The Effect of Perceived Career Plateau on Career Anchor in Modern Workforce

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Abstract
The aim of this study is to examine whether there is a meaningful relationship between career plateaus, and employees and their gradually developed career anchors. A career plateau is defined as the point at which the possibility for an employee to progress in their career is at the lowest. A career anchor refers to the needs, values, and abilities which shape an individual's career decisions (Jiang & Klein, 2000). This study also aims to determine if a career plateau affects employees' career anchors. A negative and statistically significant relationship was observed between a career plateau and a career anchor. It was revealed that 22.1% of the change in the employees' career anchors was explained by improvements to their career plateaus. It was found that a 1-unit increase in a career plateau perception caused a career anchor to decrease by 1.860 units.

Keywords: Career Development, Plateau, Career Anchor, Modern Workforce

1. INTRODUCTION

Careers are important for organizations in terms of their employees' contributions, which most successfully occur when the employees are satisfied with their current positions and feel that they are developing. In this sense, they will display the highest organizational loyalty, and their skills can be benefited from as much as possible in achieving their organizations' goals (Gürer, Solmaztürk & Tın, 2014). A career is defined as a sequence of job roles that people undertake throughout their life (Otluoğlu, 2014). A career helps one build their identity, social status and personal status. A career is the most important means of obtaining the financial strength necessary to sustain one's personal life. In addition, a career is effective in achieving one's psychological longing for job satisfaction and the development of their personality (Taşlıyan, Arı & Duzman, 2011). However, it is difficult to find unlimited career opportunities in the working life. The point at which the chances of making further progress in one's career is low within a specific duration is called their "career plateau.

The majority of successful individuals within organizations are directed to build a career based on maximum benefits and to build the position that this direction will provide (Hatam, Salehi, Keshtkaran, Heidari-Orojloo & Mohammadshahi, 2014). The career tendency of an individual is created by their influences (motives, needs, personality, etc.) and environmental factors (family influences, cultural context, etc.); these are transformed to "career anchors , which have important decision values (Gürbüz & Sığrı, 2012). Career anchors are the basis of an individual's career choice, since one is more likely to choose a job and organisation that is compatible with their own self (Lee & Wong, 2004). The "anchor metaphor used here emphasizes the "stability, steadiness and retaining aspects of career values (Otluoğlu, 2014). According to Schein, a career anchor is a concept of self, which is composed of an individual's self-perceived skills and abilities, core values, motives and needs (Başol, Bilge & Kuzgun, 2012). This concept is important since it influences an individual's career choice, shapes their career desires, and determines their future views, which all influence their preparation for a greater work experience as an employee (Çerik & Bozkurt, 2010).

In addition to being an opportunity introduced by the competition in modern organisations, a career is also an important factor that may influence employees' productivity, and may cause decreased performance outputs when handled incorrectly. Therefore, it is required to research career behaviours which may cause decreased performance in organisations. This research, which has been conducted from that perspective, discusses the career plateau factor considered to influence one's career anchor.

One of the purposes of this research is to examine whether there is a meaningful relationship between the employees' perceived career plateaus and the career anchors they have developed over time in the professions which prioritize making a career important. Another purpose of this research is to determine whether career plateaus designed in an organisation have an effect on one's career anchor and to what extent. The statistical difference according to demographic factors are another included focus. In line with this purpose, a study was carried out on the employees of a private sector. This conducted research study is important in terms of the arrangement of the optimal organisational atmosphere in corporations, minimizing unwanted work behaviours in employees, and contributing to career anchor and career plateau topics. Such topics are rarely examined in the relevant literature, so this study is introducing a new factor affecting career development to it, along with its own literature, and is determining the directorial attitude to be identified for workers in career professions.

2. A LITERARY REVIEW

A literary scan revealed the current literature needed in order to discuss the researched topics in this report; therefore allowing the problems of the research to be resolved with the reviewed literature. Consequently, this section of the study will share the findings obtained as a result of the literary scan with respect to the concepts of a career plateau and career anchor.

A Career Plateau

A career plateau is a situation to which almost all employees can be exposed (İrmiş & Bayrak, 2001). Ference, Stoner & Warren (1977) define a career plateau as "the point at which a person's career prospects are very low. The notion that is defined by the name of the

"career plateau or "flattening also refers to situations in which the possibilities of an individual's occupational ascension to higher levels are decreasing or do not exist at all (Gümüştekin & Gültekin, 2015). A career plateau resulting from the structure of one's organisation encompasses the fact that they cannot progress on to an upper level job, although the worker has the ability and will to do so (Bolat, Bolat, Seymen & Katı, 2017). The definition of a "career plateau in the correlated literature has developed from a structural perspective towards a content perspective. Thus, two approaches to work-related plateaus have been identified. The first approach is known as the structural career plateau. This approach represents the career point in which the perception is created that a person will not be able to be promoted within their organisation anymore. The second approach is the content career plateau. This approach expresses the perception of stagnation when the sense of responsibility for an individual's job or occupation is depleted and there is nothing new to learn (Su, Kuo, Cheung, Hung, Lu & Cheng, 2017). Despite the fact that the term "career plateau evokes failure and defeat, it cannot be said that one's career development and personal development have actually stopped during this period due to their current status (Appelbaum & Finestone, 1994). However, during this stagnation, depression, health problems, feelings of hostility towards other colleagues, fatigue, stress and a decrease in job performance can be observed in the working individual (Uzunbacak, 2006).

The career plateau is a complex phenomenon, and it is highly valuable for organisations to focus their efforts towards revealing the subjective indicators of their workers' potential plateaus in order to prevent them from developing negative attitudes (Lentz & Allen, 2009). Most employees usually reach a career plateau before achieving their career goal (Salami, 2010). Career plateaus have the potential to create discomfort among employees, as the capability of an employee to move up the organisation's ladder is considered as a criterion for adjusting the performance of employees (Beheshtifar & Modaber, 2013). It is important to reduce or eliminate the effects of a career plateau perception since it has the potential to create the feeling of working in vain or resentment towards the organisation (Sthapit, 2010). When employees encounter a career plateau, they look for alternatives in the workforce market and seek career opportunities in other organisations (Xie, Lu & Zhou, 2015). For these employees, it is probable that there will be a high workforce turnover since the employees develop their desire to continue their careers in other surrounding organisations (Ongori & Agolla, 2009).

A Career Anchor
The concept of a career anchor emerged with an extensive study initiated by Schein in 1961 at the Massachusetts Institute of Technology, which lasted for 12 years (Ünal & Gizir, 2014). Career anchors are in fact values and skills that direct individuals' career decisions directly. According to Schein, if the values of an individual, such as their technical ability, managerial ability, job security, creativity and independence are in conformity with the values of the job, industry and organisation where they work, it means that an individual and job integrate at a certain point (Demirarslan, 2017). Employees who can associate their career anchor with their job can obtain some positive career outputs such as efficiency, satisfaction and

relevance (Adıgüzel, 2009). These anchors are formed in the first years of one's working life and mature through the experiences that they have achieved through their working life. The individual then acts in accordance with their prominent career anchor in a situation that requires a choice in relation to their career (Olcay & Düzgün, 2016). Career anchors are desirable goals for individuals to meet their needs, and these goals are important to understand career directions in terms of career orientations and career anchors (Abessolo, Rossier & Hirschi, 2017).

A career anchor is an important motivator for people's inner careers and reflects the concept of self, which consists of the three components (Schein, 1996). These components are an individual's perceived abilities and mental skills, motives and needs, and attitudes and values (Sakal & Yıldız, 2015). The first two dimensions refer to the life experiences of the person, and the third dimension refers to their reactions towards norms and values in the various work and social environments (Ona, 2015). According to the career anchor model, values which express the types of values which people possess and the occupations which are better suited to such values are grouped as "security and stability, autonomy and independence, technical competence, managerial competence, entrepreneurial creativity, dedication to a cause, and pure challenge and life style (Edinsel & Adıgüzel, 2014:165). "Security and stability refer to the desire of an employee towards their security and benefits. "Autonomy and independence refer to the desire to make a career freely without the limitations of an organisation. "Technical competence" refers to the desire for high technical skills. "Managerial competence refers to the desire for administrative responsibility. "Entrepreneurial creativity refers to the desire to design and develop new products. "Dedication to a cause refers to the desire to take actions which will somehow contribute to the development of the world. "Pure challenge refers to the desire to analyse big problems which are difficult to analyse. "Life style refers to the desire to integrate personal needs and career needs (Ona, 2015). Schein's career anchor theory focused heavily on the compatibility of career anchors to the working environment (Costigan, Gurbuz & Sigri, 2016). This theory is based on the assumption that a person can only have a single career anchor, which cannot change once it develops (Ituma & Simpson, 2007). However, the ensuing studies on this topic resulted in the conclusion that an individual might have between one and three career anchors, which might change in time with experience and when faced with difficulties (Coetzee, Schreuder & Tladinyane, 2014).

The specific configuration and expression of a career anchor in a working environment also affects organisational governance in general (Williams, Grobler & Grobler, 2014). A career anchor reflects the concept of an "internal career, which is defined as a person's career definition with subjective and personal feelings. Therefore, it conflicts with the concept of an "external career (Schein, 1990), which includes roles and objective career stages defined by organisations and bodies related to organisations. As it focuses on "internal values and needs, a career anchor is very useful for understanding important career choice directions of individuals in today's unlimited career possibilities (Bravo, Seibert, Kraimer, Wayne & Liden, 2015:2).

In a study conducted by Allen et al. (1998), it has been found that the managers, who have been determined to be in career plateaus, have less positive business attitudes than those who have been in the plateau for or for only one reason. A career plateau leads to many unwanted negative business behaviours, such as low satisfaction, high stress, poor performance, withdrawal symptoms, low organisational commitment, and an intention to leave (Salami, 2010). On top of these factors, it may cause frustration for the employees and absenteeism (Jung & Tak, 2008). In general, a career plateau has relationships with many organisational behaviour variables. When the literature is examined, it has been observed that there is a negative relationship between a career plateau and an employee's performance (Lentz, 2004), job satisfaction (Milliman, 1992; Lee, 2004; Baoguo & Mian, 2005; McCleese & Eby, 2006; Jung & Tak, 2008; Xie & Long, 2008; Lentz & Allen, 2009; Salami, 2010), and organisational commitment (Milliman, 1992; Lentz, 2004; McCleese & Eby, 2006; Jung & Tak, 2008; Salami, 2010). Meanwhile, it has been observed that there is a positive relationship between the intention to leave and a career plateau (Milliman, 1992; Lentz, 2004; Baoguo and Mian 2005; Heilmann, Holt & Rilovick, 2008; Salami, 2010; Wen and Liu, 2015; Bolat et al., 2017; Soybalı & Ak, 2019), the increasing turnover intention (Lentz, 2004; Baoguo & Mian, 2005; Heilmann et al., 2008; Salami, 2010) and stress (McCleese, Eby, Scharlau & Hoffman, 2007). However, no studies were found to examine career anchors and career plateaus during the literary review. Therefore, this conducted research is important in terms of the arrangement of corporations' optimal organisational atmospheres, which could minimize unwanted work behaviours in employees; this contributes to rarely examined career anchor and career plateau topics. Therefore, this study introduces a new career development factor to the related literature, and it helps to determine and identify the directorial attitudes for workers in career professions.

Within the scope of this research, the matters considered while creating the hypotheses about the relationship between a career anchor and career plateau can be explained with the fact that, moving forward from the related works in literature, a career plateau may create negative attitudes and behaviours in employees, such as dissatisfaction, high stress, decreased performance, and an intention to leave. Such negative attitudes and behaviours may cause an employee to question their career as well as decrease their career motivation, which affects the development of their career anchor. Based on this view, the following hypotheses have been created:

H_{1a}: The perceptions of workers' career anchors are related to the perceptions of their career plateaus.

H_{1b}: As workers' perceptions of their career anchors increase, the perceptions of their career plateaus decrease.

Regarding the matters considered while creating the hypotheses with respect to the relationship between workers' ages as a demographic variable, their career anchors and career plateaus can be explained with the idea that the ages of employees may contribute to many behaviours, which can be perceived differently or selectively within an organization. Based on the data, while the perception of one's career anchor is higher for a young employee, their perception of their plateau may be weaker based on a decreasing career

desire. Similarly, career values such as the ability to freely build a career, and the desires for high technical skill and managerial responsibility may be lower as they get older. Based on this view, the following hypotheses have been created:

H_{1c}: *The perceptions of workers' career anchors vary with their ages.*

H_{1d}: *The perceptions of workers' career plateaus vary with their ages.*

As for the matters considered while creating the hypotheses with respect to the relationship between workers' genders as a demographic variable, workers' career anchors and career plateaus can be explained with the idea that the gender-based challenges perceived by employees during their career processes may vary, which change their interpretations of career plateaus. However, their desires to manage, get promoted, and respect may change. Furthermore, the assumed maternal roles associated with female employees based on their gender may direct their career anchors as an indirect factor. Based on this view, the following hypotheses have been created:

H_{1e}: *The perceptions of workers' career anchors differ by their genders.*

H_{1f}: *The perceptions of workers' career plateaus differ by their genders.*

Regarding the hypothetical matters involving the relationship between workers' marital statuses as a demographic variable, workers' career anchors and career plateaus can be explained with the fact that the career willingness of single employees may be higher compared to married employees. Individuals may focus on career development due to reasons such as having more time to work or not having familial responsibilities. In this process, workers' perceptions of their career plateaus and the changes in their career anchors may vary based on being married/single. Based on this view, the following hypotheses have been created:

H_{1g}: *The perceptions of workers' career anchors differ by their marital statuses.*

H_{1h}: *The perceptions of workers' career plateaus differ by their marital statuses.*

In terms of the matters considered while creating hypotheses with respect to the relationship between marital statuses as a demographic variable, workers' career anchors and career plateaus can be explained with the fact that individuals want to see the returns of their efforts more and more as their educational levels increase. Accordingly, workers' career expectations may vary in business life. It can be stated that the career expectations of an employee with a doctorate degree and of an employee with a primary school degree might be different. Similarly, the career plateau perception and career values of an individual with a low education level may be at a minimum level. Meanwhile, an employee with a high education level may react more to every obstacle encountered during the career process and may develop more career values. Based on this view, the following hypotheses have been created:

H_{1k}: *The perceptions of workers' career anchors differ by their educational statuses.*

H_{1m}: *The perceptions of workers' career plateaus differ based on their educational statuses.*

Regarding the matters considered while creating hypotheses with respect to the relationship between workers' monthly income levels as a demographic variable, their career anchors and career plateaus can be explained with the fact that the income level of an employee directly affects the individuals' life in terms of welfare and quality. The difference between incomes

naturally change their fulfilment levels and priority of needs. The priority of employees with low income levels will be the fulfilment of basic needs, rather than their careers. Therefore, the level of perceiving career values and the obstacles against career development will be low for such employees. Meanwhile, employees with high income levels will want to continue their career processes with which they have obtained more sustainable income levels, and in which they will react fiercely to every obstacle encountered. Based on this view, the following hypotheses have been created:

H_{1n}: *The perceptions of workers' career anchors vary with their income levels.*

H_{1p}: *The perceptions of workers' career plateaus vary with their income levels.*

In terms of the matters considered while creating hypotheses with respect to the relationship between the employees' work experiences as a demographic variable, their career anchors and career plateaus can be explained with the fact that the employees' understanding and adoption of intraorganizational policies and operations increased as their work experience increased. In this process, the reactions towards the career policies of an organization may also vary. Newly-hired employees may perceive organizational policies as a career plateau due to lack of experience. Similarly, their career values may not yet be developed, or otherwise, they may be over-developed with the desire of such employees to prove themselves. With increased work experience, the evaluations may be more realistic on whether the obstacles in an organization are career plateaus and/or career anchors, based on their stabilized career plans. Based on this view, the following hypotheses have been created:

H_{1r}: *The employees' perceptions of their career anchors vary with their work experience.*

H_{1s}: *The employees' perceptions of their career plateaus vary with their experience levels.*

3. THE RESEARCH METHODOLOGY

The Population and Sample Used for This Research

Only private sector employees constitute the population of this research, and the chosen employees actively work in the Zonguldak and Düzce provinces of Turkey. Purposeful sampling methods have been used in this research. Data has been collected from 296 private sector employees at different times; however, only 288 usable responses were obtained. In the conducted research, the sample volume that may represent the population may be obtained by using the formula $n = (Z^2 \ x \ \sigma^2) \ / \ d^2$ (Akgül & Çevik, 2005). According to this formula, the standard deviation of the participant population (σ) is 20; the acceptable difference from the mean (*d*) is d±3, and the required sample size was calculated to be 171 with a confidence level of 95% and a deviation range of ±0.05. A total population volume of 288 has been reached in this research, which is sufficient for the required sample size. Supporting this, Altunışık, Coşkun, Bayraktaroğlu & Yıldırım (2012) have argued that a sample size higher than 30 and lower than 500 is sufficient for the majority of related research studies. The reason for preferring private sector employees for this sample is the fact that private sectors have a competitive structure, and therefore have more career opportunities, which increase the likelihood of their employees to perceive genuine career plateaus due to organizational policies or other reasons.

This Study's Data Collection Method

The data was collected using a face-to-face survey which consisted of two dimensions: career anchors and career plateaus. To measure career anchors, Schein's (1990) scale was utilized while the scale created by Allen, Poteet & Russell (1998) was utilized to measure workers' career plateaus.

The Research Model and Hypotheses

This research has utilized the relational screening model which aims to collect data to determine the specific characteristics of a group (Arslan & Afat, 2019); this is one of the general screening models within the quantitative research methodology. The "career anchor is the dependent variable and the "career plateau is the independent variable of this research (see Figure 1).

Figure 1. This Study's Conceptual Model
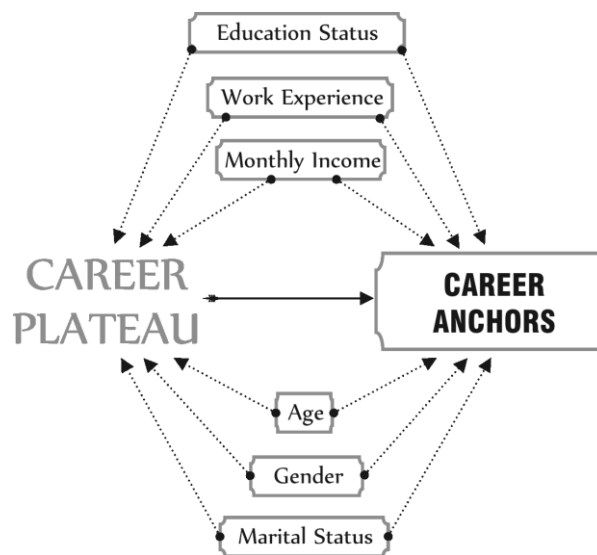
Source: Created by Author

The Data Analysis of this Research

The SPSS 20.0 and AMOS 24.0 softwares were utilized for data analysis. The structural validity of the scales utilized in this research have been determined by the Confirmatory Factor Analysis, while the scales' internal consistency has been determined by a reliability analysis. The intensity and direction of the relationship between the dependent and independent variables have been identified by the correlation analysis; the relationship among the variables has been examined through the simple linear regression analysis and the differences have been ascertained by Kruskal-Wallis H and Mann-Whitney U tests.

4. THE RESULTS

The frequency values for the demographic answers of the private sector employees are exhibited in Table 1.

Table 1. The Demographic Statistics

	Frequency	*Percent*
Gender		
Male	149	51.7 %
Female	139	48.3 %
Age		
Younger than 21	19	6.6 %
21-30	137	47.6 %
31-40	107	37.2 %
41-50	20	6.9 %
51-60	5	1.78 %
Monthly Income		
Lower than TRY 1000*	4	1.4 %
TRY 1001 - 2000	182	63.2 %
TRY 2001 - 3000	71	24.7 %
TRY 3001 - 4000	18	6.3 %
TRY 4001 - 5000	11	3.8 %
TRY 5001 or more	2	0.7 %
Marital Status		
Married	133	46.2 %
Single	139	48.3 %
Other	16	5.6 %
Work Experience		
Less than 1 year	21	7.3 %
Between 1-2 years	55	19.1 %
Between 2-3 years	65	22.6 %
Between 3-4 years	44	15.3 %
4 years and above	103	35.8 %
Educational Status		
Primary School Graduate	22	7.6 %
High School Graduate	95	33.0 %
Associate's Degree	83	28.8 %
Undergraduate	79	27.4 %
Post-graduate	9	3.1 %
TRY= Turkish Liras		

Source: Created by Author

According to the collected data, it has been found that 51.7% of the sample was male and 48.3% was female; there was no significant dominance in terms of gender. Upon reviewing the age distribution, the majority was in the age range of 21-40, and an examination of the income levels revealed that 64.56% of the sample had a monthly income less than TRY 2000. Reviewing the marital statuses indicated that the there was no dominance in the distribution. An investigation of the educational statuses investigation revealed that the diversity, apart from the primary education and post-graduate levels, was balanced, and upon examining the work experience durations, it was determined that only 7.3% of the employees had work experience of less than 1 year.

A Confirmatory Factor Analysis (CFA) tested the validity of the scales' construct in this research. For the analysis of the values obtained by the virtue of this analysis, the reference values called goodness of fit statistics were used. This study has utilized the reference values stated by Schermelleh-Engel, Moosbrugger & Müler (2003), which have provided guidance for the corresponding literature. The fit values of the career anchor scale and career plateau scale obtained by the virtue of the confirmatory factor analysis carried out within the scope of the research are stated in Table 2. It has been found that these values correlate with the goodness of fit statistics, as published by Schermelleh-Engel et al. (2003).

Table 2. The Career Anchor Scale - Fit Values

	Fit Criteria	χ^2	p	χ^2 / df	RMSEA	SRMR	NFI	CFI	GFI
Career Anchor	Fit Values	211.726	0.000	1.857	0.055	0.048	0.858	0.928	0.924
Career Plateau	Fit Values	50.707	0.010	2.113	0.080	0.057	0.878	0.912	0.948

Table 3 lists the alpha coefficients (Cronbach's Alpha) utilized to test the scales' reliability. The conducted reliability analysis revealed that the alpha coefficient of the career plateau scale was 0.790, and the alpha coefficient of the career anchor scale was 0.883, which indicates that the scales utilized in this research were internally consistent.

Table 3. The Reliability Analysis

	Cronbach's Alpha	N of Items
The Career Anchor Scale	0.883	17
The Career Plateau Scale	0.790	9

Source: Created by Author

Table 4 and Table 5 exhibit the normality test results for the data collected within this research. Taking into account the Kolmogorov-Smirnov values given in Table 5, it is observed that they are not normally distributed.

Table 4. The Tests of Normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
The Career Anchor Scale	0.074	288	0.001	0.981	288	0.001
The Career Plateau Scale	0.082	288	0.000	0.989	288	0.030

Source: Created by Author

Table 5 summarizes the skewness and kurtosis values of career anchor and career plateau variables that are not normally distributed according to the Kolmogorov-Smirnov values given in Table 4. An examination of this data reveals that the skewness and kurtosis values of all of this study's variables are not within the range of -2 to +2, and based on the classification by George & Mallery (2003), this data does not indicate a normal distribution.

Table 5. A Test of Normality - The Demographic Statistics

		Std. Error
The Career Anchor Scale	*Skewness*	-1.317
	Kurtosis	3.526
The Career Plateau Scale	*Skewness*	2.144
	Kurtosis	0.530

Source: Created by Author

Table 6 provides the results of the correlation analysis carried out between the independent variables and dependent variables of this research, according to which a moderately significant and negative relationship has been determined between the career anchor as the dependent variable and the career plateau as the independent variable.

Table 6. The Correlation Analysis

		Career Anchor
Career Plateau	Pearson Correlation	*-0.473*
	Sig. (2-tailed)	0.000

Source: Created by Author

Table 7 exhibit a simple linear regression analysis oriented to the relationship between the career plateaus and job career anchors. Upon reviewing the results of the regression analysis, it has been determined that the statistical significance values of F values are lower than 0.05 units; therefore, the established regression model will have statistical significance.

Table 7. The Career Anchor & Career Plateau Relation- ANOVA

Sum of Squares			Mean Square	F	Sig.
	Regression	23110.588	23110.588		
	Residual	80271.880	280.671	82.341	0.000
	Total	103382.469			

Source: Created by Author

Table 8 indicates the ANOVA results of simple linear regression analyses, the results of which indicate that 22.1% of the change in the tendency of the private sector employees to develop career anchors was explained by the change in their career plateaus. According to these results, it is possible to formulate the possible value of career anchor formation as:

"Career Anchor= 75.434 - (1.860 x Career Plateau)

This model indicates that a 1-unit increase in the employees' career plateau perceptions was found to result in a decrease of 1.860 units on their career anchors.

Table 8. The Career Anchor & Career Plateau Relation - Model Summary

		β	t	Sig.	r^2	Adjusted r^2
Career Anchor	*Const Constant*	75.434	9.792	0.000	0.224	0.221
	Career Plateau	-1.860	-9.074	0.000		

Source: Created by Author

Table 9 examines the relationship between the perceptions of a career plateau and career anchor and an employee's age. The table results exhibit that the related Asymp. Sig. values exceed 0.05 units. Accordingly, it has been found that a career plateau and career anchor did not have a significant difference according to an employee's age.

Table 9. The Career Anchor & Career Plateau and Age Relation / Kruskal-Wallis H Test

	Age	N	Mean Rank	Chi-Square	df	Asymp. Sig.
Career Plateau	*Younger than 21*	19	99.82	6.874	4	0.143
	21-30	137	150.53			
	31-40	107	147.05			
	41-50	20	138.23			
	51-60	5	119.80			
Career Anchor	*Younger than 21*	19	131.47	7.276	4	0.122
	21-30	137	149.74			
	31-40	107	145.43			
	41-50	20	139.10			
	51-60	5	52.00			

Source: Created by Author

Table 10 examines the relationship between the genders of the employees and their career plateaus and career anchors. Upon examining the values on the Asymp. Sig. line, it is

observed that they are higher than 0.05 units. Accordingly, it was determined that the career anchor tendency and career plateau perception did not indicate a significant difference according to the employees' genders.

Table 10. The Career Anchor & Career Plateau and Gender Relation / Mann-Whitney U Test

Gender		N	Mean	Sum of Ranks	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Career Plateau	Male	149	145.10	21619.50	10266.500	19996.500	-0.126	0.899
	Female	139	143.86	19996.50				
Career Anchor	Male	149	137.73	20522.00	9347.000	20522.000	-1.428	0.153
	Female	139	151.76	21094.00				

Source: Created by Author

Table 11 examines the relationship between the career plateau tendency and career anchors and marital statuses of employees. The table results indicate that the Asymp. Sig. values exceed 0.05 units. Accordingly, it has been found that the development of a career anchor and career plateau perception did not indicate a significant difference according to the marital status of an employee.

Table 11. The Career Anchor & Career Plateau and Marital Status Relation / Kruskal-Wallis H Test

	Marital Status	N	Mean Rank	Chi-Square	df	Asymp. Sig.
Career Plateau	Married	133	141.08	3.967	2	0.138
	Single	139	144.31			
	Other	16	88.78			
Career Anchor	Married	133	135.20	3.046	2	0.218
	Single	139	148.46			
	Other	16	111.39			

Source: Created by Author

Table 12 examines the relationship between the educational statuses of employees and their career anchors and career plateaus. The table results exhibit that the Asymp Sig. values are below 0.05 units. Accordingly, it has been found that the developed perceptions of career anchors and career plateaus do not indicate a significant difference based on the education of the employees; however, based on the statistics, the employess' career plateau perceptions gradually decreased after they achieved a high school level of education, and career plateau developments gradually decreased after the associate's degree education level was achieved.

Table 12. The Career Anchor & Plateau and Education Status Relation / Kruskal-Wallis H Test

	Educational Status	N	Mean Rank	Chi-Square	df	Asymp. Sig.
Career Plateau	*Primary School*	22	98.09	13.203	4	0.010
	High School	95	163.38			
	Associate	83	145.30			
	Undergraduate	79	136.49			
	Post-graduate	9	121.56			
Career Anchor	*Primary School*	22	100.98	16.510	4	0.002
	High School	95	149.25			
	Associate	83	158.05			
	Undergraduate	79	145.59			
	Post-graduate	9	66.11			

Source: Created by Author

Table 13 examines the relationship between employees' monthly income level and their career plateau and career anchor. The table results indicate that Asymp. Sig. values exceed 0.05 units for career plateaus and are below 0.05 units for career anchors. Accordingly, it has been found that a career plateau perception does not show a significant difference based on one's monthly income level; however, that career anchor development exhibits a significant difference depending on one's monthly income level, and the employees with a monthly income lower than TRY 1000 have more of a career anchor.

Table 13. The Career Anchor & Plateau and Monthly Income Relation / Kruskal-Wallis H Test

	Monthly Income	N	Mean Rank	Chi-Square	df	Asymp. Sig.
Career Plateau	*Lower than TRY 1000*	4	187.25	7.870	5	0.164
	TRY 1001 - 2000	182	149.75			
	TRY 2001 - 3000	71	124.25			
	TRY 3001 - 4000	18	158.25			
	TRY 4001 - 5000	11	160.77			
	TRY 5001 or more	2	87.25			
Career Anchor	*Lower than TRY 1000*	4	193.38	20.269	5	0.001
	TRY 1001 - 2000	182	157.25			
	TRY 2001 - 3000	71	109.80			

TRY 3001 - 4000	18	160.94				
TRY 4001 - 5000	11	112.82				
TRY 5001 or more	2	144.50				

Source: Created by Author

Table 14 examines the relationship between the duration of one's work experience and their career anchor and career plateau. The values in the table exhibit that the Asymp. Sig. values are higher than 0.05 units. Accordingly, it has been found that the career plateau perception and career anchor development of employees did not indicate a significant difference according to the work experience duration.

Table 14. The Career Anchor & Plateau and Work Experience Relation / Kruskal-Wallis H Test

	Work Experience	N	Mean Rank	Chi-Square	df	Asymp. Sig.
Career Plateau	Less than 1 year	21	104.21	7.068	4	0.132
	Between 1-2 years	55	154.62			
	Between 2-3 years	65	155.48			
	Between 3-4 years	44	141.11			
	4 years and above	103	141.83			
Career Anchor	Less than 1 year	21	139.33	6.714	4	0.152
	Between 1-2 years	55	166.65			
	Between 2-3 years	65	149.98			
	Between 3-4 years	44	128.32			
	4 years and above	103	137.18			

Source: Created by Author

Table 15 indicates and examines the test matrix for the hypotheses. The test matrix was created by testing the hypotheses; it is observed that 5 new hypotheses were accepted and 9 hypotheses were rejected.

Table 15. The Test Matrix of the Research Hypotheses

	Result	*Sig.*	*Sig.*	*Result*	
H_{1a}	*Accepted*	*0.000*	0.218	Rejected	**H_{1h}**
H_{1b}	*Accepted*	*0.000*	*0.010*	*Accepted*	**H_{1k}**
H_{1c}	Rejected	0.143	*0.002*	*Accepted*	**H_{1m}**
H_{1d}	Rejected	0.122	0.164	Rejected	**H_{1n}**

H_{1e}	Rejected	0.899	*0.001*	*Accepted*	H_{1p}
H_{1f}	Rejected	0.153	0.132	Rejected	H_{1r}
H_{1g}	Rejected	0.138	0.152	Rejected	H_{1s}

Source: Created by Author

5. THE CONCLUSION AND RECOMMENDATIONS

Through this conducted research, the private sector was examined; employees' career plateau perceptions were determined, and it was investigated whether these perceptions cause a significant influence on one's career anchor. For this, 14 hypotheses have been introduced, and, with a questionnaire method, data has been collected from 288 employees to test these hypotheses. The collected data was processed with an SPSS program, and the correlation analysis yielded a negative and significant relationship between one's career plateau and career anchor. A regression analysis revealed that 22.1% of the change in employees' career anchors has been explained via the improvement of their career plateaus. It has been determined that a decrease of 1.860 units on one's career anchor has been achieved through a 1-unit increase in their career plateau perception. The moderation analyses conducted has exhibited that the relationship between one's career plateau perception and career anchor is not moderated by their age, marital status, income level, job experience, or gender. Only their educational level had a moderating impact. One's career plateau development decreased as their educational status increased past the primary education level. In addition, it has been determined that employees' career anchor perceptions statistically vary based on their income levels, and the employees with a monthly income of less than TRY 1000 have the highest level of career anchoring.

These results show an important connection between one's career plateau and career anchor. This finding is extremely important when organisations' efficiency and performance goals are taken into account. This is because, regarding many employees, the decrease and occurrence of career development directly affect the output of their organisation. A career anchor is therefore a consideration for employees. It is important that the employees' career anchors, their internal motivations are directed correctly; that their organisations are included in this process and support them, and that the employees' career desires are not depleted by the organisation-based factors. For this, their career plateaus have the utmost priority to be addressed. It is necessary to examine the career plateaus in perspectives of both their structures and contents, to prepare career steps for advancement in the organisations, to develop association activities in which employees will make connections between their occupations, to support employees' personal development, to provide a career-based conflict by controlling the internal conflicts and provide career opportunities to the employees in different departments with multiple career centres by switching from a progressive organisation structure to a stagnant organisation structure, if the organisation structure is suitable. It should be taken into consideration that, as a career plateau in an organisation lengthens and becomes chronic, the employees' willingness, their sensitivity towards the organisation, motivation, and performance will be adversely affected, and this will increase

the staff turnover by triggering work resignations, and consequently, there is a loss of a quality workforce and of a high number of personnel.

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