

Career Plateauing and Work Attitudes: Moderating Effects of Mentoring with Nigerian Employees

Samuel O. SALAMI*

Abstract

This study examined the relation of career plateauing to job satisfaction, to organizational commitment, and turnover intentions and the moderating effects of mentoring on the relationships between career plateauing and the three dependent variables. Data were collected from 280 government employees in Nigeria who were more than 30 years old and came from a wide variety of organizations. Results of this study showed that career plateauing was negatively correlated with job satisfaction and organizational commitment and positively correlated with turnover intentions. Hierarchical multiple regression analyses indicated that mentoring played significant moderating role on the relationships between career plateauing and job satisfaction and turnover intentions. Based on the findings, the implications, limitations of this study and direction for future research were discussed.

Key Words: mentoring, career plateau, job satisfaction, organizational commitment, turnover intentions

Introduction

As organizational structures become more horizontal, recently career advancement in terms of vertical promotion has become competitive and difficult (Jung & Talk, 2008). Consequently, most employees often reach a career plateau before attaining their career goals. Career plateau is not a new phenomenon, however, the issue of concern is the rate at which it is becoming widespread in many organizations (Ongori & Agolla, 2009). Many scholars on organizational careers are of the view that career plateau is fast becoming a critical managerial and organization issue that needs to be managed properly to avoid employees' discontent (Bucke & Mikkelsen, 2006). Because of changes in the business environment, restructuring, down sizing and employment equity, career plateauing will likely become one of the most important career issues of the next decade.

Career plateau is defined as the point in one's career at which the likelihood of additional hierarchical promotion is very low or impossible (Ongori & Angolla, 2009). Bardwick(1986) identified two types of career plateauing: (a) structural (hierarchical) plateauing and (b) content (job content) plateauing. Hierarchical plateauing results when there is little chance of further vertical movement within an organization whereas job content plateauing occurs when individuals are no longer challenged by their job or job responsibilities, and there is overall staleness of the job itself. Burke and Mikkelsen (2006) distinguished 3 types of career plateauing: structural, content and life plateaus. Life plateauing refers to an individuals feeling of being trapped or stuck in their roles outside of work. Focus of research literature has been on hierarchical plateauing (McCleese, Eby, Scharlau, Hoffman, 2001) while job content and life plateauing have received much less research attention (McCleese & Eby, 2006).

Career plateau has been used as antecedent to many undesirable work outcomes such as low satisfaction, high stress, poor performance, withdrawal symptoms, low organizational commitment and increased turnover intention (Heilmann, Holt & Rilovick, 2008). Career plateau has the potential to cause discomfort among the employees because lack of continued upward progression is regarded a yardstick to measure employees' performance (Ongoni & Agolla, 2009). However, there is no unanimous agreement in the literature on the negative influence of career plateau on employees' work attitudes. For example, Palmero, Roger and Tremblay, (2001) found no significant difference in terms of general satisfaction between respondents already at a career plateau and those who didn't reach this stage. Clark (2005) argued that a plateau can be a positive influence upon an employee in the sense that he or she no longer faces uncertainty in the form of changing and/or increased responsibilities. Such a position may lead to contentment, security and job comfort.

* Kambala International University, UGANDA

Thus far, the literature on relationship between career plateau and work attitudes includes a variety of contradictory conclusions about the attitudes of those who have attained career plateau and those who have not (Xie & Long, 2008). With the economic down turn in most developed and developing countries (Nigeria inclusive), career plateau is becoming an important task of organizational career management. However, the empirical study on consequences of career plateau is scarce generally and particularly in Nigeria. Hence, this study focused on three possible consequences of career plateau: job satisfaction, organizational commitment and turnover intention. This study will not only make contribution to existing research knowledge of career plateauing by investigating the relationship between career plateauing and work attitudes, but the findings will also have important practical implications. As workforce in both developed and developing countries around the world become older and projected labour shortages become a reality, it will be imperative for employers to retain their older workers. Given the negative consequences associated with career plateauing such as job dissatisfaction, lack of organization commitment and turnover intentions, employers will need to know how to avoid career plateauing among their older workers.

Research on career plateau has focused on types of career plateau, their measurements, antecedents (Armstrong-Stassen, 2008) and consequences (Tremblay, Roger, & Toulouse, 1995). Little empirical research has been reported on the roles of moderators on the relationship between career plateau and work outcomes (Ettington, 1998). Studying the variables that moderate an individual's reactions to reaching career plateau (work attitudes) may be a step forward in understanding this process in organizations and in searching for solutions in managing their human resources in a more effective way.

This study also addressed a neglected issue in the career plateau literature; few studies have examined the moderating role of mentoring (Lentz, 2004; Lentz & Allen, 2009; Jung & Tak, 2008). Some authors (Ettington, 1998; Milliman, 1992; Palmero et al., 2001) argued that the reactions to career plateau can be more or less pronounced depending on the types of jobs, organizational contexts, and individual characteristics. Previous research on moderating variables between career plateau and work attitudes includes such job characteristics as job enrichment potential, variety, autonomy, role ambiguity or participation in decision making. Aside from their direct impact on attitudes and behaviours, an interaction between these variables and career plateau is expected to determine employees' reactions (Roger & Tremblay, 2009; Tremblay & Roger, 2004). Some studies also investigate the impact of individual factors such as stage of life, career aspiration, career motivation, perceived supervisor support and mentoring (Jung & Tak, 2008; Lentz, 2004; Milliman, 1992). Individuals react in different ways when they are on a career plateau but some factors are expected to limit a fair number of the negative consequences associated with reaching that stage. This study thus examined the moderating role of mentoring experience on the relationship between career plateauing and work attitudes. The purpose of this study was to examine the relationship between career plateauing and work attitudes (job satisfaction, organizational commitment and turnover intention). Also this study was designed to examine the effects of mentoring on relationship between career plateauing and work attitudes.

Career Plateauing and Work Attitudes

A number of theoretical arguments and related empirical findings reinforce the contention that a direct link exists between career plateauing and work attitudes. Career plateau has been found to be significantly associated with reduced job performance (Lentz, 2004), decreased job satisfaction (Jung & Tak, 2008; Lee, 2004; Lentz & Allen, 2009; McCleese & Eby, 2006; Palmero, Roger & Tremblay, 2001; Xie & Long, 2008), reduced organizational commitment (Jung & Tak, 2008; Lentz, 2004; McCleese & Eby, 2006) and increased turnover intentions (Heilmann, Holt & Rilovick, 2008; Lentz, 2004). Despite the dysfunctional effects of career plateauing, there is evidence to suggest that such negativities may lead to optimism from perspective of employees. For example, some researchers have found that some plateaued employees maintain the same level of productivity, do not appear bored and have high satisfaction with their jobs because acquiring new skills place them in better position for other career opportunities elsewhere (Ongori & Agolla, 2009). Empirical studies reviewed above showed that the effects of career plateauing on the employees' work attitudes could be both positive and negative. As such, research on this issue could not

be concluded but should continue. Therefore, there is need for further research on the relationship between career plateauing and employees' work attitudes. This is why the present study becomes warranted. Based on the empirical studies reviewed, it is expected that career plateauing will be negatively related to job satisfaction, and organizational commitment, and positively related to turnover intentions.

Mentoring and Work Attitudes

Mentoring relationship can be defined as an interpersonal experience between a junior and a senior employee, in which the senior employee (mentor) supports, guides, and orients the junior employee (protégé) to the various tasks, functions and culture within the organization (Kram, 1985). The benefits of having or being a mentor have received ample attention in research (Lankau & Scandura, 2002). For example, studies showed that employees who have mentors or who are mentors report more promotions, have higher motivation, earn higher incomes, and score higher on work satisfaction than employees without a mentor or who are non-mentors (Ragins, Cotton, & Miller, 2000). Other studies revealed that employees with mentoring experience showed higher organizational commitment (Allen, Eby, Proteet, Lentz & Lima, 2004; Lankau & Scandura, 2002; Lentz, 2004; Ragins et al., 2000), decreased intention to turnover (Lentz, 2004; Lentz & Allen, 2009) and increased job performance (Lentz, 2004; Levenson, Van der Stede & Cohen, 2006). However, some researchers found no significant relationship between mentoring and intentions to turnover (Allen et al., 2004) and job performance (van Emmerik, 2008). The inconsistencies in the results of studies that investigated the relationship between mentoring and work attitudes make this study warranted.

Moderating Effects of Mentoring

Ettington (1998) indicated that only a small number of studies have been conducted to examine moderators on the relationship between career plateau and outcome variables. Some of the studies found that challenging job, perceived support from supervisors and co workers (Ettington, 1998), emotional intelligence and organizational support (Park & Yoo, 2005), career motivation (Jung & Tak, 2008) and mentoring others (Lentz & Allen, 2009) acted as moderators on the relationship between perceived career plateau and outcome variables. In this study, mentoring others was selected as a moderator. Mentoring others is likely to play a moderating role in the relationship between career plateauing and work attitudes.

The moderating effects of mentoring in the plateauing-work attitude link is based on the career and life stage literature especially Levinson's life cycle theory. Levinson (1978) proposed four eras in the male life cycle: childhood and adolescence, early adulthood, middle adulthood and late adulthood. Within each era is a period of transition or adjustment that indicates the ending of an era and beginning of the next. In this study, the middle adulthood and mid-life transition were the focal point. Mid-life transition can be described as a period of change and reappraisal. It is a period when one examines one's contributions to the first half of the journey of life. It is a period that parallels the concepts of hierarchical and job content plateauing (Levinson, 1978). According to Levinson (1978), mid-life transition is a time for an employee to become a mentor and pass on a legacy in the form of family, work, or other subjectively valued contributions. The legacy fosters adult development and serves the purpose of enrichment and personal fulfillment (Lentz, 2004).

The mid-life transition can mark a career plateau for many workers but mentoring can be effective solution and coping mechanism that revitalizes and redirects one's knowledge and focus (Lentz, 2004; Rotondo & Perrewe, 2000). Few studies have examined the moderator effects of mentoring in plateauing-work attitudes link (Lentz, 2004; Lentz & Allen, 2009; Jung & Tak, 2008). Results of these studies have shown that mentoring was associated with higher work satisfaction, commitment and job performance among plateaued employees. It is, therefore, expected that mentoring others will interact with career plateauing to predict positive work attitudes of employees. Thus, mentoring others will likely mitigate the negative effects of career plateauing, which may lead plateaued employees to perceive higher job satisfaction, and organizational commitment and reduce turnover intentions than those with low level of mentoring.

Statement of the Problem

Given the scarcity of empirical studies that have investigated the relationship between career plateauing and work outcomes and the moderating role of mentoring in the relationship and the inconsistencies in the results of some of the studies, this study set out to investigate the relationship between career plateauing and work attitudes and the moderating role of mentoring in the relationship.

Hypotheses

The following hypotheses were tested,

H 1: Career plateauing will be negatively related to (a) job satisfaction and (b) organizational commitment.

H 2: Career plateauing will be positively related to intentions to turnover.

H 3: Mentoring will be positively related to (a) job satisfaction, and (b) organizational commitment.

H 4: Mentoring will be negatively related to intentions to turnover.

H 5: Mentoring will moderate the relationship between career plateauing and (a) Job satisfaction, (b) Organizational commitment and (c) intentions to turnover.

METHOD

Participants

Participants consisted of 280 (male = 150, female = 130) civil servants from one of the states in the middle belt of Nigeria. The respondents reported experience as a mentor. Their mean age was 38.64 years (S.D=7.90) with ages ranging from 30 to 54 years. Education level of the participants ranged from IDiploma from University or post secondary school institutions to Degree from university. The sample included a wide range of job titles and organizational levels. Examples of job positions are: Senior nursing officers, Principal nursing officers, chief nursing officers, Senior Education officers, principal education officers, Vice-principals and Principals. The organizational levels were staff, middle level management and senior management levels. The participants' working experience were 30 years and above.

Measures

Demographic information was obtained from the participants through a form that requested for their ages in years (ordinal data), gender (nominal data) coded as male = 0, female = 1, job position (interval data) was coded as senior nursing/midwifery officers = 1, principal nursing/ midwifery officers = 2, chief nursing officers =3, senior education officers =2, principal education officers =3, chief education officers=4, Vice-Principals = 4, Principals= 5. Level of Education included Diploma=1, first degree=2, Master's degree=3, Ph.D degree=4. Participants were asked for how long they have worked in their present job title to get their tenure.

Career Plateau

Career plateau was measured as a continuous multidimensional construct consisting of job content and hierarchical forms of plateauing. Job content plateauing was measured by means of six items from Milliman (1992) career plateau scale. Responses were scored on a five-point scale ranging from Strongly Disagree= 1 to Strongly Agree = 5. Responses were scored such that higher scores indicated higher levels of job content plateauing. Milliman (1992) reported an internal consistency of 0.87. In the present study, the Cronbach's coefficient alpha for job content plateau was 0.86. Six items from Milliman (1992) career plateau scale was used to measure hierarchical plateauing. Responses were scored on a five point scale ranging from Strongly Disagree= to Strongly Agree=5. Responses were scored such that higher scores indicated higher levels of hierarchical plateauing. Milliman (1992) reported an internal consistency of 0.90. The Cronbach's coefficient alpha for the hierarchical scale in the present study was 0.88.

Mentoring Provided

Career and psychosocial mentoring were assessed by a modified version of Noe's (1998) mentoring scale. The items were modified to reflect the mentor's perspective. Participants who indicate having experience as a mentor was instructed to respond to these items based on their current or most recent mentoring relationship. Those who did not indicate mentoring experience skipped this section of the questionnaire. Five items were used to assess career related mentoring. Cronbach's alpha for these five items was 0.75. Ten items were used to assess psychosocial mentoring. The Cronbach's alpha was 0.83. A five-point Likert scale was used with responses ranging from strongly disagree =1 to strongly agree = 5. Higher scores indicated more mentoring provided. Noe (1988) reported internal consistency of .89 and .92 for career and psychosocial mentoring respectively. For this study, both career and psychosocial mentoring scales were summed together and used as a unidimensional scale. The Cronbach's alpha for the two scales used in the present study as a unidimensional scale was 0.78.

Job satisfaction

Job satisfaction was measured by three-item scale developed by Cammann, Fichman, Jenkins and Klesh (1983). This scale adopted a five-point scale with responses that ranged from Strongly Disagree=1 to Strongly Agree = 5. Cronbach's alpha for this scale in this study was 0.85. Higher scores indicated higher job satisfaction.

Organizational Commitment

Organizational commitment was measured with the attitude commitment component, consisting of eight items developed by Allen and Meyer (1996). The scale was scored on a five-point scale that ranged from Strongly Disagree = 1 to Strongly Agree= 5. In this study, the Cronbach's alpha was 0.84. Higher scores indicated higher levels of organizational commitment.

Turnover Intentions

Four items were developed to measure turnover intentions i.e. intentions to leave the organization. Responses were scored on a five-point scale that ranged from Strongly Disagree= 1 to Strongly Agree= 5. Cronbach's alpha for this scale was 0.86. Higher scores indicated higher intentions to leave the organization.

Control Variables

Previous research has shown that gender, age, job tenure and job position may impact the mentoring relationship (Ragin & Cotton, 1999) and plateauing (Stout, Slocum & Cron, 1988). Therefore gender, age, tenure and job rank or positions were considered as potential control variables.

Procedure

Six research assistants assisted the present author in administering the questionnaires to the respondents during office hours. The purpose of the questionnaire was explained after the consents of the participants were obtained. The respondents were told not to write their names on the questionnaire to guarantee anonymity. They were assured that the information collected would be treated with confidentiality.

Data Analysis

Correlation analyses were conducted to examine the intercorrelations among all the variables included in the study. Hierarchical regression analyses were also conducted to test the moderating effect of mentoring on the relationship between perceived career plateau and the three dependent variables. To control the effects of demographic variables on the dependent variables, age, gender, tenure, and job rank, position were put into the regression equation at the first step. At the second step, perceived career plateau (job content and hierarchical plateaus) and mentoring were included in the regression equation. Finally, at the third step, the cross-product term of perceived career plateau and the moderator were put into the regression equation.

Results

Table 1 shows the means, standard deviations and intercorrelations among the variables used in this study.

Results on Table 1 indicated that job content plateauing was negatively related to job satisfaction ($r = -.26, p < .05$), and organisational commitment ($r = -.30, p < .05$). Hierarchical plateauing was significantly related to job satisfaction ($r = -.25, p < .05$) and Organisational Commitment ($r = -.24, p < .05$). Therefore, Hypothesis 1a-b received support.

Hypothesis 2 predicted a positive relationship between career plateauing and turnover intentions. Job content plateauing was positively related to turnover intentions ($r = .32, p < .05$). Similarly Hierarchical Plateauing was positively related to turnover intentions ($r = .27, p < .05$). Therefore, Hypothesis 2 received support.

Hypothesis 3a-b predicted that mentoring will be positively related to job satisfaction and organisational commitment. Results indicated that mentoring was significantly related to job satisfaction ($r = .19, p < .05$), organisational commitment ($r = .20, p < .05$) and negatively related turnover intentions ($r = -.21, p < .05$). Therefore, hypotheses 3 and 4 were fully supported.

Hypotheses 5a-c posited significant interactions between mentoring and plateau variables to predict work attitudes. As shown in Table 2, the interaction between mentoring and job content plateauing ($\beta = .23, p < .05$) and that between mentoring and hierarchical plateauing ($\beta = .19, p < .05$) for job satisfaction were significant. The interaction between mentoring and job content plateauing ($\beta = .08, P > .05$) and that between hierarchical plateauing and mentoring for organizational commitment ($\beta = .10, P > .05$) were not significant. Hypotheses 5b did not receive support. Finally, as shown in Table 3, the interaction between mentoring and job content plateauing ($\beta = .30, p < .05$) and that between mentoring and hierarchical plateauing ($\beta = .27, p < .05$) for turnover intentions were significant. To show the nature of the moderating effects of mentoring, regression lines between each career plateauing and the two dependent variables (job satisfaction and turnover intentions) were drawn at the high and low levels of mentoring. The relationships between each career plateauing and the two dependent variables were significantly weaker for the high level mentoring group. This indicated that Hypotheses 5a & c received support.

Discussion

The purpose of this study was to examine the effects of career plateauing on job satisfaction, organizational commitment and turnover intentions and the moderating effects of mentoring on the relationship between career plateauing and each of the three dependent variables. The results show that career plateau (Job content and hierarchical) was negatively related to job satisfaction and organizational commitment and was positively related to turnover intentions. Mentoring has moderating effects on the relationship between career plateauing and job satisfaction and turnover intentions.

Negative relationships were found between career plateauing and job satisfaction (Jung & Tak, 2008; Lee, 2004; Lentz, 2004; Lentz & Allen, 2009; McCleese & Eby, 2006; Xie & Long, 2008) and organizational commitment (Jung & Tak, 2008; Lee, 2004; Lentz, 2004; Lentz & Allen, 2009; McCleese & Eby, 2006). That career plateauing was positively related to turnover intentions, was consistent with the work of previous researchers who reported similar findings (Heilman, Holt & Rilovick, 2008; Lentz, 2004). The reason for the findings from this study could be because of the circumstances in Nigeria. The Nigerian employees may not be used to tolerating career plateauing because of the recent rapid structural changes (i.e. downsizing) in the labour market. The Nigerian employees may perceive career plateau as a sign that the organization will likely force them to leave their employment and get them frustrated. Results from this study also indicated that mentoring others was significantly and positively related to job satisfaction and organization commitment but negatively related to turnover intentions. These results were in agreement with the work of previous researchers who reported similar findings (Allen et al., 2004; Lentz, 2004; Lentz & Allen, 2009; Levenson et al., 2006; Ragins et al., 2000). An explanation for these findings was that mentoring others has

some benefits such as having higher motivation and self-fulfillment for seeing some one we guide or coach grows. This assists the mentor in developing more positive work attitudes.

Findings from this study showed that mentoring others play significant roles in moderating the relationship between career plateauing and job satisfaction and turnover intentions but not between career plateauing and organizational commitment. These findings support the work of previous researchers who obtained similar results in their studies (Lentz, 2004; Lentz & Allen, 2009; Rotondo & Perrewe, 2000). Reasons for these findings could be that the period of career plateauing parallels the middle adulthood and mid-life transition when the individual wishes to pass on a legacy in the form of work, family or other subjectively valued contributions. When a plateaued employee is able to pass on his/her contributions to others in the form of mentoring he/she becomes satisfied. This legacy fosters adult development and serves the purpose of enrichment and personal fulfillment. Mentoring others is a coping response to plateauing and it contributes to limit the negative consequences associated with career plateauing.

Implications of the findings

Findings from this study have theoretical and practical implications. The theoretical implications are in terms of showing that career plateauing is negatively related to job satisfaction and organizational commitment and positively related to turnover intentions and that mentoring others is a significant moderator of the relationship between career plateauing and work attitudes. Therefore, more research should be conducted on identifying the symptoms of career plateauing and moderating variables to reduce the negative impact of career plateauing on work outcome variables. This study has practical implications for motivating career plateaued employees in the organizations. Since career plateauing is negatively related to work attitudes such as job satisfaction and organizational commitment and positively related to turnover intention, organizations should reduce the level of career plateauing by transforming or enriching jobs, facilitating lateral or cross-functional moves and providing honest feedback to employees. This will enable the employees to have necessary knowledge and skills so that they would position themselves for opportunities elsewhere if promotion is blocked in their present organization. Mentoring others plays a moderating role on reducing the negative effect of career plateauing on job satisfaction and turnover intention. Therefore, organizations should develop formal mentoring programmes to increase individuals' career motivation, job satisfaction and organizational commitment. Employees may report more organizational commitment when the mentor role is sponsored by the organization. Organizations should identify causes of career plateauing and develop appropriate interventions to manage it at the infancy stage. In addition, employees should be counselled by counselling psychologists and made aware that in this era of globalization, "career advancement" is being replaced with "career achievement". Also management should provide counselling and placement services for those employees who decide to quit the organizations.

Limitations and Future Research

A few limitations of this study should be mentioned. Firstly, this study is cross-sectional in nature and as such it is not possible to infer causality. A longitudinal study design in future research would allow cause-and-effect relationship to be established and would allow us to examine changes in the study variables across time. A second limitation is that the present study used government employees because of the prevalence of plateau in government agencies. Future research could include employees in the private sectors to confirm the generalizability of the findings in the private organizations. Despite these limitations, this study has provided evidence that relationships exist between career plateauing and work attitudes and that mentoring others serves as a significant moderator of the relationships.

REFERENCES

- ALLEN, N.J. & Meyer, J.P. (1996). "Affective, Continuance and Normative Commitment to the Organization: An Examination of Construct Validity", *Journal of Vocational Behaviour*, 49, 252- 276.
- ALLEN, T.D., Eby, L.T., Poteet, M.L., Lentz, E. & Lima, L.(2004). "Career Benefits Associated with Mentoring for Protégés: A Meta-analysis", *Journal of Applied Psychology*, 89,127-136.
- ARMSTRONG-STASSEN, M. (2008). "Factors Associated with Job Content Plateauing among Older Workers", *Career Development International*, 13(7), 594-613.
- BARDWICK, J.M. (1986). *The Plateauing Trap*, Toronto: Bantam Books.
- BURKE, R.J. & Mikkelsen, A. (2006). "Examining the Career Plateau Among Police Officers", *International Journal of Police Strategies and Management* 29(4), 691-703.
- CAMMAN, C., Fichman, M., Jenkins, D. & Klesh, J. (1983). „Assessing the Attitudes and Perception of Organizational Members”, In S. Seashore, E. Lawler, P. Mirvis & C. Cammann (Eds.) *Assessing organizational change: A guide to methods, measure and practice* (P.84). New York: Wiley.
- CLARK, J.W. (2005). "Career Plateaus in Retail Management", *Proceedings of the Annual Meeting of the Association of Collegiate Marketing Educators* (2005), PP.77-84. Retrieved 17th November 2009 from <http://sbaer.uca.edu/research/acme/2005/09.pdf>.
- ETTINGTON, D.R. (1998). "Successful Career Plateauing", *Journal of Vocational Behaviour*, 52,72-88.
- HEILMEN, S.G, Holt, D.T. & Rilovick, C.Y. (2008). "Effects of Career Plateauing on Turnover: A Test of a Model", *Journal of Leadership & Organizational Studies*, August 2008. Retrieved 3rd November 2009 from http://www.entrepreneur.com/tradejournals/article/182035190_2.html.
- JUNG, J. & Tak, J.(2008). "The Effects of Perceived Career Plateau on Employees' Attitudes: Moderating Effects of Career Motivation and Perceived Supervisor Support with Korean Employees", *Journal of Career Development* 35(2), 187-201
- KRAM, K.E. (1985). *Mentoring at Work*, Glenview, IL: Scott, Foresman and Company.
- LAUKAU, M.J. & Scandura, T.A. (2002). « An Investigation of Personal Learning in Mentoring Relationships: Contents, Antecedents and Consequences", *Academy of Management Journal*, 45(4), 779-790.
- LEE, K. (2004). "The Relationship between Employees' Perception of Career Plateau and Job Attitudes", *Korean Association of Business Education*, 35, 193-213.
- LENTZ, E. & Allen, T.D.(2009). „The Role of Mentoring others in the Career Plateauing Phenomenon", *Group & Organizational Management*, 34(3), 358-384.
- LENTZ, E. (2004). "The Link between the Career Plateau and Mentoring- Addressing the Empirical Gap", M.A. Thesis, Department of Psychology, College of Arts and Sciences, University of South Florida.
- LEVENSON, A.R., Van der Stede, W.A. & Cohen, S.G. (2006). „Measuring the Relationship between Managerial Competencies and Performance", *Journal of Management*, 32(3), 360-380.
- McCLEESE, C.S., Eby, L.T., Scharlau, E.A. & Hoffman, B.H. (2007). Hierarchical, Job Content of Stress, "Depression and Coping Responses", *Journal of Vocational Behaviour*, 71(2), 282-299.
- McCLEESE, C.S. & Eby, L.T. (2006). "Reactions to Job Content Plateaus: Examining Role Ambiguity and Hierarchical Plateau as Moderators", *The Career Development Quarterly*, 55, 64-76.
- MILLIMAN, J.F. (1992). *Causes, Consequences and Moderating Factors of Career Plateauing*, Unpublished Doctoral Dissertation, University of Southern California.
- NOE, R.A.(1988). "An Investigation of the Determinants of Successful Assigned Mentoring Relationship", *Personnel Psychology*, 41, 457-479.
- ONGORI, H.& Agolla, J.E. (2009) "Paradigm Shift in Managing Career Plateau in Organization: The Best Strategy to Minimize Employee Intention to Quit", *Africa Journal of Business Management*. 3(6), 268-271.
- PALMERO, S., Roger, A. & Tremblay, M. (2001). "Work Satisfaction and Career Plateau of Part-time Workers" *EGOS 17th Colloquium Lyon, 2001, Sub-Theme 14 (Career as professional Odyssey)*, Retrieved 13th November 2009 from <http://centremagellan.univ-lyon3.fr/fr/articles/88-567.pdf>.
- PARK, G. & Yoo, T. (2005). "The Impact of Career Plateau on Job and Career Attitudes and Moderating Effects of Emotional Intelligence and Organizational Support", *Korean Journal of industrial and organizational Psychology*, 18,499-523.

- RAGINS, B.R. & Cotton, J.L. (1999). "Mentoring Functions and Outcomes: A Comparison of Men and Women in Formal and Informal Mentoring Relationship" *Journal of Applied Psychology*, 84, 529-548.
- RAGINS, B.R., Cotton, J.L. & Miller, J.S. (2000). "Marginal Mentoring: The Effects of Type of Mentor, Quality of Relationship and Programme Design on Work and Career Attitudes", *Academy of Management Journal*, 43(6), 1177-1194.
- ROGER, A. & Treblay, M. (2009). "The Moderating Effect of Job Characteristics on Managers' Reactions to Career Plateau", Retrieved 13th November 2009 from <http://ideas.repec.org/p/cir/cirwor.98s-27.html>.
- ROTONDO, D.M. & Perrewe, P.L. (2000). "Coping with a Career Plateau: An Empirical Examination of What Works and What Doesn't", *Journal of Applied Social Psychology*, 30, 2622-2646.
- STOUT, S.K., Slocum, J.W. & Cron, W.L. (1988). "Dynamics of the Career Plateauing Process", *Journal of Vocational Behaviour*, 32, 74-91.
- TREMBLAY, M. & Roger, A. (2004). "Career Plateauing Reactions: The Moderating Role of Job Scope, Role Ambiguity and Participating among Canadian Managers", *International Journal of Human Resource Management*, 15(6), 996-1017.
- TREMBLAY, M., Roger, A. & Toulouse, J.M. (1995). "Career Plateau and Work Attitudes: An Empirical Study of Managers", *Human Relations*, 48 (3), 221-237.
- VAN EMMERIK, I.J.H. (2008). "It is not only Mentoring: the Combined Influences of Individual-level and Team-level Support on Job Performance", *Career Development International*, 13(7), 575-593.
- XIE, B. & Long, L. (2008). "The Effects of Career Plateau on Job Satisfaction, Organizational Commitment and Turnover Intentions", *Acta Psychologica Sinica*, 40(8), 927.

Table 1: Men, Standard Deviations and Intercorrelations of Study Variables.

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Gender	-										
2. Age		.21*	-								
3. Position		.20*		-							
4. Tenure		.12	.40*	.25*	-						
5. Education		.14	.23*	.26*	.20*	-					
6. J.C.Plateau		.70	.27*	.17	.18	.23*	-				
7. H.Plateau		.05	.26*	.18	.19*	.22*	.30*	-			
8. Mentoring		.09	.31*	.24*	.21*	.20*	-.22*	-.07	-		
9. J.Sat		.12	.20*	.20*	.25*	.26*	-.26*	-.25*	.19*	-	
10. O.C		.18	.22*	.28*	.30*	.19*	-.30*	-.24*	.20*	.37*	.-
11. T.I		.10	-.19*	.21*	-.26*	.20*	.32*	.27*	-.21	-.32	-.40*
Mean		-	38.64	2.73	5.87	2.56	2.56	3.62	7.83	3.86	3.57
SD		-	7.90	1.20	6.45	2.30	.74	.89	.62	.73	.65

Note: J.C. Plateau= Job Content Plateau, H.Plateau= Hierarchical Plateau, J.Sat=Job Satisfaction, O.C.= Organizational Commitment, S.D.= Standard Deviations, Gender (0=Male, 1=Female), T.I = Turnover Intentions, Tenure (Years Served in present job title in the organization). *P<0.05.

Table 2: Results of Hierarchical Regression Analyses for Testing Moderating Effects of Mentoring for each of the two dependent Variable

Independent Variables	Dependent Variables					
	Job Satisfaction			Organizational Commitment		
	Model 1 Beta (t)	Model 2 Beta(t)	Model 3 Beta (t)	Model 1 Beta(t)	Model 2 Beta (t)	Model 3 Beta (t)
<u>Control Variables</u>						
Gender	.07(.93)	.07(.91)	.08(.98)	.06(.83)	.07(.87)	.08(.92)
Age	.17(2.00)*	.16(2.00)*	.18(2.10)*	.16(2.00)*	.15(1.98)*	.17(1.98)*
Position	.15(1.98)*	.15(2.00)*	.16(2.00)*	.17(2.10)*	.18(2.20)	.19(2.30)*
Tenure	.13(1.96)*	.14(1.96)*	.13(1.97)*	.15(1.96)*	.16(1.97)*	.17(2.00)*
Education	.14(1.98)*	.13(1.97)*	.15(1.93)*	.13(1.97)*	.12(1.90)	.10(1.87)*
J.C. Plateau		-.34(5.24)*	-.33(5.10)*	-.25(4.50)*	-.23(4.00)*	
H. Plateau		-.28(4.67)*	-.25(4.40)*	-.28(4.70)*	-.25(5.00)*	
Mentoring		.22(3.75)*	.21(3.68)*	.11(1.85)	.09(1.00)	
<u>Interactions</u>						
J.C. Plateau x Ment.			.23(3.86)*		.08(.93)	
H. Plateau x Ment.			.19(2.43)*		.10(1.30)	
F	5.84*	.8.56*	10.75*	4.55*	.6.97*	9.64*
DF	5/275	3/272	2/270	5/275	3/272	2/270
R ² /R ² Adjusted	.06/.05	.32/.30	.35/.33	.13/.11	.37/.35	.38/.36
R ² Change -	.22	.03	-	.24	.01	

Note: J.C. Plateau= Job Content Plateau, H. Plateau= Hierarchical Plateau, Ment=Mentoring. * p< 0.05.

Table 3: Results of Hierarchical Regression Analyses for Testing Moderating Effects of Mentoring for Turnover Intention

Independent Variables	Dependent Variables		
	Turnover Intentions		
	Model 1 Beta (t)	Model 2 Beta(t)	Model 3 Beta (t)
<u>Control Variables</u>			
Gender	.05(.86)	.06(.88)	.05(.87)
Age	.14(1.96)*	.15(1.97)*	.14(1.96)*
Position	.16(1.97)*	.17(1.98)*	.16(1.96)*
Tenure	.15(1.96)*	.16(1.97)*	.17(1.98)*
Education	.17(1.98)*	.18(2.00)*	.17(1.98)*
J.C. Plateau		.38(6.32)*	.35(5.34)*
H. Plateau		.32(5.76)*	.33(5.80)*
Mentoring		.28(4.55)*	.26(4.32)*
<u>Interactions</u>			
H. Plateau x Ment.			.30(5.24)*
F	5.30*	9.80*	10.24*
DF	5/275	3/272	2/270
R ² /R ² Adjusted	.06/.05	.34/.32	.36/.34
R ² Change	-	.28	.02

Note: J.C. =Job Content Plateau, H. Plateau= Hierarchical Plateau, Ment= Mentoring, *p< 0.05.