

Ola Bareja-Wawryszuk

University of Siedlce

ORCID: 0000-0002-3791-5736

ola.bareja-wawryszuk@uws.edu.pl

JEL Classification: D23, J28, J63, M54

Vladimer Togonidze

International Black Sea University

ORCID: 0009-0009-9735-641X

22100133@ibsu.edu.ge

Mirac Aslantas

Non Affiliated Author

ORCID: 0009-0004-9675-4989

miracaslantas@gmail.com

THE IMPACT OF CAREER PLATEAUS ON EMPLOYEE JOB SATISFACTION. THE MODERATING ROLE OF REMOTE WORK

STAGNACJA ZAWODOWA A SATYSFAKCJA Z PRACY. MODERUJĄCA ROLA PRACY ZDALNEJ

<https://doi.org/10.34739/maj.2024.02.11>

Abstract: This study examines the impact of career plateaus on job satisfaction, highlighting the moderating role of remote work. Career plateau, characterized by limited career advancement opportunities, has been identified as a significant detractor of employee engagement and satisfaction. Leveraging the flexibility and autonomy of remote work, this research explores its potential to mitigate the adverse effects of career stagnation. A quantitative methodology was applied, analyzing survey data from public and private sector employees in Georgia using linear regression to test the hypotheses. The findings confirm a negative correlation between career plateau and job satisfaction, while greater autonomy in remote work significantly enhances job satisfaction levels. The study underscores the necessity of implementing job-design strategies that incorporate flexible employment forms as a means to counteract the effects of career stagnation and promote employee well-being.

Keywords: Career Plateau, Job Satisfaction, Remote Work

Streszczenie: Badanie analizuje wpływ stagnacji zawodowej na satysfakcję z pracy, uwzględniając moderującą rolę pracy zdalnej. Stagnacja zawodowa, charakteryzująca się ograniczonymi możliwościami rozwoju zawodowego, została zidentyfikowana jako istotny czynnik obniżający zaangażowanie i satysfakcję pracowników. W kontekście elastyczności i autonomii, praca zdalna stanowi potencjalne narzędzie łagodzenia negatywnych skutków stagnacji zawodowej. Wykorzystując metodologię ilościową, badanie przeanalizowało dane od pracowników sektora publicznego i prywatnego w Gruzji, stosując regresję liniową do testowania hipotez. Wyniki potwierdzają negatywną korelację między stagnacją zawodową a satysfakcją z pracy oraz wskazują, że większa autonomia w pracy zdalnej znacząco zwiększa poziom zadowolenia zawodowego. Badanie podkreśla potrzebę wdrażania strategii projektowania pracy, które uwzględniają elastyczne formy zatrudnienia, jako środek przeciwdziałania skutkom stagnacji zawodowej i wspierania dobrostanu pracowników.

Słowa kluczowe: stagnacja zawodowa, satysfakcja z pracy, praca zdalna

Introduction

Employees perceive the lack of promotional prospects as a key factor in diminishing their overall job satisfaction, leading to reduced motivation and a feeling of stagnation in their career progression. Addressing this issue is vital to enhancing employee morale and ensuring a motivated workforce. One promising solution to counteract the adverse effects of a career plateau is the introduction of remote work opportunities. Remote work fosters increased flexibility and autonomy, elements that are crucial for improving job satisfaction and strengthening the psychological contract between employers and employees. By granting employees the ability to work remotely, they are empowered to define their work-life balance, explore new opportunities outside the traditional office environment, and gain a sense of fulfillment, ultimately leading to enhanced job satisfaction and higher employee retention.

Furthermore, social exchange theory suggests that when employers provide meaningful benefits such as remote work options, employees feel a reciprocal obligation to exert greater effort and commitment in their roles. The provision of remote work opportunities, especially in teleworkable sectors, not only supports employees facing career stagnation but also fosters a positive emotional climate conducive to professional growth. In summary, the strategic implementation of remote work can serve as an effective means of improving job satisfaction, promoting professional development, and enhancing the overall well-being of employees.

Literature Review

• Career plateau

The concept of career plateau has been a subject of research for over 50 years, with a focus on its impact on employee job satisfaction and various work-related outcomes. Career plateau comprises both subjective and objective components. The subjective aspect involves an employee's perception of their current position and prospects, while the objective aspect may be reflected in a long tenure at the same level. According to Chao (1990) and Tremblay (2014), the subjective aspect of career plateau, including an individual's perception of their chances for career advancement, is more significant and has a greater influence on work behaviors than the objective aspect, such as long tenure, age or frequency of promotion. The classical definition admires the role of tenure as an objective component of career plateau. However, Chao (1990) argues that the subjective component of career plateau, such as the self-opinion of career advancement, is more important and explains more variances of work behaviors than objective components such as long tenure. Both variables are related to the objective components of plateauing, and subjective components such as perception explains more variances in work-related outcomes (Chao, 1990). Tremblay (1995) found that subjective plateau measures, such as self-assessment of promotion chances were able to explain 12% of the variance in job attitudes, compared with only 1% explained by objective components such as job tenure or position immobility. For the most part, feelings to be plateaued are perceived as negative events that have negative consequences for the organization and employees, for example, a lack of affective commitment and turnover attrition. The subjective component of the career plateau is driven by future expectations. There are two types of career plateaus: structural and content-oriented. In structural plateauing, the individual is unable to rise further in the pyramid structure of the flattened organization and reaches a point where the likelihood of additional hierarchical promotion is very low (Ferenca, 1977). Within these broad terms, plateaued employees may recognize specific ways. For example, plateaued employees may perceive that they are plateaued because of the organization's negative assessment of their capacities (Devi, Basariya, 2017). Although research findings on the career plateau have not always been consistent, plateauing has generally always been associated with negative consequences (Lapalme et. al., 2009). Individuals who report higher levels of the hierarchical plateau report less job satisfaction, less organizational commitment, and greater turnover intentions (Lentz, Allen, 2009; Khoshtaria et. al., 2021). A career plateau is expected to directly reduce job satisfaction as

employees see fewer growth opportunities. This hypothesis is supported by the previous literature; for example, according to Godshalk and Fender (2015), the way individuals attribute their plateaued status can lead to different emotional responses. Employees who perceive their plateauing as externally caused may experience negative emotions such as frustration and sadness, which can lead to lower job satisfaction and motivation. Conversely, those who attribute their plateauing to internal reasons may feel positive emotions, leading to higher job satisfaction and a greater intention to remain with their organization (Godshalk, Fender, 2015). The negative effects of career plateauing include stress at the workplace, lower self-efficacy, lower job assessment, and less acceptance by supervisors due to devalued work contributions. Plateaued employees may experience negative stereotype attitudes from supervisors. Thus, they experience greater turnover intentions. In this case, the supervisor can recognize that subordinates have plateaued and to solve this problem should maintain trust from employees (Tremblay et al., 2014). There can be some solutions to diminish the negative consequences of career plateauing; for example, Rotondo and Perrewé (2000) advocate that employers provide career enrichment and psychological growth to plateaued employees. Specifically, they explored mentoring as a coping response to the career plateau. The results indicated that mentoring is associated with higher levels of satisfaction, commitment, and performance among plateaued employees (Rotondo, Perrewé, 2000). Another important factor in maintaining overall job satisfaction is the freedom to decide where and when tasks should be done. In turn, organizations can create an environment that supports employees' personal lives, which indirectly contributes to a better work-life balance. Encouraging employees to take on new challenges and responsibilities can foster an environment where they are allowed to excel (Appelbaum, 1997). These solutions are closely linked to resources associated with remote work. Therefore, this study examines these solutions from the perspectives of the relational and motivational dimensions of remote work resources.

• Retention, Stress and Coping

The literature distinguishes between plateaued employees and those who are stacked in their career. An effectively plateaued employee is characterized by their ability to maintain positive job attitudes and performance despite experiencing a career plateau, which is defined as a point in one's career where future upward professional mobility becomes unlikely (Rotondo, Perrewé, 2000). This perspective emphasizes self-directed career paths, where individuals continually obtain new skills and adapt to changing job requirements rather than relying solely on upward promotions. This shift reflects a broader understanding of career development, where psychological growth, skill enhancement, and job enrichment can serve as substitutes for traditional hierarchical advancement. The development of psychological growth, skill enhancement, and adaptability has become integral to long-term career satisfaction and professional advancement. This shift in thinking is particularly important when it comes to understanding the concept of career plateau (Rotondo, Perrewé, 2000). When employees perceive that they have reached a plateau, they may feel stagnant and unchallenged, leading to decreased engagement and an increased likelihood that they will opportunities elsewhere. Quitting arises because of a lack of career-advancement opportunities. For example, Yi-chun Lin (2020) suggests that in order to retain a career-plateaued employee, organizations must move beyond merely providing promotional opportunities. Employees are more likely to remain with a company that offers clear pathways for advancement and opportunities for skill enhancement. Organizations must foster a culture of lifelong learning, skill diversification, and adaptability, enabling employees to engage in self-directed career growth even in the absence of traditional upward mobility. By promoting an environment that encourages continuous development, organizations can mitigate the negative effects of career plateauing. This approach aligns with the broader trend of redefining career success to include psychological satisfaction, mastery of new skills, and a sense of autonomy, thereby reducing a reliance on traditional markers of success, such as promotions. Consequently, organizations must re-evaluate their role in either enabling or inhibiting employees' ability to adapt to changing demands, emphasizing that the responsibility for career growth is

both individual and organizational (Singh, 2019). Coping is crucial when it comes to mitigating career plateau. Coping is defined as constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding an individual's resources. This definition emphasizes the process-oriented nature of coping, distinguishing it from static traits or behaviors. The coping process is not static, it evolves as the individual navigates through stressful encounters. This involves continuous appraisals and reappraisals of the person-environment relationship, which can shift based on the context and the individual's coping strategies (Lazarus, Folkman, 1984).

Problem-focused coping is one of the most common ways that individuals deal with difficult psychological, social, and environmental stressors. Different from emotion-focused coping that is more about managing emotions and avoiding the stressor, problem-focused coping means attacking a difficult problem in a quest for a solution (Bond, Bunce, 2000).

Career plateau is a psychological reaction to an organizational stressor that tends to attract attention to career development. Like coping with stress, career plateau management can be approached in a problem-focused way. Based on the stress-adjustment theory, the reason why stress-related events have negative effects on individual behavior and health is because the individual has limited adaptive resources and the stressor needs to consume energy. If individuals focus on solving the problem instead of releasing emotions or seeking help, it may increase the possibility of resource accumulation, which will help achieve personal development in the current plateau period (Yang et al., 2019). Mentoring, functional or technical development or new job assignments like remote work and special projects, taking on new responsibilities or participating in special projects in a remote work setting can help employees feel challenged and engaged, fostering a sense of accomplishment and contribution to the organization. Positive coping responses are associated with higher job attitudes and perceived performance among plateaued employees, while negative responses correlate with lower job attitudes and increased strain (Rotondo, Perrewé, 2000). Also crucial as a coping mechanism is social support. Social support includes tangible aid, such as voluntary remote work arrangements. The perceived effectiveness of support plays a crucial role in psychological well-being, with individuals who feel supported typically coping better with stress (Lazarus & Folkman, 1984). Employees may see remote work as a form of organizational support, helping reduce obligations and improving job satisfaction. Mentoring, on the other hand, can add stress as an extra responsibility, whereas voluntary remote work alleviates these burdens. Problem-solving skills—defining problems, generating alternatives, evaluating, and implementing solutions—can include utilizing remote work to improve work-life balance and autonomy (Lazarus, Folkman, 1984). Career plateaus can lead to increased stress and turnover intentions, while fostering a healthy work-life balance helps reduce psychological strain and enhances job satisfaction (Brough et al., 2014).

Theoretical Framework

This study enhances comprehension of attribution theory, job characteristics theory and social exchange theory by demonstrating that the perception of stagnation can be transformed into a positive outlook through job redesign techniques such as remote work.

Attribution theory is proposed by Weiner (1985). He asserts that it refers to the occurrence of giving 'causal' descriptions in order to know reasons for successes and failures in various situations (Weiner, 1985). Attribution consists of three criteria: locus of control, stability, and controllability. There are numerous studies that have applied attribution theory in order to understand an individual's perceptions of control. In one study, researchers found that individuals who attribute their successes to internal factors tend to have higher levels of job satisfaction. On the other hand, those who attribute their failures to external factors may experience lower levels of motivation (Godshalk, Fender, 2015; Mercan, et al. 2020 Abdullah, et al. 2022). Thus, developing a hypothesis, hypothesis 1 suggests that:

H1: Career plateau negatively influences employee job satisfaction.

Workers who believe that their inability to advance in their careers is due to external factors are more likely to feel negative emotions, such as frustration and dissatisfaction. This is consistent with previous studies that have found that employees who feel stuck in their careers often have lower levels of commitment and engagement with their work (Abele et al., 2012). When employees attribute their plateauing to internal reasons, such as personal choices or preferences, they often experience positive emotions. This is because they perceive their situation as a result of their own decisions rather than external constraints imposed by the organization. This sense of agency fosters feelings of control and satisfaction, as the individual feels empowered to make choices that align with their personal values and life circumstances (Godshalk, Fender, 2015). This can be defined as a voluntary plateau. This concept of employee plateau refers to a voluntary decision made by individuals to remain employed in an organization due to their perceptions. These perceptions may stem from the reciprocal feedback provided by the organization or their belief that the organizational structure and work design are suitable for them. In essence, voluntary plateau is a new definition that reflects an individual's choice to stay in an organization. As mentioned above, workers who believe that their inability to advance in their careers is due to external factors are more likely to feel negative emotions. This is consistent with previous studies that have found that employees who feel stuck in their careers often have lower levels of commitment and job satisfaction (Nachbagauer, Riedl, 2002). Career plateau is expected to directly reduce job satisfaction, as employees see fewer opportunities for growth. In this context the logical flow has hypothesis 2:

H2: Remote work frequency significantly reduces career plateau tendencies.

Based on the principles of social exchange theory, the employment relationship can be seen as a reciprocal exchange of resources between employers and employees. In return for their services and contributions, employees receive rewards such as monetary compensation, benefits, and recognition. However, when this exchange becomes imbalanced, it can result in negative affective outcomes, including dissatisfaction, disengagement, and a decline in employee input (Cropanzano, Mitchell, 2005; Aslantas, 2024). This imbalance can manifest in two forms of plateau: hierarchical and job content plateau, both of which disrupt the norm of reciprocity. The effects of plateau can be shaped by moderators: motivation towards promotions, organizational approaches to mitigate plateau, and the type of reciprocation in the employment relationship (Hu et al., 2022). Furthermore, psychological contract breach, and the perception of plateau itself can serve as mediators in the relationship between plateau and work outcomes (Rousseau et al., 2018). Job characteristics theory (JCT), developed by J. Richard Hackman and Greg Oldham, posits that certain job characteristics can significantly influence employee motivation, satisfaction, and performance. The theory identifies five core job dimensions that contribute to the overall psychological state of employees, which in turn affects their work outcomes (Oldham et al., 1976; Aslantas, 2024). According to JCT, when jobs are designed to be high on these five dimensions, employees are more likely to experience positive psychological states, such as increased intrinsic motivation, job satisfaction, and a sense of responsibility for their work. This leads to better performance and lower absenteeism and turnover rates. The theory also emphasizes the importance of individual differences, suggesting that employees with a strong desire for higher-order need satisfaction will respond more positively to jobs that are rich in these characteristics. Thus, the effectiveness of job design is contingent upon the alignment between job characteristics and individual employee needs and motivation (Hackman, Lawler, 1971). Continuing, the assumption of hypothesis 3 is that:

H3: Employees who have more autonomy while working remotely are likely to experience higher job satisfaction.

This assumption is based on the idea that autonomy in remote work helps employees feel more in control and engaged with their work, thereby increasing their satisfaction (Schall, 2019). This aligns with the idea that job perception mediates the relationship between objective job characteristics (organizational characteristics) and employee outcomes. For instance, if a job is designed with high autonomy and feedback,

employees who perceive these characteristics positively are likely to report higher job satisfaction and intrinsic motivation. Employees with a high desire for needs are more likely to respond positively to jobs perceived as high on core dimensions, like 'autonomy' and 'feedback'. Conversely, those with lower desires for higher-order needs may not exhibit the same level of positive affective reactions, indicating that job perception can influence the strength of the relationship between job characteristics and employee outcomes (Hackman, Lawler, 1971).

Methodology. Procedure of Quantitative Research

This study employs a quantitative research design, utilizing a survey to gather data from employees, primarily in the public sector. The survey approach allows for the empirical testing of hypotheses and the examining of relationships between career plateau, job satisfaction, and remote work experiences. The target population consists of full-time employees in both remote and non-remote settings, including both public and private sector workers, to ensure diverse perspectives. The sample criteria included individuals who have worked at least two years in their current role and have remote work experience. The study, conducted from March to June 2023, focused on employees of Georgia's Public Service Development Agency and its supporting technical staff, with 199 valid responses (a 40% return rate). The majority (79%) worked in the public sector, 71.5% had over six years of tenure, and 66% were aged 35 or older. The survey, distributed via Google Forms, measured variables such as career plateau, job satisfaction, autonomy, and remote work experiences using Likert scale items. Key sections of the questionnaire included Remote Work Experience, assessing the intensity of remote work and work-life balance, and Career Plateau, utilizing Milliman's Career Plateau Scale. Data analysis was conducted using regression analysis in SPSS, and findings are presented in the results section.

Results

Linear regression analysis was performed to understand if remote work has a positive impact on job satisfaction when the relationship between career plateau and job satisfaction is negative.

The analysis results demonstrated support for Hypothesis 1: Career plateau negatively influences job satisfaction. The regression coefficient of career plateau was -0.414 , and its p-value was less than 0.001 ($p < 0.001$). The negative coefficient highlights a direct inverse relationship between career plateau and job satisfaction showing that there's a highly significant negative relationship between career plateau and job satisfaction. This confirms that as employees experience a career plateau, their job satisfaction decreases significantly. Thus, for a one-unit increase in the experience of career plateau, there is a 0.414-unit decrease in job satisfaction. Employees in career plateauing reported a lower rate of job satisfaction. Furthermore, the negative association between career plateau and job satisfaction is statistically significant, once again confirming that career plateau is a responsive factor to a decrease in employee job satisfaction. Based on the data analysis, the coefficient for Positive Remote Work Attitude is 1.063 with a p-value = 0.001, which is statistically significant. This demonstrates that employees with a more favorable attitude toward remote work experience higher job satisfaction. Hypothesis 2 was also accepted, indicating that high-level work satisfaction results from a positive attitude toward remote working. The p-value for Positive Remote Work Attitude was 0.001, and the coefficient was 1.063, ensuring this relationship to be significant as well. This shows that employees who prefer remote work demonstrate high levels of job satisfaction. In other words, workers who think remote work can serve as a helpful and convenient job characteristic report higher levels of job satisfaction. Hypothesis 3 regarding autonomy, especially in a remote work setting, is positively associated with job satisfaction. This prediction was also validated. The Autonomy predictor has a positive coefficient ($\beta = 0.499$) and a p-value of less than 0.005, showing a strong positive and statistically significant influence

on job satisfaction. This confirms that greater autonomy in a remote work environment is associated with higher levels of job satisfaction in the regression model. This means that employees who experience autonomy, including significant responsibility for their own work and have a high level of autonomy ('where' and 'when' tasks are done), are more likely to report being satisfied with their working conditions. The finding that autonomy has a positive association with job satisfaction highlights the importance of providing employees with greater control over specific work tasks or processes, especially in remote work situations.

Table 1. Regression outcomes Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.823	1.727		12.638	.001
	plateau	-.414	.055	-.414	-7.512	.001
	autonomy	.499	.177	.162	2.821	.005
	positiveRW	1.063	.128	.477	8.285	.001

a. Dependent Variable: jobsat, b. Predictors: (Constant), positive RW, plateau, autonomy

Source: Based on own calculations in SPSS

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.663 ^a	.440	.431	4.40450	.440	50.472	3

Source: Based on own calculations in SPSS

All three hypotheses are supported by the data. Career plateau has a significantly negative impact, while positive remote work attitudes and autonomy have positive effects on job satisfaction. The coefficients are visually represented in Table 1 and Table 2. In addition to test Hypothesis 3 regression analysis was performed and the results are shown in Table 3 and 4.

Table 3. Model A – Regression outcomes for autonomy and plateau interaction Coefficients^a

Model A		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.193	1.719		16.983	.001
	plateau	-.333	.063	-.334	-5.291	.001
	autonomy	.988	.194	.321	5.098	.001

a. Dependent Variable: jobsat

Source: Based on own calculations in SPSS

Table 4. Model B – Regression outcomes for autonomy and plateau interaction Coefficients^a

Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.328	1.480		23.200	.001
	plateau	-.372	.066	-.372	-5.600	.001

Source: Based on own calculations in SPSS

In Model A, results show a constant value of 29.193 with a significance level of .0001, indicating a highly significant relationship. Furthermore, the plateau variable has a coefficient of -.333 with a standard error of .063, resulting in a standardized coefficient (Beta) of -.334, while the t-value is -5.291 with a significance of .0001. Autonomy appears to have a positive effect with a coefficient of .988 and significance level of .0001.

In Model A, without considering autonomy as a mediator, the negative relationship between career plateau and job satisfaction remained significant, with a coefficient of -0.333 and a p -value < 0.001 . The adding of autonomy resulted in a positive coefficient of 0.988 for autonomy, with a significant p -value < 0.001 . This means that when autonomy is included in the model, job satisfaction increases sharply, showing that employees with greater autonomy are likely to report higher job satisfaction.

In Model B, the plateau variable coefficient shifts to $-.372$ indicates that in Model B the presence of career plateau is much more associated with reduced motivation and engagement among employees than in Model A. Also in Model A, the plateau coefficient shifts to $-.333$ indicates that the negative effect has grown stronger. In other words, career plateau in Model B has a more detrimental effect than in Model A. This suggests that autonomy serves as a buffer against the demotivating effects of career stagnation. Employees who experience autonomy, even when facing a career plateau, are likely to feel more in control of their work environment, mitigating the negative psychological effects of feeling stuck in their careers. This suggests that adding in the model variable autonomy is likely to enhance the understanding that autonomy has a role in the career plateau coping process. Thus employees may benefit from increased autonomy, leading to improved job satisfaction. The addition of autonomy as a predictor improves the model, indicating that it significantly contributes to explaining instances of variance in job satisfaction.

The calculated R-squared value for this model stands at 0.440 , indicating that 44% of the variance observed in job satisfaction can be attributed to the three independent variables, namely career plateau, autonomy, and positive remote work attitude. This represents a relatively strong R-squared value, suggesting that the model demonstrates a good fit and that these predictors together elucidate a considerable portion of the variability in job satisfaction. Despite the model's ability to explain a substantial amount of variance, some discrepancies remain unexplained, possibly attributable to extraneous factors not incorporated into the model, such as organizational culture, perceived organizational support, or individual circumstances.

Overall, these findings suggest that while the career plateau negatively affects job satisfaction, the option to work remotely via autonomy can significantly enhance job satisfaction. This dual effect underscores the importance of considering both factors in organizational policies and employee satisfaction initiatives.

Discussion

This study examines the relationship between career plateau, job satisfaction, and the moderating role of remote work. Career stagnation often leads to lower job satisfaction, as employees feel trapped by limited advancement opportunities or underutilized skills. Attribution styles play a significant role in how employees interpret their plateaued state, with external attributions often resulting in negative emotions, while personal attributions can increase job satisfaction. The findings indicate that remote work can alleviate the negative effects of career stagnation by enhancing autonomy and giving employees greater control over their work environment, leading to increased engagement and satisfaction. Job characteristics theory supports the positive impact of remote work, as autonomy promotes psychological well-being and job satisfaction. The study shows a strong positive correlation between job satisfaction and the degree of autonomy provided by remote work. This finding emphasizes the need for organizations to offer flexible work options to accommodate diverse preferences and combat the negative effects of career stagnation. Furthermore, social exchange theory suggests that when employers offer remote work, employees feel valued and reciprocate with loyalty and engagement. However, not all employees thrive in remote work settings, highlighting the need for a nuanced approach to remote work policies.

In conclusion, remote work can significantly enhance job satisfaction for employees experiencing a career plateau. Future research should explore the long-term effects of remote work and how organizational cultures can be structured to support employees in navigating career stagnation.

Reference

- Abele, A.E., Volmer, J., Spurk, D. (2012). Career stagnation: Underlying dilemmas and solutions in contemporary work environments. In *Work and Quality of Life: Ethical Practices in Organizations* (pp. 107–132). Amsterdam: Springer. https://doi.org/10.1007/978-94-007-4059-4_7.
- Abdullah, N.G., Mercan, M., , Matin, A. (2022). Impact of Empowerment Types on Service Quality: A Case Study among SMEs. *Journal of Business*, 11(1), 7–23. <https://doi.org/10.31578/job.v11i1.197>.
- Appelbaum H.S. (1997). *Career development in the plateaued organization*, *Career Development International*, 2(1), 11-20.
- Arian, M., Khoshtaria, T., Mercan, M., Asashvili, L. (2024). The effect of consumption experience on self-perception, willingness to pay, and purchase intention toward green products among Generation Z. *International Journal of Green Economics* 18(3), 318-337. DOI: 10.1504/IJGE.2024.141406.
- Aslantas, M. (2024). Comparative Analysis of Employees' Work Engagement Behavior With Turnover Intention. *Journal of Global Social Sciences*, 5(17), 1-18. <https://doi.org/10.58934/jgss.v5i17.241>.
- Bond, F. W., Bunce, D. (2000). Mediators of Change in Emotion-Focused and Problem-Focused Worksite Stress Management Interventions. *Journal of Occupational Health Psychology*, 20(10), 156–163. <https://doi.org/10.1037/1076-8Q98>
- Brough, P., Timms, C., O'Driscoll, M.P., Kalliath, T., Siu, O.L., Sit, C., , Lo, D. (2014). Work–life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers. *International Journal of Human Resource Management*, 25(19), 2724–2744. <https://doi.org/10.1080/09585192.2014.899262>.
- Chao. (1990). Exploration of the Conceptualization and Measurement of Career Plateau: A Comparative Analysis. *Journal of Management* 16(1), 181-193.
- Cropanzano, R., Mitchell, M.S. (2005). Social exchange theory: An Interdisciplinary review, *Journal of Management* 31(6), 874–900). <https://doi.org/10.1177/0149206305279602>.
- Devi, S. A. R., , Basariya, R. S. (2017). Career Plateau of Employees and its Causes. *International Journal of Advanced Research in Science, Engineering and Technology*, 4(3), 3589–3592.
- Ference, T.P., Stoner, J.A., Warren, Kirby, E. (1977). Managing the Career Plateau. *Source: The Academy of Management Review* 2(4), 602-612.
- Godshalk, V.M., Fender, C.M. (2015). External and Internal Reasons for Career Plateauing: Relationships With Work Outcomes. *Group and Organization Management* 40(4), 529–559. <https://doi.org/10.1177/1059601114558062>.
- Hackman, J.R., Lawler E.E. (1971). Employee Reactions to Job Characteristics. *Journal of Applied Psychology* 55(3), 259-286.
- Hu, C., Shishui, Z., Chen, Y.Y., , Griggs, T.L. (2022). A meta-analytic study of subjective career plateaus. *Journal of Vocational Behavior*, 132. <https://doi.org/10.1016/j.jvb.2021.103649>.
- Khoshtaria, T., Arian, M., Mercan, M., Datuashvili, D. (2021). The impact of customers' purchasing patterns on their show-rooming and webrooming behaviour: an empirical evidence from the Georgian retail sector. *International Journal of Electronic Marketing and Retailing* 12(4), 394-413. DOI: 10.1504/IJEMR.2021.118305.
- Lapalme, M.È., Tremblay, M., Simard, G. (2009). The relationship between career plateauing, employee commitment and psychological distress: The role of organizational and supervisor support. *International Journal of Human Resource Management* 20(5), 1132–1145. <https://doi.org/10.1080/09585190902850323>.
- <https://doi.org/10.1177/1059601109334027>.
- Lazarus, R., Folkman, S. (1984). *Stress, Appraisal and Coping*, New York: Springer.
- Lentz, E., Allen, T.D. (2009). The role of mentoring others in the career plateauing phenomenon. *Group and Organization Management* 34(3), 358–384.
- Mercan, M., Khoshatria, T., Matin, A., Sayfullin, S. (2020). The Impact of e-services Quality on Consumer Satisfaction: Empirical Study of Georgian HEI. *Journal of Business* 9(2), 15–27. <https://doi.org/10.31578/.v9i2.175>.
- Nachbagauer, A.G.M., , Riedl, G. (2002). Effects of concepts of career plateaus on performance, work satisfaction and commitment. *International Journal of Manpower* 23(8), 716–733. <https://doi.org/10.1108/01437720210453920>.
- Oldham, G.R., Hackman, J.R., Pearce, J.L. (1976). Conditions under which employees respond positively to enriched work. *Journal of Applied Psychology* 61(4), 395–403. <https://doi.org/10.1037/0021-9010.61.4.395>
- Rotondo, D.M., Perrewé, P. L. (2000). Coping with a career plateau: An empirical examination of what works and what doesn't. *Journal of Applied Social Psychology* 30(12), 2622–2646. <https://doi.org/10.1111/j.1559-1816.2000.tb02453.x>.
- Rousseau, D.M., Hansen, S.D., Tomprou, M. (2018). A dynamic phase model of psychological contract processes. *Journal of Organizational Behavior* 39(9), 1081–1098. <https://doi.org/10.1002/job.2284>.

Schall, M.A. (2019). *The Relationship Between Remote Work and Job Satisfaction. Scholar Works chall, Marie Antoinette, The Relationship Between Remote Work and Job Satisfaction: The Mediating Roles of Perceived Autonomy, Work-Family Conflict, and Telecommuting Intensity (2019)*. Master's Theses. 5017. DOI: <https://doi.org/10.31979/etd.2x82-58pg>; https://scholar-works.sjsu.edu/etd_theses/5017.

Singh, D. (2019). A Literature Review on Employee Retention with Focus on Recent Trends. *International Journal of Scientific Research in Science, Engineering and Technology*, 6(1), 425–431. <https://doi.org/10.32628/ijrst195463>.

Tremblay, M., Dahan, J., Gianecchini, M. (2014). The mediating influence of career success in relationship between career mobility criteria, career anchors and satisfaction with organization. *Personnel Review*, 43(6), 818–844. <https://doi.org/10.1108/PR-08-2012-0138>.

Yi-chun, L. (2020) A Committed Journey Towards Your Career: the Mediating Effect of Perceived External Employability. *Academy of Management Proceedings* (1):20787. DOI: 10.5465/AMBPP.2020.20787.

Yang, W.N., Niven, K., Johnson, S. (2019). Career plateau: A review of 40 years of research, *Journal of Vocational Behavior* 110, 286–302). <https://doi.org/10.1016/j.jvb.2018.11.005>.