	<p align="center"><b>Science, Education and Innovations in the Context of Modern Problems</b></p> <p align="center">Issue 11, Vol. 8, 2025</p>
	<p align="center">Title of research article</p> <p align="center"><b>Career Plateau and Strategies to Confront It in the Work Environment -A Theoretical Analytical Reading</b></p>
<p><b>Moumen Nouara</b></p>	<p>Lecturer - B - Work and Organisational Psychology University of Batna 1, Laboratory of Psychological, School, and Professional Tests Bank Algeria E-mail: nouara.moumen@univ-batna.dz</p>
<p><b>Issue web link</b></p>	<p><a href="https://imcra-az.org/archive/385-science-education-and-innovations-in-the-context-of-modern-problems-issue-11-vol-8-2025.html">https://imcra-az.org/archive/385-science-education-and-innovations-in-the-context-of-modern-problems-issue-11-vol-8-2025.html</a></p>
<p><b>Keywords</b></p>	<p>Career Plateau; Work Environment; Confront strategies.</p>
<p><b>Abstract</b></p> <p>This scientific paper aimed to explain the concept of "organisational plateau" through a set of theoretical approaches, employing a descriptive-analytical method. The researcher concluded that there is a point where an employee finds their profession easy and not challenging, facing fewer opportunities to develop their skills and abilities. They also experience limited vertical and horizontal movement in their career path, which makes them find no passion or purpose in it, looking forward to only two things in their work: "the end of the workday and the salary transfer." Most employees aspire to grow in their career paths and reach new levels of success. Still, when new challenges and opportunities become unclear, boredom or frustration may creep into the work environment, leading to negative repercussions for productivity, job satisfaction, overall happiness, and mental health. So, what is the meaning of the career plateau? And what are the strategies to confront it in the work environment?</p>	
<p><b>Citation.</b> Moumen N. (2025). Career Plateau and Strategies to Confront It in the Work Environment -A Theoretical Analytical Reading. <i>Science, Education and Innovations in the Context of Modern Problems</i>, 8(11), 300–311. <a href="https://doi.org/10.56352/sci/8.11.23">https://doi.org/10.56352/sci/8.11.23</a></p>	
<p><b>Licensed</b></p> <p>© 2025 The Author(s). Published by Science, Education and Innovations in the context of modern problems (SEI) by IMCRA - International Meetings and Journals Research Association (Azerbaijan). This is an open access article under the <b>CC BY</b> license (<a href="http://creativecommons.org/licenses/by/4.0/">http://creativecommons.org/licenses/by/4.0/</a>).</p>	
<p>Received: 27.01.2025</p>	<p>Accepted: 17.07.2025</p>
	<p>Published: 31.08.2025 (available online)</p>

## Introduction:

The career plateau has become a widespread phenomenon in many organisations today, exacerbated by the complexity of their functional organisational structures. It is considered a major problem within organisations as it increases employee frustration and ultimately affects organisational performance. Often, institutions follow a hierarchical structure for promotions, where the number of senior positions is limited, and this is a primary reason for reaching a career plateau. Researchers have recognised the serious impact of career plateauing on an organisation and its effectiveness, including its effects on the quality of work life. This has led to the study and analysis of human resource management practices in organisations aimed at fostering a better career life.

As human resource managers specifically strive to confront pressures and conflicts by creating and continuously developing a suitable and successful work environment—making it more positive for both the business and its

employees—their goal is to increase motivation, efficiency, and satisfaction. They also aim to help employees adopt positive behaviors in the face of challenges and pressures by emphasising equal opportunities for promotion and incentives, which significantly impacts the quality of work life. By also helping them to interact with management, identify and positively address shortcomings, and utilise and develop their abilities to increase performance and productivity, management has become aware of the career plateau's effects on the quality of work life.

### 1- The Concept of the Professional Plateau:

Changes in the business environment, such as restructuring, the flattening of hierarchical organisations, and downsizing, have led to an increasing number of individuals who see fewer opportunities for future promotion. Consequently, a large number of employees reach a plateau at an early stage, which narrows the path of career development and delays future promotion opportunities. Employees retain their positions for longer periods with little probability of advancement or an increase in job responsibilities. The concept of a career plateau refers to the lack of ability or desire to move to a higher level due to low professional or technical skills. Others may refuse a promotion because they feel bored with their current job, despite having the competence and ability to perform well.

Several definitions have been provided for the term:

- **Ference, Stoner & Warren (1977)** defined it as: the point or stage an employee reaches in their career path where opportunities for promotion are low or almost non-existent.
- **Cable (2012)** defined it as: that point where it becomes painfully clear that further career advancement is blocked for any of a variety of reasons (Khadir & Shaher, 2021, p. 59).
- It has also been defined as: a state that can cause discomfort among employees due to the lack of continuous upward progression, which is considered a standard for measuring employee performance, consequently leading to poor performance (Hussein & Hussein, 2021, p. 840).

The term "career plateau" is also synonymous with "career stagnation," which is defined as the stage or point in a career where an individual cannot obtain further promotions and advance up the administrative ladder.

- **(Khadir & Shaher, 2021, p. 59)** defined it as: a point in a job where the probability of upward promotion is low.

From the preceding definitions, it can be stated that a career plateau is a situation in which an individual experiences a lack of challenges in their job, faces limited opportunities to develop their skills and abilities, and has restricted vertical and horizontal movement in their career path (Kadid et al., 2021, p. 655).

The researcher concludes that the career plateau indicates a lack of ability or desire to move to a higher level due to low professional or technical skills. Others may refuse a promotion because they feel bored with their current job, despite having the competence and ability to perform well.

The career future of employees in an organisation can be classified into several main categories:

- **Learners:** These are employees with a high probability of promotion and advancement, but whose performance level is below the established standard, such as new trainees or recent hires.
- **Stars:** These are employees who perform outstanding work, achieve high levels of performance, and have high aptitude and probability for continued progress and growth. These are the fast-tracked individuals on their career paths (Bouzorine, 2018, p. 63).
- **Ineffective Employees (Deadwood):** These are individuals whose performance is unsatisfactory and who have no opportunities for promotion within the organisation, as illustrated in the table:

Table No. (01): Illustrates the classification of the career future for employees in the organisation

Current Performance	Future Promotion Potential	
	Low	High
High	Established or professionally stable employees (3) (Effective stagnation)	Stars (2)
Low	Employees at career end (4) (Ineffective stagnation)	Learners (1) (Newcomers)

Source: Al-Salem & Saleh (2006).

Naturally, the organisation prefers all its members to be stars or effective, stable individuals, but the challenge it faces is:

1. Transforming newcomers or recent hires into stars or members of the group characterised by effective career stagnation.
2. Preventing stars and individuals with effective career stagnation from declining into the group of the functionally terminated or those of no use to the organisation (Bouzorine, 2018, p. 64).

## 2. The Importance of the Career Plateau in Organisations:

1. The career plateau is not a new phenomenon; however, the issue of concern is the rate at which it has become widespread in many organisations due to changes in the business environment, restructuring, downsizing, and reduced job opportunities. The career plateau will likely become one of the most significant career issues in the coming years.
2. The lack of advancement opportunities in professional life—as individuals do not progress up the hierarchical ladder as quickly as they desire or according to their skills and experience—combined with social, economic, and demographic pressures, causes a career plateau for a larger number of employees, often at younger ages.
3. The career plateau is an important phenomenon, and many demographic, organisational, and economic factors will likely lead to a significant increase in its occurrence in the future. Greater service demands, more complex technologies, and shorter product life cycles have necessitated more horizontally oriented organisational structures, with fewer jobs available for the upward movement of employees in the organisational pyramid.
4. Mergers and acquisitions have also been a reason for reducing the number of employees, which ultimately leads to career plateaus.
5. The career plateau has received an increasing amount of attention from researchers as promotion possibilities within organisations have become more limited. Recent decades have seen a growing interest in investigating why employees leave an organisation. However, knowing the reasons for leaving a job comes too late to stop the act of leaving and to discover the intention to leave. Certain analysts estimate that 70% of employees are already in a plateau state, while others believe the rate could be as high as 90% in later years, and that the chances of getting a promotion or a salary increase are very limited. Thus, the initial job we dreamed of becomes less attainable (Hussein & Noha, 2021, pp. 841-842).

## 3. Causes of the Career Plateau:

1. **Subjective Causes:** Individual factors such as age, locus of control, educational level, lack of skills, and ambition. Family factors range from family satisfaction and size to the partner's type of work. Low personal skills and abilities among employees and their negative repercussions on performance result in negative evaluations from their superiors, making promotion opportunities in their career paths non-existent.

2. **Weak incentive systems** lead to a decrease in employee motivation.
3. **The way employees perceive organisational phenomena and variables** is an important factor in diagnosing their career path and, consequently, an influential factor in their falling into a career plateau (Al-Tawati & Benyamina, 2024, p. 655).

#### 4. Theories Explaining the Career Plateau:

**4.1. Herzberg's Two-Factor Theory:** In the early 1960s, Herzberg conducted research on 20 accountants and engineers in Pittsburgh to determine what drives an individual to perform and their level of job satisfaction. Through his analysis of their responses, he identified two different sets of feelings at work (feelings of satisfaction and feelings of dissatisfaction).

- **Motivation Factors:** These include: (Achievements - Recognition from colleagues and management - The work itself - Advancement and promotion - Responsibilities - Growth).
- **Hygiene Factors (causing dissatisfaction):** These are factors that protect and maintain the individual but do not motivate them to work. Their absence leads to severe dissatisfaction with the work. They are: (Company policy and procedures - Supervision - Relationship with superiors and subordinates - Personal life - Social status - Job security). These are causes of satisfaction and dissatisfaction. The factors related to satisfaction, if present, lead to satisfaction, and in their absence, the individual will not be satisfied. As for the factors related to dissatisfaction, if they are met, dissatisfaction will disappear, but if these factors are absent, the individual will be in a state of dissatisfaction (Al-Tawati & Benyamina, 2024, p. 656).

From this, it is worth saying that the working individual is subject to a set of factors that eliminate dissatisfaction, which can be called "hygiene factors," where there is neither satisfaction nor dissatisfaction, such as (salary, organisation's policy, job security, nature of supervision and guidance, social relations within the organisation). As for the set of factors that achieve satisfaction, they are called "motivators," which are linked to the components of the work itself and are represented by the ability to achieve, clarity of the individual's responsibility in the work they do, performing work of value to the organization, opportunities for advancement and growth in the work, etc.

It should also be noted that Herzberg believes that increasing performance levels does not lie in specialisation and division of labor, but requires the organisation to enrich jobs. This means making the work more complex with a margin of autonomy and responsibility, not only at the level of execution but also at the level of control. In addition, motivation is linked to desirable work (motivation), which leads to stimulating the individual's creative energies (professional competence).

In this context, Herzberg says that meaningful work is what leads to increased performance. This means that job enrichment helps individuals to drive possible improvements at the level of work organisation within the company.

#### 4-2- Argyris's Theory of the Conflict Between the Individual and the Organisation:

Argyris (1957) criticised formal organisation in its classical sense, believing that the legitimacy of organisations stems from their ability to address complex societal problems, comprehensive needs, or future goals that individuals cannot solve or undertake on their own. He views organisation as a civilizational innovation that humanity has developed over its long journey in facing life's difficulties. In his analysis, he posits that the smallest nucleus in the organisation, the individual, is itself a complex organisation. Consequently, every organisation is a large collection of complex systems. Organisational energy is only generated when it is charged with human energy that enables it to grow and contribute.

Argyris points to the contradiction between the needs of individuals and the requirements of the formal organisation, considering it a pathology that threatens the organisation because it leads to suppressing individuals' drive, curbing their desires, or hindering their growth by programming their behavior and standardising their movements. This affects their attitudes, inclinations, ways of thinking, and lifestyle, which in turn generates frustration, conflict, and anxiety. This leads to the spread of hostile and defensive behavior among individuals, reduces their efficiency, increases labor costs, and ultimately causes the organisation to fail and decline. This

prompted Argyris to propose a set of mechanisms that he believed could reduce these contradictions, the most important of which are:

1. Replacing the traditional thinking of organisations with contemporary ideas.
2. Relaxing formal, hierarchical, and control-oriented methods.
3. Adopting a leadership focused on individuals rather than on production.

#### Assumptions of the Theory:

1. The needs and desires of individuals are inconsistent with the needs of organisations in many societies.
2. The organisation's needs are represented by the goals for which it was founded. These can be achieved if employees adhere to the roles and plans set for them by management. However, these roles result in frustration for individuals, placing them in a cycle of anxiety, conflict, and failure.
3. Stronger individuals tend to gather in informal relationships and practices to reduce anxiety and management pressures and to mitigate intrusive control and supervision procedures. These informal practices become necessary if the organisation wants to meet its minimum requirements.
4. The conflict between individuals' inclinations for self-integration and integration with others on the one hand, and their integration with the organisation on the other, create patterns of behavior that can be defensive, aggressive, or adaptive. This causes some employees to flee, while others rise to higher positions on the hierarchical ladder, and the rest tend towards isolation, avoiding all causes of anxiety and harm, thus failing to gain the satisfaction of either their colleagues or the management.

#### 4.3. Maslow's Hierarchy of Needs Theory:

The hierarchy of needs theory is considered one of the most widespread motivation theories due to its ability to explain human behavior in the quest to satisfy various needs. Maslow assumed that once a human need is satisfied, it no longer serves as a motivator for behavior. Therefore, it is the unsatisfied needs that affect an individual's behavior and motivation, and the needs at the bottom of the pyramid must be satisfied first.

- **Physiological Needs:** These are the needs for which an individual works to earn a wage to satisfy their need for food and drink.
- **Safety Needs:** After satisfying physiological needs, a person seeks security to protect themselves from dangers in their natural environment and surroundings.
- **Social Needs:** This is the need to form social relationships with members of society to gain the ability to face risks.
- **Esteem Needs:** This is represented by the individual's need to gain the respect and esteem of others.
- **Self-Actualisation Needs:** This need is located at the top of the pyramid and involves achieving one's full potential through accomplishment and creativity (Al-Tawati & Benyamina, 2024, p. 658).

#### 5. Dimensions of the Career Plateau:

##### 5-1. Structural Plateau:

This arises when an individual remains at a certain point from which it is difficult to move further for several reasons, including the lack of vacancies at higher levels, not possessing the necessary skills and abilities, an increase in the number of employees qualified for promotion, a high number of graduates, the introduction of modern technologies at work, and intense competition among employees. Consequently, opportunities for vertical promotion become scarce. This plateau is a natural result of the hierarchical structure of organisations and the low number of jobs compared to the number of employees aspiring to be promoted to higher levels. Age can be one of the most significant factors causing this plateau if the organisation decides to appoint younger employees based on the belief that older workers have a lower capacity for learning and performance, and a reduced desire to develop themselves.

### 5-2. Job Content Plateau:

This occurs when an employee has experience and knowledge of their current job and performs it optimally, making it difficult for them to obtain new responsibilities. This can lead to feelings of frustration, loss of enthusiasm, low job satisfaction, weak commitment, a lack of career goals, and decreased productivity.

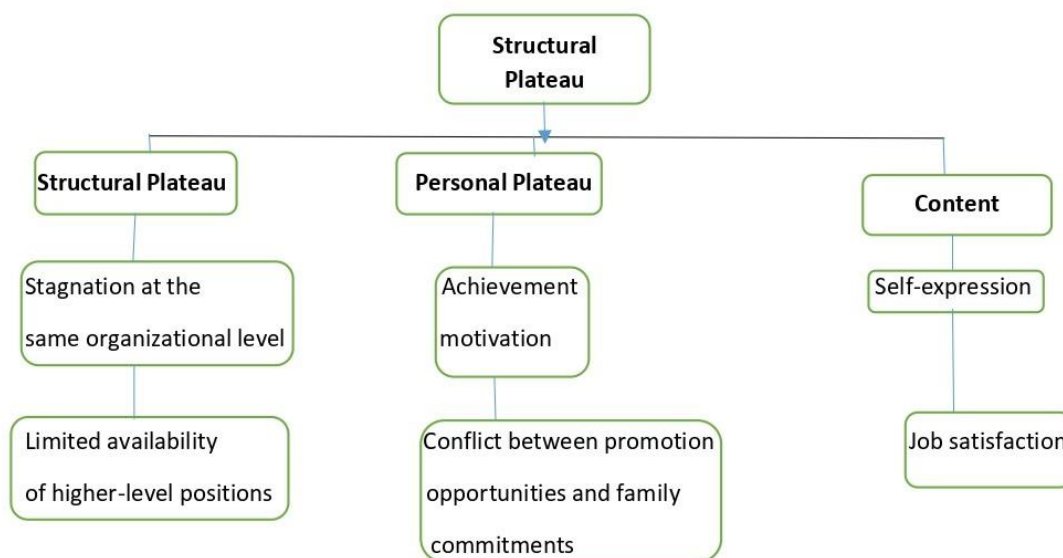
As Salameh (2010) indicates, the content plateau is facing a significant decrease in the level of challenge, learning, and interest in the work. The individual remains in their current job, but time passes without any change to that job or its responsibilities and tasks, leading to feelings of boredom and a lack of challenge, eventually resulting in frustration and despair.

### 5-3. Personal Plateau:

In this type of plateau, employees lose their desire for a higher job level either because they lack the professional and technical skills or because they possess the skills and abilities but do not wish to be promoted.

This plateau is considered the most dangerous type because the employee lacks motivation and enthusiasm in most of their work-related activities due to intrinsic factors affecting their feelings. A kind of deficiency arises in the individual's capabilities to take on a higher-level job due to work pressure or family commitments. The life-career plateau is one of the factors that contributes, to some extent, to the occurrence of the personal plateau (Khadir & Shaher, 2021, p. 62).

**Figure 1: Dimensions and Indicators of Career Plateau**



Source: researcher design

## 6. Definition of the Work Environment:

It is the set of mutual relationships between employees, employers, and the environment in which they work, which can be positive or negative. Positive work environments provide enjoyable experiences for employees that help them achieve their personal goals, while negative work environments provide painful experiences and reduce good employee behavior at work. Irresponsible or uncommitted employees can change to become responsible and more committed to work in a positive work environment because such environments enhance their self-actualisation traits, whereas the opposite may be true in a negative environment (Maghribi, 2022, p. 94).

## 7. The Importance of the Work Environment:

There is no doubt that an ideal and encouraging work environment is a fundamental component for the success of any institution in the 21st century. The following points highlight the importance of an effective work environment in several key areas:

- **The Ability to Build a Competitive Advantage:** For an organisation to survive and grow, it must have the ability to remain competitive. This is achieved by building a competitive advantage, which Ali Al-Sali defines as "the distinct skill, technology, or resource that allows the organization to produce benefits for customers that exceed what competitors offer, from the customers' perspective, who accept this difference and distinction as it provides them with more benefits and values that surpass what other competitors offer" (Ghazi & Al-Anaz, 2021, pp. 437-438).
- **The Greatest Investment is in Human Resources:** The field of human resources has recently witnessed significant attention, particularly a broad consensus on development and training processes. This is due to the strong conviction from management that an organisation cannot achieve its goals otherwise. Human resources has become an important part of intellectual capital, representing the knowledge, skills, and abilities possessed by individuals. Human capital is usually reflected through individuals' education and experience, as well as through specific skills they acquire.
- **Increasing the Organisation's Financial Return:** Numerous global studies have proven a close correlation between the financial return of companies and the job satisfaction of their employees. Therefore, the ultimate goal should be to provide an ideal work environment that primarily aims to increase employee productivity. This, in turn, contributes to raising the level of customer satisfaction, leading to the achievement of the best financial and non-financial returns, where everyone is a participant in the profit.
- **The Work Environment is the True Mirror of the Company:** When internal customers, or human resources, are cared for through effective management (a good wage system, fair incentives, a positive organisational climate), this is reflected in job satisfaction and high morale. This, in turn, is reflected in the organisation's good performance, which achieves quality in services and production, giving a good image of the company. As stated in Al-Qahtani's (2001) study on the impact of the internal work environment on organisational loyalty, there is a relationship between the work environment and organisational loyalty in the researched institution.
- **Increasing Productivity and Improving Quality:** In this regard, Ken Blanchard says, "American managers quickly discovered that the cornerstone of many Japanese work programs is the approach of empowering employees to make decisions related to their work." For example, quality circles—groups of employees who meet regularly to come up with ways to improve the company's performance—became a common Japanese method for participation in decision-making. The decisions made by quality circles receive the attention and appreciation of senior management (Maghribi, 2022, p. 94).

## 8. Dimensions of the Work Environment:

### 8-1. The Economic Dimension:

This is not only at the level of the company or organisation but at the level of the country as a whole. The more efficient the workers, the more the economy of the society and the country progresses. This is embodied through cost. Usually, all labor costs are borne by the organisation itself, such as work injuries, salaries, wages, and compensation, as well as resolving issues of temporary and permanent disability. The national economy is negatively affected when an organisation pays significant expenses for accidents and injuries, because it spends most of its budget on corrective measures and treatments rather than on its core operations that would contribute valuable outputs to society. Consequently, all its expenses will go towards satisfying the work environment's needs to be capable of making more contributions.

### 8-2. The Human Dimension:

When a worker in an organisation or company suffers an injury, it hinders the overall output process. It also affects their personal life, as they may be left with a disability, unable to work to support their family. This can lead to frustration, even if they recover in the future. They may no longer want to work unless the responsible

company intervenes and supports their family, or at least pays them half their salary to raise their morale and encourage a speedy recovery. This way, the company will not incur excessive expenses.

### 8-3. The Healthy Work Environment:

To ensure a healthy work environment, a company should provide the following:

Continuous development of the organisation or company to keep pace with the times, especially in implementing prevention and safety measures for employees.

Reviewing the output and production processes to ensure they are sound and do not cause harm, and inspecting them throughout the month to continuously correct faults, to reduce work accidents and injuries, and to increase production more quickly and without any obstacles.

If more comfortable and safer equipment is found than what is currently available, it is preferable to purchase it to provide the utmost safety and comfort for workers.

Training and qualifying workers and employees for any potential future risks and how to deal with them, and providing them with courses in first aid, so that employees pay more attention to following prevention and safety procedures when using machinery and equipment (Aker, 2020, pp. 30-31).

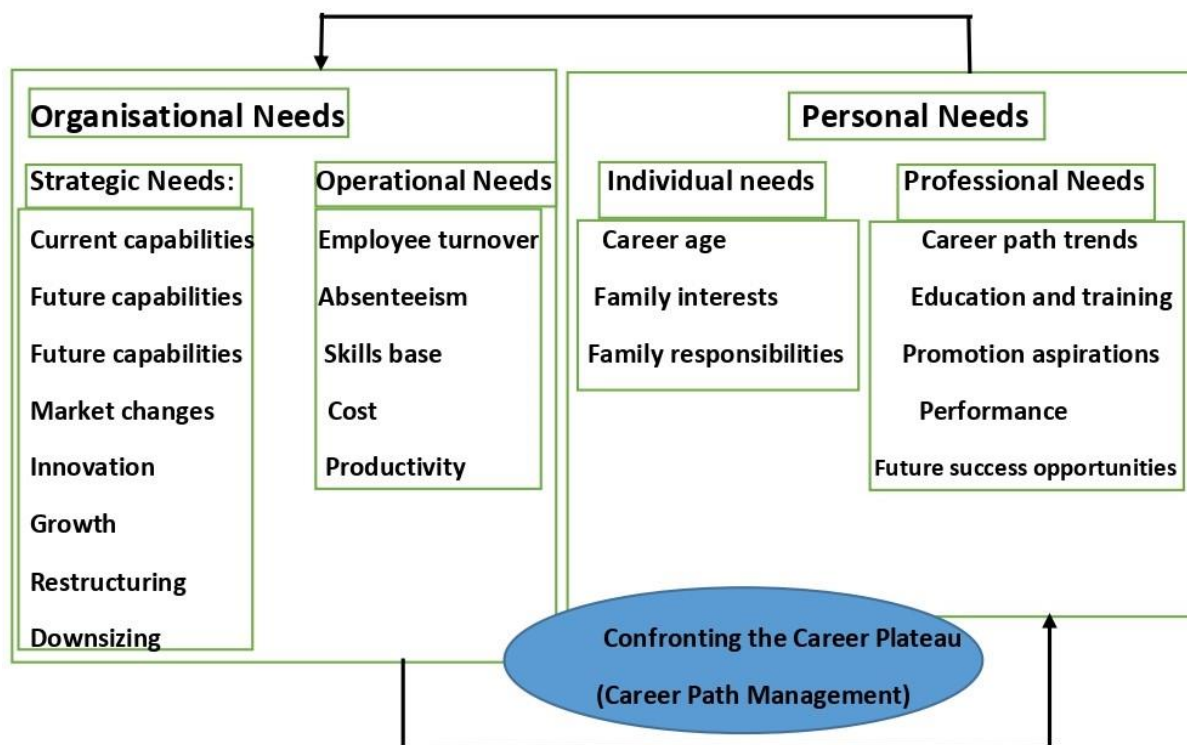
### 6. Strategies for Confronting the Career Plateau in the Workplace:

This section aims to clarify some frameworks as alternatives for addressing employees affected by the career plateau, which can be listed as follows:

#### 1. Aligning Personal and Organisational Requirements to Address Career Plateau Cases:

Confronting the career plateau requires creating an alignment between personal and organisational requirements. Organisations typically aim to create harmony between the organisation's needs and requirements on one hand, and the desires and requirements of employees on the other, when designing career paths. Consequently, linking career paths as a basis for career movement with career plateau situations, which may be a part or a stage of these paths, is essential. All of this requires the organisation to conduct up-to-date studies and research in all areas of human resource policies in general, and career paths in particular. Reference can be made to the study of (Bohlander & Snell, year) to provide a clear idea of this stall, as is evident in Figure (02):

Figure No. (02): Illustrates the alignment between personal and organisational requirements to confront career plateau cases:



Source: Mohammed (n.d.,p09 )

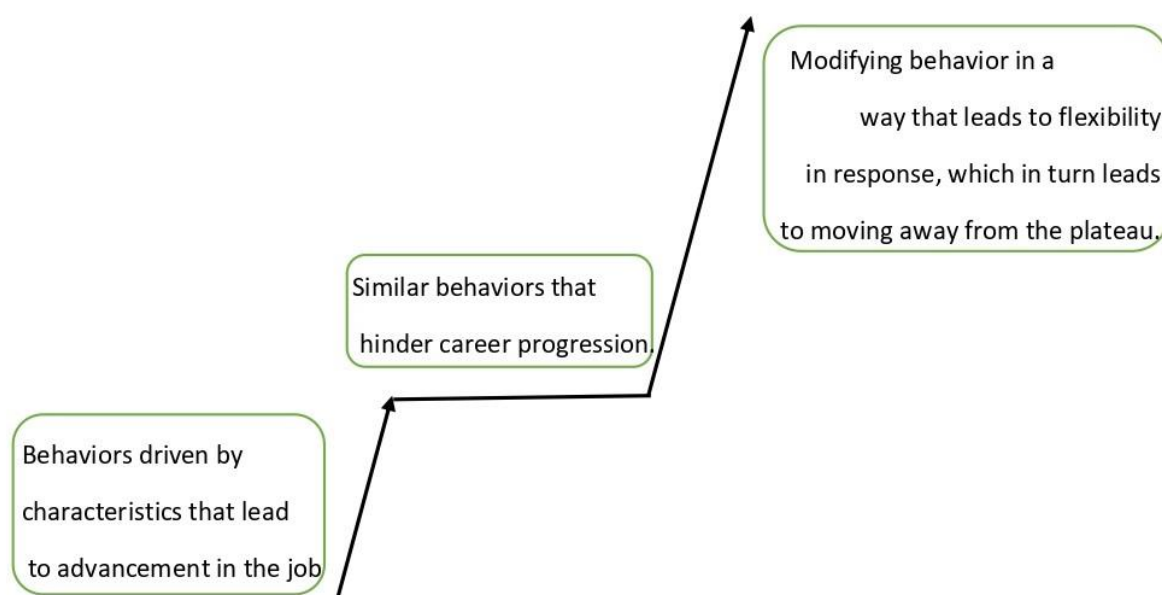
Achieving adaptation and compatibility between the organisation's requirements and the individual's needs is not easy, as it requires depth of thought and the ability to link and analyse various human resource policies. These include quantitative and qualitative human resource planning, developing the capabilities of these resources, policies of recruitment, selection, and appointment, as well as job analysis and evaluation, performance appraisal, monitoring and studying promotions, job evaluation, and determining wages, rewards, and incentives, among others. All of these factors influence the determination of career paths in one way or another. Therefore, organisations are forced to change their directions and alter their human resource strategies to achieve compatibility with these changes. Accordingly, the existence of goals is a requirement for achieving effectiveness and success. Organisational needs must also be linked to personal needs in a way that contributes to achieving employee satisfaction and the organisation's strategic goals simultaneously. Furthermore, creating this alignment between personal and organisational needs with the aim of managing them and helping employees face them requires a role from the organisation and another from the employees, as follows:

1. **Develop integrated human resource plans** that consider the organisation's needs and its future aspirations for human resources.
2. **Design career paths** and create a guide for different paths, dual paths, and network paths.
3. **Define career paths** and identify a source for counselling to assist employees in determining their career paths in a way that aligns with the organisation's requirements.
4. **Appoint individuals with high competence and experience** in career planning within the human resources management framework to assist employees and provide them with advice and counsel to help them choose the best possible paths.
5. **Adopt employee performance evaluation systems and programs** to identify their potential and capabilities and develop them to ensure they find the best job opportunities within the defined paths in the organisation, with integrated feedback on the results of employee evaluation and the changes they undergo during their career progression to map their future without advancement.
6. **Use succession and replacement charts** within the scope of human resources management to identify the best replacement and to determine the organisation's available and potential human resources.

These replacement charts help in finding alternatives quickly and at a lower cost, and lead to identifying areas of weakness among employees to address them.

7. **Design or redesign jobs**, as well as continuously update job descriptions after analysing current jobs and their components, to create important new jobs or eliminate others, and to align employees with their jobs, and to help in selecting the best employees based on their qualifications for the jobs to be filled.
8. **Continuously inform employees** about vacant positions, available job opportunities, and the requirements to obtain them promptly so they can adapt themselves and know their qualifications and abilities to advance in their career paths.
9. **Provide employees with opportunities to learn**, whether through various training programs or by giving them the chance to complete their academic and university education in a manner that suits their abilities and the organisation's needs. Training can be on-the-job, within the organisation, or even outside it.
10. **Encourage employees to train and learn outside the organisation** and in advanced organisations to gain high-level experience that qualifies them for higher positions, as well as to provide new competencies and capabilities that the organisation needs.
11. **Build a new organisational culture** that adopts modern human resource management policies and their reliance on investing in and developing human resources. Also, build a culture that commits the organisation's leadership and senior management to teaching, guiding, and providing advice to employees to develop and prepare them for senior positions. Within these areas that compel the organisation to change its direction, a fundamental issue arises, which is what happens after employees fall into a career plateau and the necessity of changing behaviors to face this situation. Basic areas for confronting it have been identified, as is clear in Figure (3).

**Figure 3: Illustrates the stages of the career plateau.**



**Source: Mohammed (n.d, p 14).**

From Figure (3), we notice the development of awareness among employees, the dismantling of poorly adaptive behaviors, and the identification of attitudes towards this type of behavior. Then, behaviors and attitudes that achieve flexibility in response are built and rebuilt to improve performance in a way that enables the measurement of this problem's existence and helps in avoiding it.

Through all this, we conclude that 3 actions can help in managing the process of career stagnation:

1. **Preventing the problem from occurring:** This means preventing career stagnation from turning into ineffective stagnation by helping individuals who are functionally stagnant or static to adapt themselves to be in the group of individuals with effective career stagnation.
2. **Improving follow-up and supervision:** This is to detect the problem as it appears, meaning the integration of information systems related to the individual's career life. This can be achieved through a performance appraisal system that should encourage open communication between the individual and their superior.
3. **Treating the problem as soon as it appears:** This means dealing with individuals with career stagnation or who feel frustrated in an effective manner (Bouzorine, 2018, p. 65).

#### 09- Alternatives for Treating the Career Plateau:

The most important steps for treating the career plateau are as follows:

- Analyse problems and identify the employees likely to be affected by them.
- Communicate with employees through constant contact to understand their desires in line with the organisation's interests.
- Determine what the organisation wants and what the employees want.
- Make decisions to resolve conflicts among employees to determine precedence for promotion and advancement opportunities.
- Control the management of employees' interests within the organisation and manage the employees.
- Identify the personal competencies of employees at all different levels.
- Invest the available time in devising the best methods for employee advancement and outlining the steps needed to face mid-career problems, in which we see employees plateauing, and to be prepared for it in advance.
- Draw up strategies to face mid-career problems and personal and family issues that may confront employees and organisations with unforeseen or unstudied problems as much as possible (Al-Sultani, 2015, p. 255).

Some ways to overcome career stagnation as mentioned in: <https://www.dztecs.com/career/what-is-career-stagnation-and-how-to-overcome-it>

1. **Have a clear career goal:** One of the reasons individuals do not discover stagnation in their careers early enough is the lack of a clear career goal. Many candidates are asked the following question in a job interview: Where do you see yourself in 3-5 years? But they have no answer because there is no career goal in the picture. Everyone just wants to go with the flow.
2. **Look for new challenges:** It is easier to slip into career stagnation when you lose all enthusiasm for your professional role, and it becomes mundane. You can approach your manager or project leader and ask for a new challenge.
3. **Stay informed about industry changes:** Every year, we see technological advancements and improvements in various industries. Individuals who are not aware of the changes in their industry will find it difficult to cope with their profession.
4. **Update your skills:** Acquiring skills is part of an effective personal development plan and an integral part of career growth. Updating your skills is essential to match the competition in your chosen career. You may have started with a basic certificate in the banking or IT sector. To be at the top of your game, you need to acquire relevant skills and certifications that will help you climb the ladder.

5. **Build some relationships:** Networking with people in the same sector can open up opportunities in your career. When you rub shoulders with great people in your field, you learn and become privy to information you would not have otherwise been exposed to.

### Conclusion:

In conclusion, the researcher deduces that the career plateau is an organisational phenomenon with negative repercussions on productivity, job satisfaction, happiness in life, and mental health in general. However, deterring and confronting it relies primarily on the organisation's strategies for investing in and preserving its human resources. This is achieved through motivation processes, improving the work environment, and providing everything that would increase achievement motivation. It also involves building a good organisational culture that adopts modern human resource management policies and their reliance on investing in and developing human resources. Furthermore, it includes building a culture that commits the organisation's leadership and senior management to teaching, guiding, and providing advice to employees to develop them and prepare them for senior positions. Within these areas that compel the organisation to change its direction, a fundamental issue arises, which is what happens after employees fall into a career plateau, and the necessity of changing behaviors to face this situation. Key areas for confrontation have been identified, which are replacing the traditional thinking of organisations with contemporary ideas, relaxing formal, hierarchical, and control-oriented methods, and adopting leadership focused on individuals rather than on production.

### References:

1. Al-Salem, M, M.S. & Saleh. A, H. (2006). *Human Resource Management: A Strategic Approach*, Second Edition, Modern World of Books for Publishing and Distribution, Amman, p. 225.(In Arabic)
2. Ahmed, Osama (2025): What is Career Stagnation in Organisations and How Can it be Overcome? Available at the website: <https://www.dzecs.com/career/what-is-career-stagnation-and-how-to-overcome-it>. ( 30.07.2025. 20:30).( in Arabic)
3. Aker, M. K. (2020). The Importance of the Work Environment in Achieving Job Creativity. *The International Journal for Publishing Research and Studies*. Volume 1, Issue 11. (In Arabic)
4. Al-Dabbagh, Z. G. T., & Al-Anaz, Y. (2021). The Role of the Occupational Health and Safety System According to the Standard in Improving the Work Environment. *Tikrit Journal of Administrative and Economic Sciences*. Tikrit University. Volume 17, Issue 53. (In Arabic)
5. Al-Tawati, M., & Ben Yamina, A. (2024). A Socio-Organisational Reading of the Relationship between the Career Plateau and Job Alienation. *Al-Risala Journal for Human Studies and Research*. Volume 9, Issue 3. University of M'Sila. (In Arabic)
6. Bouzorine, F. (2018). Developing the Career Path for Employees in Economic Institutions. *Journal of the Research Unit in Human Resources Development*. Volume 9, Issue 4. Ferhat Abbas University, Sétif. (In Arabic)
7. Kadhim, S. H., & Al-Sultani. (2015). *Psychological Perspective of the Career Plateau and its Repercussions on the Philosophical Foundations of Human Resources Strategies - An Analytical Exploratory Study in a Sample of Iraqi Organizations*. PhD Thesis in Business Administration, College of Administration and Economics, University of Karbala. (In Arabic)
8. Maghribi, A. (2022). The Work Environment in Organisations - An Analytical Study. *Journal of Modern Economy and Sustainable Development*. Volume 5, Issue 2. University of Tissemsilt. (In Arabic)
9. Mohammed, J, ( n.d ), *The Career Plateau*, Al-Mustansiriyah University. (In Arabic)
10. Saleh, S. H., & Mohammed, N. H. (2021). The Career Plateau and its Impact on the Quality of Work Life - A Field Study in the Ministry of Education Center. *Al-Dananir Journal*. Issue 23. (In Arabic)
11. Yousef, S. K., & Askar, S. S. (2021). Repercussions of the Career Plateau on Job Burnout. (In Arabic)