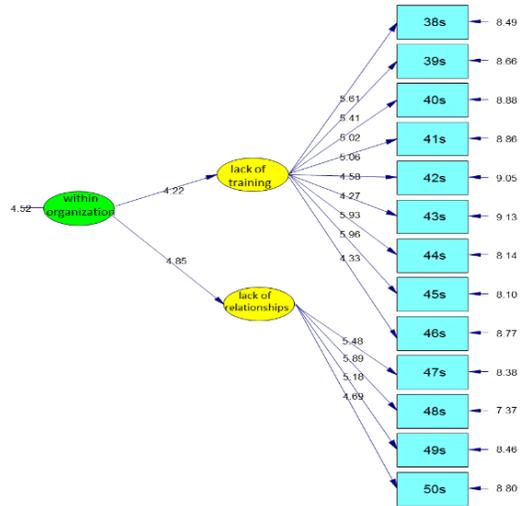
Sub-Factors	T test	Priority
<b>Skill</b>		
Lack of Technical skill	3.02	Grade 11
Occupational Immaturity	3.40	Grade 10
<b>Psychological</b>		
Lack of Individual Motivation	4.09	Grade 8
Lack of External Prize	5.14	Grade 5
<b>Inside Work</b>		
Occupational Inflexibility	5.86	Grade 1
Lack of Work Transparency	4.03	Grade 9
Lack of Possible Promotion	5.85	Grade 2
<b>Within Organization</b>		
Lack of Appropriate Training	4.22	Grade 7
Lack of Work Relationships	4.85	Grade 6
<b>Management</b>		
Lack of Management Support	5.39	Grade 4
Dissatisfaction with Management Style	5.45	Grade 3

According to the Table 10, lack of job flexibility has the first ranking, lack of promotion impossibility has the second ranking, management style dissatisfaction has the third ranking, lack of manager support has the fourth-ranking, external reward deficiency has the fifth ranking, lack of work communication has the sixth ranking, lack of proper training has the seventh ranking, lack of individual motivation has the eighth ranking, lack of transparency has the ninth ranking, lack of job maturity has the tenth ranking, and lack of technical skill has the eleventh ranking. Based on the above findings, the final model of the research was designed as follows.



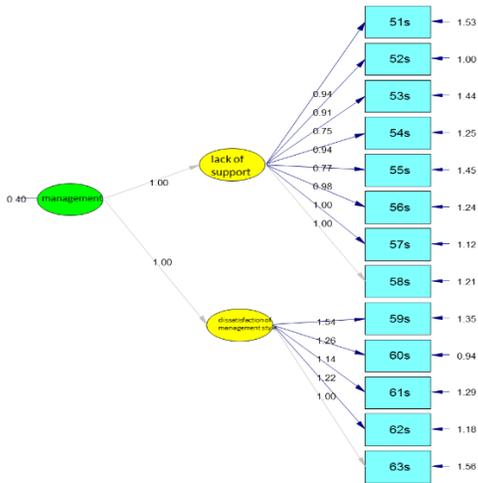
Chi-Square=141.29, df=64, P-value=0.00000, RMSEA=0.082

Figure 7. Research Model for Intra Organizational Factors based on Standardized Values



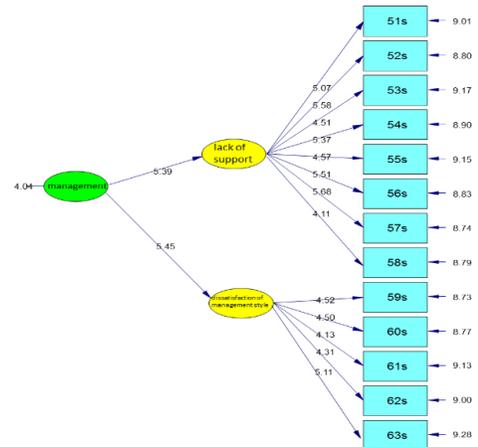
Chi-Square=141.29, df=64, P-value=0.00000, RMSEA=0.082

Figure 8. Path Analysis of the Factors of inadequate training and Lack of Work Communication on Intra Organizational Factors in Career Plateauing



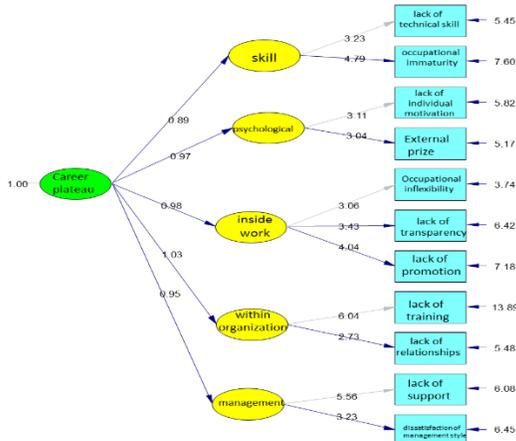
Chi-Square=110.76, df=64, P-value=0.00026, RMSEA=0.064

Figure 9. Research model for Management Factors based on Standardized Values



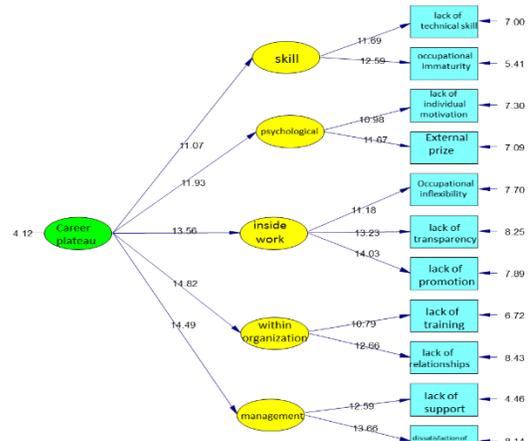
Chi-Square=110.76, df=64, P-value=0.00026, RMSEA=0.064

Figure 10. Analysis of the Path Factors of Lack of Manager Support and Dissatisfaction with Management Style on Management Factors of Career Plateauing



Chi-Square=76.13, df=39, P-value=0.00034, RMSEA=0.073

Figure 11. Research model for Plateauing Dimensions based on Standardized Values



Chi-Square=76.13, df=39, P-value=0.00034, RMSEA=0.073

Figure 12. Path Analysis of Skill Factors, Psychological Factors, inside Work Factors, Intra Organizational factors and Career Plateauing.

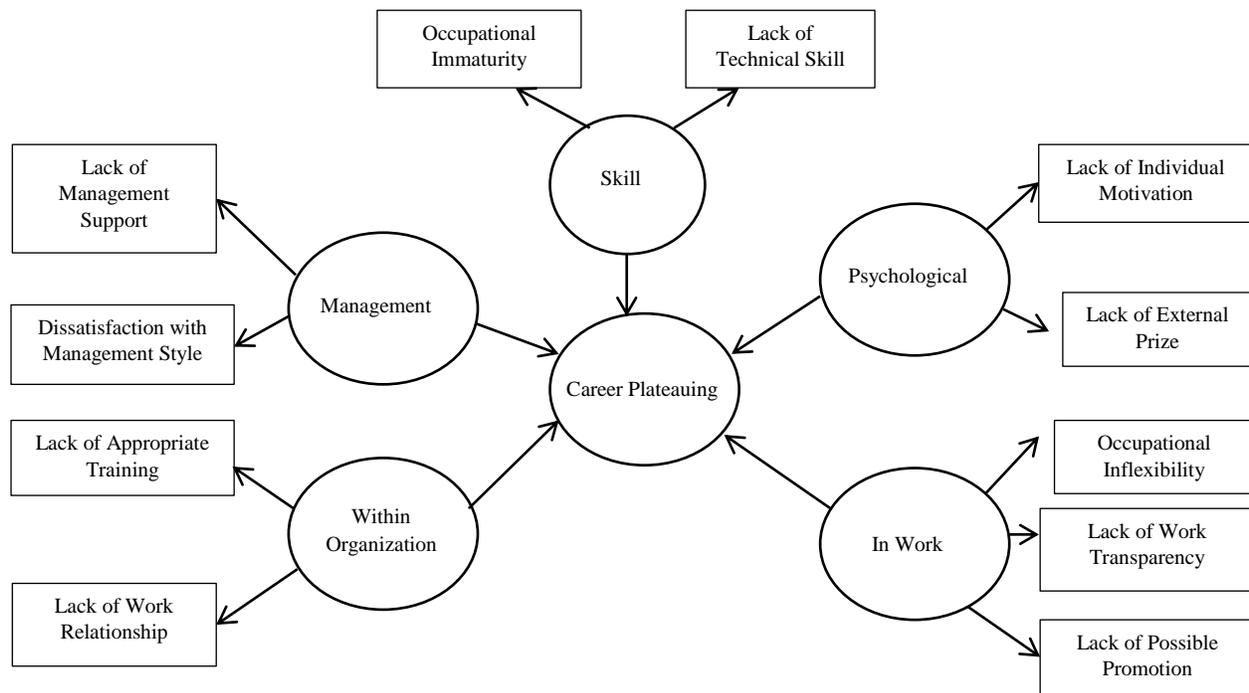


Figure 13. Final Research Model

## DISCUSSION

In the present study, a total of 63 indicators were identified as factors affecting the employee plateauing of northwestern provinces of offices and Sports and Youth, which were broken down into 11 elements and five dimensions. Results indicate the influence of skill factors (lack of technical skill and lack of work maturity); psychological factors (lack of personal motivation, lack of external reward); inside work factors (lack of job flexibility, lack of job transparency and lack of promotion possibility); intra organizational factors (deficiency of good training and lack of work communication) and management factors (lack of manager support and dissatisfaction with management style) in employee Plateauing of the Departments of Sports and Youth in the northwestern provinces of the country and confirm the Plateauing model.

Inability to solve the work problems of the general office of Sport and Youth, lack of enjoyment of job affairs related to sports, lack of duties as usual, lack of interest in the job of sports affairs, lack of freedom to do daily work, doing sport management affairs within the framework of the mere rules, rules and regulations of the Sports and Youth Organization and irresponsibility in the affairs of the sport can keep a person working in the Departments of Youth and Sports in Plateauing status. Consistent with

the results of Ku & Kim (2018), they showed that due to reduced ability to perform tasks, structural Career Plateauing, Content Career Plateauing, and lack of supervise support lead to reduced performance. Nursing therapy has been among the patients (13). Also, Jiang et al. (2018) found that the relationship between job satisfaction and job content was stronger when long-term and low-level employees reported their job performance (14). Lack of clear goals for employees, lack of pride as employees of departments of Youth and Sports, lack of feeling of work value in the community, a feeling of frivolity in work, lack of feeling of being loved, work uniformity, etc. are effective in employee Plateauing of departments of Sports and Youth. Consistent with the results of Hillman et al. (2008), they concluded that Career Plateauing is differently affected from the rotation of intentions and goals relative to job satisfaction, and organizational commitment is directly affected and intentions are balanced through job seeking behaviors (26). Also, the results of Jang and Tuck's (2008) study, which examined the relationship between the phenomenon of Career Plateauing and employees' attitudes showed that the phenomenon of Career Plateauing is negatively correlated with job satisfaction and organizational commitment (20).

Plateauing is high when the expected results, goals, and tasks are not clear to the Departments of Sport and Youth and the possibility for promotion is low. In fact, the Plateauing of employees is increased if employees of the Departments of Sports and Youth do not have the opportunity to reach higher positions. Consistent with the results obtained by Vahedi et al. (2014), they concluded that job characteristics and its dimensions affect career development of employees in the Welfare Organization of East Azerbaijan Province (21). Also, Anguri & Angola (2009) in their research showed that lack of personal growth in the organization leads to Career Plateauing, which in turn leads to increased tendency of employees to leave the organization. Many employees in their jobs find limited opportunities to move up in the organization (22).

Inadequate training of employees in the Departments of Sports and Youth and lack of appropriate working relationships in Departments of Sports and Youth can play an important role in employees plateauing. Consistent with Sabri's (2014) result, inappropriate instructions and practices are effective in employee Plateauing (27). In addition, Kolahian & Rahmati (2018) showed that the basis of the pattern of factors affecting career Plateauing of employees of security agencies includes organizational and individual factors (10).

When the direct manager does not respect the colleagues, does not provide the necessary facilities for the colleagues, does not appreciate the colleagues, does not do justice to the colleagues, does not help for employees' problems, and is not patient, Plateauing happens among employees. Consistent with the results obtained by Sung et al. (2018), a study on the relationship between Career Plateauing and Organizational Citizenship Behavior showed that management support can be effective to reduce Plateauing affect (24). Also, Hillman et al. (2008) found that management support was effective in reducing Plateauing. Plateauing factors for employees of the Departments of Sports and Youth can be rooted in many factors, which are evident in employees' personal lives, employees' lives and their interactions with the job, organization, and management (26). Fernandez (2012), by examining Plateauing, showed that Plateauing is in fact a common phenomenon in organizations that leads to psychological

problems in employees and affects the productivity of organizations. Failure to utilize one's full potential and talents in one's job duties is one of the reasons for people being plagued by Plateauing and job burnout is the inconsistency and incompatibility of one's abilities with the expectations of the one. Therefore, the more one's skills are utilized, the less is the possibility of burnout. By reducing this factor as one of the potential causes of Plateauing, the individual is more likely to suffer from burnout (28). Ha & Sukpark (2018), in a study of the impact of Career Plateauing of female employees on professional success done as a case study in a governmental corporation, concluded that female employees' Career Plateauing had a dual commitment to influence success which probably helps the study of concentrated professional success theory (29).

## **CONCLUSION**

As documented in the research findings, the results of the present study indicate the influence of skill factors (lack of technical skill and lack of job maturity), psychological factors (lack of personal motivation, lack of external reward), inside work factors (lack of job flexibility, lack of transparency, lack of the possibility of promotion and work stress), intra organizational factors (inadequate training, unfairness in reward and lack of work communications), and management factors (Lack of manager support and dissatisfaction with management style) in employee Plateauing of Departments of Sports and Youth of northwestern provinces of the country. In fact, the prevalence of organizational Plateauing is one of the consequences of failure to compete for jobs at the organizational level, so it is noted that performing repetitive tasks and working in uniform jobs increases the phenomenon of Career Plateauing. Also employees, during their mid-service years have a great deal of interest, motivation, and willingness to accept an organizational position because they have been able to achieve a good level of work experience while performing various missions, and they also have high energy, executive power, and patience. But for some reason the organization has not been able to use them in management positions; this also affects Plateauing. Also, lack of skills required in the job and lack of ability to manage new responsibilities, comparing themselves to those who have been promoted to managerial positions can be effective in Plateauing. Changing the mood of the

employees of sports organizations due to the high exposure to different sports people and demands may cause the person to Plateauing. Lack of sufficient incentives such as higher salaries and benefits to accept more responsibilities or the feeling that in a new job or position, they will not learn something new and is aware of all the issues at work can aggravate Plateauing. In addition, the lack of difference in paying between powerful and active and less active employees and the inaccuracy of appointing some people to higher positions and providing material and non-material benefits can increase Plateauing. The fear of not succeeding in a new job or position, as in the past, and ruining ones' brilliant records increases the Plateauing.

### APPLICABLE REMARKS

- Concerning the results, it is suggested that, in order to reduce Plateauing and increase work motivation,
- Make the necessary adjustments between the field of study of the employees of the Department

of Sports and Youth and the jobs of the organization;

- Designing jobs with new identities in sports organizations so that defined jobs become more attractive and increase the importance of the job from the perspective of the employee;

- If people with Plateauing, for any reason do not have the possibility of promotion in the Department of Sports and Youth, they are to be moved by considering equal jobs so as to decrease their uniformity and feeling of career plateauing;

- Make sure that job training (how to optimally do business, interact with clients, manage time, make good use of information technology, etc.) is made available to employees every six months to update their job knowledge.

- Intimate communication of supervisory section with employees and conversation about their job performance (to reduce organizational tension) must be done and managers of Departments of Sports and Youth must make enough effort to encourage employees to do workgroups and participate in workgroups through monthly and friendly meetings.

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