

CAREER PLATEUING AND WORK ATTITUDES: MODERATING ROLES OF ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION AMONG NIGERIAN BANK WORKERS

OGUNYEMI Ajibola O.

*Faculty of Social Sciences,
OlabisiOnabanjo University, Ago-Iwoye
Ogunyemijibola@gmail.com*

ABSTRACT

This study was conducted to examine the moderating roles of organizational justice and turnover intention in career plateauing and work attitudes of bank workers in Nigeria. Correlational and regression analyses were employed to test the seven formulated hypotheses. Results showed, among other things, that there was a significant influence of career plateauing on job satisfaction ($\beta = -.173$, $t = 11.486$, $p < .05$) and organizational commitment ($\beta = -.203$, $t = 9.937$, $p < .05$) and significant moderating roles of organizational justice and turnover intention in career plateauing and both job satisfaction and organizational commitment. It was recommended, among other things, that employers should watch out for and take steps to prevent objective and subjective career plateauing among their employees in order to foster positive work attitudes, thereby enhancing employee performance and organizational effectiveness.

Keywords: *Career plateauing, work attitudes, job satisfaction, organizational commitment, organizational justice, turnover intention, bank workers.*

1. INTRODUCTION

The banking industry underlies the financial stability and economic, political, and social development of any nation. Banks all over the world, Nigeria inclusive, secure customers' deposits, give loans for capital projects, finance production, implement government economic policies, and perform many other important functions (Penrose, 2013). It is therefore crucial for bank employees to be motivated to have positive attitudes to work so that they can be effective in the performance of their tasks.

Employees' attitudes to work have been known to influence organizational performance, and have therefore become the concern of managers who consistently seek to exert considerable efforts to engender positive or favourable attitudes in employees, believing that such would enhance their performance. Attitudes are relatively stable positive or negative predispositions of employees toward work-related variables or organizational outcomes. An attitude is an individual's degree of like or dislike for an object, a person, or situation. Attitudes at work, like other types of attitudes, are influenced by both hereditary and environmental factors. Psychologists agree that most attitudes emanate from direct experience or learning. Work attitudes can make employees to think, act or react in certain ways to various stimuli in the workplace. Understanding employees' work attitudes is important to management because these attitudes are believed to influence employee behaviour and approach to work (Suleiman, 2013). Employees' attitudes and behaviour have significant effect on the success or otherwise of an organization. It is therefore important for organizations to recognize, measure, foster, and improve employees' attitudes. Job satisfaction and organizational commitment are the two dimensions of work attitudes that will be considered in this paper.

Job satisfaction is an attitude that indicates the extent to which employees get pleasure or displeasure from their job. It is the degree of favourableness or otherwise with which an employee assesses his or her job. Employees are satisfied with such jobs to which they attach positive elements such as autonomy, task identity, task significance, good feedback, recognition, and empowerment. Olatunji, Mokuolu, and Dare (2014) define job satisfaction as the extent to which workers are happy on their jobs. Ordinarily, one would expect employees with poor job satisfaction to demonstrate negative attitudes to work and consequently be less productive, but this may not always be the case because employees may remain efficient irrespective of their job satisfaction level. Oswald, Proto, and Sgroi (2014) find a direct link between happiness and job satisfaction and aver that both make workers more productive. Cole and Cole (2014) state that work attitudes (e.g., job satisfaction and organizational commitment) are crucial because they have strong impact on performance outcomes and can determine organizational success. Any investigation of the factors that can influence work attitudes is therefore a worthwhile venture. Many researchers agree with Allen and Meyer's (1990) conceptualization of organizational commitment as a multidimensional construct consisting of affective commitment, normative commitment, and continuance commitment. Affective commitment refers to an employee's emotional connection or attachment to their organization; continuance commitment is an employee's attachment to the organization as a function of what the employee has invested in it; while normative commitment is a reflection of the moral obligation to remain in the organization.

Employees desire growth in their career or journey through learning, work, and other areas of life. According to Andrew (2011), career growth or career advancement, which is the ability of an employee to be promoted within his or her organization to a higher position to which is attached more authority, pay or fringe benefits, is very crucial. Unfortunately, as Bucke and Mikkelsen (2006) asserted, lack of career growth, which is referred to as career plateau, is fast becoming a sensitive organizational factor that could affect work attitudes of employees.

Career plateau is defined as the point in one's career at which the likelihood of additional hierarchical promotion is very low or unlikely (Ongori&Angolla, 2009). On their own part, Tremblay and Roger (2004) define career plateau as a prolonged halt or the feeling that an individual has of being blocked off from promotion. It is a situation in which employees' upward or horizontal movement to a higher position in their career or within an organization is restricted or blocked. Career plateau is conceptualized by these researchers as a situation in which an employee has a feeling of stagnation at work. Employees who remain in the same job position or who perform the same tasks over several years are prone to boredom and can easily become plateaued. Two types of career plateauing were first identified by Bardwick (1986). These are hierarchical or structural plateauing and content or job content plateauing. Hierarchical plateauing occurs when employees find it difficult to move vertically within an organization, while job content plateauing occurs when jobs become uninteresting and employees no longer find their jobs or tasks challenging. On their own part, Burke and Mikkelsen (2006) acknowledged three types of career plateauing, namely, structural, content, and life plateauing. The first two have earlier been described. The third, life plateauing, materializes when employees have a feeling of being stuck in their outside-of-work roles. Relatively more studies have been carried out on hierarchical plateauing than on job content and life plateauing (McCleese&Eby, 2006; McCleese, Eby, Scharlau, & Hoffman, 2007). Generally speaking, the term "career plateauing" can be conceptualized as a situation in which an employee's vertical or horizontal job movement within an organization is curtailed, restricted, or seriously limited.

Career plateau can also be viewed from objective and subjective dimensions. Objectively, it can be described as a situation in which an employee has spent more than a reasonable number of years (five years is used in this study) in the same position, performing essentially the same duties and having the same responsibilities. Subjectively, it is concerned with whether the employee perceives himself or herself to be plateaued or not irrespective of the time spent in the same position. Career plateau has been associated with many negative employee and organizational outcomes such as dissatisfaction, stress, ineffectiveness, low organizational commitment, and increased turnover intention (Heilmann, Holt, & Rilovick, 2008). Employees who have the knowledge and skills to occupy higher positions in an organization but cannot progress to those positions will, of course, experience stress, discomfort, boredom, and frustration among other negative outcomes. Career plateaus can transform otherwise effective employees to ineffective ones and aggravate employee turnover. Ordinarily, one would expect career plateau to have adverse effects on job satisfaction and organizational commitment of affected employees. Apathy and lack of effort on the part of employees may not be due to laziness but normal reactions expected when employees' expectations are being frustrated, thanks to career plateau. In such situations, employees have a high probability of developing negative work attitudes. (Suleiman, 2013). However, there is a dispute among researchers on whether career plateau actually has a negative influence on employees' work attitudes. For example, Clark (2005) argued that a career 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. Palmero, Roger, and Tremblay (2001) found no significant difference in job satisfaction between career plateaued and non-career plateaued employees. Available literatures on the effects of career plateau on the work attitudes includes a large number of conflicting conclusions about the attitudes of career plateaued and non-career plateaued employees (Chao, 1990; Tremblay & Roger, 2004).

These conflicting findings call for a serious investigation of career plateau effect on work attitudes. Thus, we have seen that researchers do not agree on the relationship between career plateau and work attitudes; they arrive at contradictory results about the work attitudes of employees who are career plateaued and those who are not (Xie& Long, 2008). The economic recession being witnessed in developing countries, including Nigeria, has made a sizable number of employees who were lucky not to be laid off to be plateaued in a bid to cut cost. Besides, empirical investigations on the influence of career plateau are scarce in the country. Most related studies have been carried out in developed countries with more advanced economies and different cosmology. Career plateau is also becoming an emerging construct in industrial and organizational psychology. Hence, there arises a need to investigate the link between career plateau and work attitudes particularly in the Nigerian banking industry where workers are often laid off as a result of economic recession; and those not laid off are forced to change their employment status, sometimes from full time to part time or contract. A number of theoretical arguments and related empirical findings reinforce the contention that a direct link exists between career plateau 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 *et al.*, 2001; Xie& Long, 2008), reduced organizational commitment (Jung & Tak, 2008; Lentz,2004; McCleese&Eby, 2006) and increased turnover intentions (Heilmann *et al.*, 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).

Organizational justice and turnover intention have been chosen as likely moderators of the relationship between career plateauing and work attitudes. The term *organizational justice* was introduced by Greenberg (1987) who defined it as an individual's perception of, and reactions to, fairness in an organization. It is concerned with whether behaviour is morally right from the perspective of ethics, religion, fairness, equity, or law. Organizational

justice is a multi-dimensional construct referring to employees' perception of fairness in the workplace and is frequently investigated in organizational psychology (Levy, 2006). This fairness relates to organizational policies, rules, procedures, and reward system. Most researchers agreed with the Greenberg's (1990) compartmentalization of organizational justice into three: Distributive justice, procedural justice, and interactional justice. Distributive justice refers to fairness in the distribution of organizational benefits; procedural justice is about employees' perception of fairness in work processes; while interactional justice describes the way in which managers treat and pass information to employees on the rationale for organizational decisions.

According to Adam's (1965) equity theory, individual employees compare their own efforts and rewards with those of other employees at the same level. If an individual perceives that the ratio of his or her own effort to his or her own benefits or rewards is similar to that of other similarly placed employees, he or she sees it as justice. If however he or she thinks that his or her effort-benefit ratio is less or more than that of some employees on a similar footing, he or she considers it as injustice. Employees' perception of injustice could influence their work attitudes and make them change the effort they put into their work. Organizational justice has been associated with several outcomes such as job satisfaction and work motivation (Fernandes&Awamleh, 2006; Suliman, 2007). However, only an insignificant number of studies have investigated differences in organizational justice perception among workers in the Third World nations like Nigeria, and particularly those in the banking sector.

Also, studies of the moderating effects of organizational justice do not provide consistent results across cultures (Brockner, Chen, Mannix, Leung, &Skarlicki, 2000; Lam, Schaubroeck, &Aryee, 2002). More research is therefore needed to examine the influence of different dimensions of organizational justice on work attitudes and behaviours of employees from different cultural backgrounds. The argument in some quarters is that what is considered to be fair in one culture may be considered unfair in another culture. This implies that organizational justice may be dependent on the culture in which an organization operates. Lack of justice may increase employees' turnover intentions. Udechukwu, Harington, Maryak, Segal, and Graham (2007) define turnover intention as an employee's desire or wish to leave his or her current organization. It is the conscious and deliberate willfulness of an employee to voluntarily withdraw permanently from the organization (Davoudi&Fartash, 2013; Rastgar&Pouresrahimi, 2013). Lack of promotion and progress at work demonstrated by career plateauing may compel affected workers to decide to look elsewhere for alternative employment. Employees nursing this intention to leave quickly lose commitment to the organization, making them to display negative attitudes to work since their interest and passion for their work reduce. Employee turnover is a challenge to organizations which have to incur additional costs associated with termination, advertising, recruitment, selection, hiring, and training. The researchers suspect and consequently hypothesize that the effect of career plateau on work attitudes could be moderated by organizational justice and turnover intention. This is the central theme of the present study.

2. Hypotheses

1. There are significant relationships among career plateauing, job satisfaction, organizational commitment, organizational justice, and turnover intention among bank workers in Nigeria.
2. There is a significant influence of career plateauing on job satisfaction among bank workers in Nigeria.
3. There is a significant influence of career plateauing on organizational commitment among bank workers in Nigeria.
4. There is a significant moderating role of organizational justice in the relationship between career plateauing and job satisfaction among bank workers in Nigeria.
5. There is a significant moderating role of organizational justice in the relationship between career plateauing and organizational commitment among bank workers in Nigeria.
6. There is a significant moderating role of turnover intention in the relationship between career plateauing and job satisfaction among bank workers in Nigeria.
7. There is a significant moderating role of turnover intention in the relationship between career plateauing and organizational commitment among bank workers in Nigeria.

3. Literature Review

This study is hinged on the planned behaviour theory developed by Icek Ajzen and his colleagues (Ajzen&Fishbein, 1980; Ajzen& Madden, 1986; Fishbein&Ajzen, 1975). According to this theory, an action is determined by the intention to perform it. Since we are interested in understanding human behaviour, we should be able to predict the intention. The theory of planned behaviour is relevant here because it clarifies the relationships among attitudes, intentions, and behaviours (Ajzen& Madden, 1986; Fishbein&Ajzen, 1975). In a nutshell, this theory seeks to define the links between work attitudes and organizational outcomes.

However, there is no consensus among scholars on the definition of career plateau because it is a multidimensional construct; different scholars have defined it from different perspectives. According to Greenberg and Baron (2002), career plateau represents the point at which one's career has peaked and one is unlikely to develop further as one would have wished. In other words, plateau occurs when employees remain on a position for more than necessary with no opportunities for job mobility, either vertical or horizontal. Tremblay and Roger (2004) define career plateau as a prolonged halt or the feeling that an individual has been blocked off from promotion. On their own part, Rotondo and Perrew (2000) define career plateau as that high point in one's career where the probability of, or motivation to, progress is low. Thus, career plateau can be described as the

feeling of frustration and helplessness that employees experience as a result of stagnation or lack of progress in their career. In this paper, we consider employees who remain in the same position, performing the same duties for five or more years as experiencing career plateau.

Attitude as a concept is all about individual way of thinking, acting and behaving. It has a very serious effect on work or employee performance. Positive attitude at work place is supposed to be the bedrock and foundation toward higher performance in established settings. It is an investment as well as resources that can be used to achieve a higher profit, good reputation and overall organizational goals (Suleiman, 2013). A very significant work attitude element is job satisfaction which, in the words of Locke (1976), is "a pleasurable, positive emotional state resulting from the cognitive appraisal of one's job or job experiences". In other words, job satisfaction results from the belief employees have in terms of getting the desire result from their jobs. It refers to pleasure, happiness, or fulfillment an employee derives from his or her job; and because of its centrality to organisational productivity, Levy (2006) affirms that it is the most fundamental of work attitudes desired by all organisations for their employees. It reflects the feelings of employees about their job, or aspects of their job, such as salary, supervision, and interpersonal relationship at work (Spector, 2003). Another important work attitude element is organizational commitment which refers to the devotion and loyalty that an employee feels towards the organization in which he or she works. It is the relative strength of an individual's identification with, and involvement in, a particular organization (Levy, 2006; Pierce, Gardner, & Dunham, 2002). Meyer and Allen (1991) suggest that organizational commitment is composed of three components, namely, affective, continuance, and normative commitment. Affective commitment is used to describe an employee's emotional attachment to his or her organization. Employees with affective commitment stay with the organization because of their identification with it. They have a strong sense of belonging to the organization and therefore get more involved in its activities and are ready to work assiduously to help the organization achieve its objectives and goals (Meyer & Allen, 1997). Bergman (2006) and Jha (2011) assert that affective commitment is characterized by employees' willingness to go the extra mile for their organizations. Employees with continuance commitment consider the costs of quitting the organization and therefore remain in the organization also because there are no alternative employment opportunities. Continuance commitment is a multidimensional construct. Employees who feel that they will lose their investments if they leave their organizations are more emotionally attached and committed to it (Taing, Granger, Groff, Jackson, & Johnson, 2011). Normative commitment is concerned with feelings of moral obligations employees have to continue or remain with the organization (Jaja&Okpu, 2013). This moral obligation arises as a result of socialization of employees to the organization's goals and values (Allen & Meyer, 1990; Herscovitch& Meyer, 2002).

The concept of organizational justice was introduced by Greenberg (1987) and is commonly understood to mean overall fairness in an organization and how this fairness is perceived by its employees. It is the perception of fairness from the perspective of individual workers in an organization (Greenberg, 2012). Three dimensions of organizational justice, namely, distributive, procedural, and interactional justice, have been identified by researchers (Bies&Moag, 1986; Leventhal, 1976; Thibault & Walker, 1975). Distributive justice has to do with the allocations, resources or outcomes among workers in an organization. Distributive justice is concerned with whether some employees feel cheated or not in the sharing of organizational benefits. Procedural justice refers to employees' perceptions about the fairness of organizational rules, procedures, and processes. It establishes principles and processes that apply to all individuals and roles in the organization. Bies and Moag (1986) investigated the interpersonal treatment of employees as a consequence of the operation of organizational principles, rules, and procedures. Bies and Moag (1986) termed this treatment "interactional justice."

Turnover intention refers to the decision or plan of workers to turnover or move out of an organization. Tett and Meyer (1993) define turnover intention as the deliberate and conscious willingness of the employees to leave their organizations. Turnover intention is an employee's plan or resolve to terminate his or her employment contract with an organization and quit. An employee with high turnover intention desires to leave an organization and intends to search for employment elsewhere. In fact, the terms "turnover intention" and "intention to quit" refer to the same thing (Balogun, Adetula, & Olowodunoye, 2013). Employees with high turnover intention have the tendency to exhibit negative work attitudes and consequently become less productive and efficient (Balogun *et al.*, 2013).

Nachbagauer and Riedl (2002) found a significant and negative relationship between career plateau and job satisfaction. Truncated development in one's career will cause dissatisfaction in employees who interpret it as a lack of progress. The result is that job performance will suffer. Career plateau has been associated with a number of negative work outcomes such as dissatisfaction, stress, poor performance, withdrawal symptoms, low organizational commitment and increased turnover intention (Heilmann, Holt, & Rilovick, 2008). Job satisfaction and organizational commitment are important attitudinal variables that are widely studied in organizational research. Employees who are satisfied with their jobs are more likely to be committed to their organizations and less likely to intend to quit. Issa, Ahmad, and Gelaidan (2013) in their study found a significant low negative relationship between job satisfaction in the form of satisfaction with pay, supervision, and promotion and turnover intention and significant very low relationship between satisfaction with co-workers and the work itself and turnover intention. They also found that satisfaction with pay has the strongest negative correlation with turnover intention. Mbah and Ikemefuna (2012) in their study found that job satisfaction is negatively associated with turnover intention. Bashir, Muhammad, Zill-e-Huma, & Sajjad, (2012) concluded that job satisfaction is significantly

and negatively correlated with turnover intention. Ordinarily, an employee who is satisfied with his or her job will show positive work attitudes and more loyalty, while a worker with low satisfaction will demonstrate negative attitudes and less commitment. It can be asserted therefore that job satisfaction and turnover intention are closely associated. If employees' morale decreases due to unfavourable organizational climate, there will be a tendency for them to dump the organization. Hence, employees with low commitment levels and who are dissatisfied with their jobs report high turnover rates (Kipkebut, 2010). This implies that satisfied and committed employees will hardly have any intention to quit. Thus, work attitudes are expected to be inversely related to turnover intention. Tek-Yew (2009) found that employee decisions as to whether to stay in the organization are strongly influenced by their work attitudes, particularly their level of affective commitment to the organization and alternative employment opportunities available. Meyer and Allen's (1991) definition of organizational commitment as "a psychological state that characterizes the employees' relationship with the organization which has implications for the decision to continue or discontinue membership in the organization" (p. 67) directly affirms that organizational commitment is inversely related to employees' turnover intention.

If an employee is plateaued and he or she perceives fairness in the management of the organization's human and material resources, he or she may still maintain positive work attitudes because of the overriding influence of organizational justice over the plateaued condition. If, however, the plateaued employee perceives unfairness in the running of the organization, he or she will most certainly feel cheated and in consequence probably exhibit negative work attitudes to register his or her frustration with the organization. Organizational justice may therefore moderate the relationship between career plateauing and work attitudes among bank employees. Secondly, a plateaued employee who has an intention to leave the organization will most likely demonstrate negative attitudes to work because the very intention to quit will drastically reduce the employee's commitment to the organization. On the other hand, if the employee does not have the intention to leave despite being plateaued, maybe because there are no available alternative jobs, he or she may be forced to sustain his or her usual work attitudes. This indicates that turnover intention may moderate the career plateau-work attitudes link.

4. METHOD

This section showcased the methods adopted for this research.

4.1 Research Design

The design adopted by the researchers for this study was *ex post facto* survey design.

4.2 Population of the Study

The population of this study was limited to all employees of commercial banks in the six States of South-West, Nigeria. The study was conducted in June 2018.

4.3 Participants

A sample of 180 employees was chosen through a multistage random sampling technique. To start with, the population was divided into six heterogeneous clusters, which are the geo-political zones of Nigeria: South-East, South-West, South-South, North-East, North-Central, and North-West. The South-West geopolitical zone was subsequently chosen to represent itself and the other zones. The sub-population of the South-West was then sub-divided into three strata: Ekiti and Ondo States, Lagos and Ogun States, and Osun and Oyo States, being the six States making up the zone. Three branches of three commercial banks were then chosen from each stratum through simple random sampling technique, and from each branch, 20 employees were chosen also through simple random sampling technique. The participants, considered representatives of all bank employees in Nigeria, consisted of 45.6% male (82) and 54.4% of female (98).

4.4 Instrumentation

The instruments used for data collection included Demographic Data Inventory (DDI), Job Satisfaction Sub-Scale of the Michigan Organizational Assessment Questionnaire (MOAQ-JSS), Organizational Commitment Scale (OCS), Perceived Organizational Justice Questionnaire (POJQ), and Turnover Intention Scale (TIS).

(i) Demographic Data Inventory (DDI)

The Demographic Data Inventory (DDI) was developed by the researchers to gather information on the demographic characteristics of the participants such as gender, age, marital status, etc. It contains an item that asks for the number of years an employee has been in his or her current position in the organization, and which objectively measures career plateau. Employees who have spent less than 5 years in their current position are classified as non-plateaued, while those who have spent 5 or more years are classified as plateaued.

(ii) Job Satisfaction Sub-Scale of the Michigan Organizational Assessment Questionnaire (MOAQ-JSS)

The Job Satisfaction Sub-Scale of the Michigan Organizational Assessment Questionnaire (MOAQ-JSS) was developed by Camman, Fichman, Jenkins, and Klesh (1979). The Job Satisfaction Sub-Scale consists of three positively and negatively worded items on a 7-point Likert-type format with responses ranging from 1 = strongly disagree to 7 = strongly agree. Examples of items on the scale are "In general, I don't like my job" and "In general, I like working here". Bowling (2008) examined the internal consistency and test-retest reliabilities of the MOAQ-JSS yielded acceptable levels of reliability. Cronbach's alpha was .84 and a test-retest reliability coefficient of .50 was reported. The construct validity of the MOAQ-JSS was demonstrated by significant positive relationships with skill variety ($r = .28, p < .05$), task identity ($r = .28, p < .05$), task significance ($r = .17, p < .05$),

autonomy ($r = .35, p < .05$), and feedback ($r = .46, p < .05$). On the other hand, role ambiguity ($r = -.42, p < .05$), role conflict ($r = -.32, p < .05$), organizational constraints ($r = -.39, p < .05$), interpersonal conflict ($r = -.29, p < .05$), and work–family conflict ($r = -.41, p < .05$) each yielded significant and negative relationships with the MOAQ-JSS. The internal consistency reliability (Cronbach’s alpha) for this scale in this study is .79.

(iii) *Organizational Commitment Scale (OCS)*

The Organizational Commitment Scale (OCS) was developed by Meyer, Allen, and Smith (1993). It contains items that measure three dimensions of organizational commitment, namely, affective, continuance, and normative commitment. It is a 17-item Likert-type instrument with 7 points. The response options range from 1 = strongly disagree to 7 = strongly agree. Examples of items on the scale are “*I enjoy discussing my organization with people outside it*” and “*Jumping from organization to organization does not seem at all unethical to me*”. Meyer *et al.* (1993) reported Cronbach’s alphas of .82, .74, and .83 for affective commitment, continuance commitment, and normative commitment respectively. Further studies by Coetzee, Schreuder, and Tladidyane (2007), Ferreira (2009), and Lumley (2010) confirmed the reliability and validity of the OCS and its applicability to African countries. The internal consistency reliability (Cronbach’s alpha) for this scale in this study is .73.

(iv) *Perceived Organizational Justice Questionnaire (POJQ)*

The perceived Organizational Justice Questionnaire (OJQ) was developed by Price and Mueller (1986) to measure employees’ perception of organizational justice along three dimensions: Distributive justice, procedural justice, and interactional justice. The scale consists of 18 Likert-type items (six items for each of the dimensions) on 6 points ranging from 1 = strongly disagree to 6 = strongly agree. Examples of items on the scale are “*I am rewarded fairly for the stresses and strains of my job*” and “*My immediate supervisor suppresses personal biases*”. Price and Mueller (1986) conducted further studies and provided reliability and validity indices for the scale. They reported Cronbach’s alpha of .94, .94, and .95 for the three dimensions of the scale, while Moorman (1991) reported a Cronbach’s alpha of .94 for the scale as a whole. The developers utilized exploratory factor analysis to confirm the construct validity of the POJQ: A three-factor model corresponding to distributive, procedural, and interactional justice dimensions was extracted. The internal consistency reliability (Cronbach’s alpha) for this scale in this study is .76.

(v) *Turnover Intention Scale (TIS)*

Intention to leave was measured by the Turnover Intention Scale (TIS) developed by Wallace (2011). It contains 24 items in a 7-point Likert-type format with responses 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = undecided, 5 = slightly agree, 6 = agree, and 7 = strongly agree. Examples of items on the scale are “*I enjoy discussing my organization with people outside it*” and “*I feel I have too few options to consider leaving this organization*”. The developer reported a Cronbach’s alpha of .87 for the TIS. Nwosu (2014) administered the scale on 100 staff of OlabisiOnabanjo University, Ago-Iwoye and found its split-half reliability to be .75. All these indicate that the scale has good internal consistency reliability. It was established that the TIS-6 could measure turnover intentions reliably ($\alpha = 0.80$). The TIS was also found to significantly distinguish between employees who leave and employees who stay, thereby confirming its predictive validity: The scale established statistically significant differences between leavers and stayers (Wallace, 2011).The internal consistency reliability (Cronbach’s alpha) for this scale in the present study is .81.

5. RESULTS

Results of the generated hypotheses were presented in this section.

Hypothesis 1 stated that there are significant relationships among career plateauing, job satisfaction, organizational commitment, organizational justice, and turnover intention among bank workers in Nigeria.

Table 1: Correlation Matrix for the Relationships among Career Plateauing, Job Satisfaction, Organizational Commitment, Organizational Justice, and Turnover Intention

| | Career Plateauing | Job Satisfaction | Organizational Commitment | Organizational Justice | Turnover Intention |
|---------------------------|-------------------|------------------|---------------------------|------------------------|--------------------|
| Career Plateauing | 1.000 | -.206* | -.318* | -.174* | .298* |
| Job Satisfaction | | 1.000 | .534* | .373* | -.222* |
| Organizational Commitment | | | 1.000 | .271* | -.207* |
| Organizational Justice | | | | 1.000 | -.137* |
| Turnover Intention | | | | | 1.000 |

*Correlation is significant at 0.05 level (2-tailed)

Table 1 showed the correlation matrix of the scaled variables in the study. It revealed significant positive and negative inter-correlations among career plateauing, job satisfaction, organizational commitment, organizational justice, and turnover intention. The strongest positive relationship was between job satisfaction and organizational commitment ($r = .534, p < .05$). This was followed by relationships between job satisfaction and

organizational justice ($r = .373, p < .05$), career plateauing and turnover intention ($r = .298, p < .05$), and organizational commitment and organizational justice ($r = .271, p < .05$). The strongest negative relationship was between career plateauing and organizational commitment ($r = -.318, p < .05$). This was followed by relationships between job satisfaction and turnover intention ($r = -.222, p < .05$), organizational commitment and turnover intention ($r = -.207, p < .05$), career plateauing and job satisfaction ($r = -.206, p < .05$), career plateauing and organizational justice ($r = -.174, p < .05$), and organizational justice and turnover intention ($r = -.137, p < .05$).

Hypothesis 2 stated that there is a significant influence of career plateauing on job satisfaction among bank workers in Nigeria.

Table 2: Coefficient of the Regression Analysis for the Influence of Career Plateau on Job Satisfaction

| | Unstandardized B | Standardized β | t | Sig. |
|-------------------|------------------|----------------------|--------|------|
| (Constant) | 7.854 | | .503 | .000 |
| Career Plateauing | .221 | -.173 | 11.486 | .000 |

Dependent Variable: Job satisfaction
Predictors: (Constant), Career plateauing

Table 2 revealed that there is a significant influence of career plateauing on job satisfaction among bank workers in Nigeria ($\beta = -.173, t = 11.486, p < .05$). The alternative hypothesis, which stated that there is a significant influence of career plateauing on job satisfaction among bank workers in Nigeria, is therefore confirmed.

Hypothesis 3 stated that there is a significant influence of career plateauing on organizational commitment among bank workers in Nigeria.

Table 3: Coefficient of the Regression Analysis for the Influence of Career Plateau on Organizational Commitment

| | Unstandardized B | Standardized β | t | Sig. |
|-------------------|------------------|----------------------|-------|------|
| (Constant) | 10.119 | | 6.503 | .000 |
| Career Plateauing | -1.393 | -.203 | 9.937 | .000 |

Dependent Variable: Organizational commitment
Predictors: (Constant), Career plateauing

Table 3 revealed that there is a significant influence of career plateauing on organizational commitment among bank workers in Nigeria ($\beta = -.203, t = 9.937, p < .05$). The alternative hypothesis is therefore confirmed.

Hypothesis 4 stated that there is a significant moderating role of organizational justice in the relationship between career plateauing and job satisfaction among bank workers in Nigeria.

Table 4: Multiple Regression Analysis for the Moderating Role of Organizational Justice in the Relationship between Career Plateauing and Job Satisfaction

| Organizational Justice | R | R ² | Adj R ² | B | Beta | t | F | Sig. |
|------------------------|------|----------------|--------------------|--------|------|--------|--------|------|
| Distributive Justice | .374 | .140 | .131 | | | | | |
| (Constant) | | | | 15.395 | | 12.106 | 20.277 | .000 |
| Career Plateauing | | | | .103 | .114 | 10.081 | | .000 |
| Procedural Justice | .305 | .093 | .087 | | | | | |
| (Constant) | | | | 8.082 | | 12.327 | 12.749 | .000 |
| Career Plateauing | | | | .096 | .102 | 8.965 | | .000 |
| Interactional Justice | .287 | .082 | .078 | | | | | |
| (Constant) | | | | 9.920 | | 13.848 | 10.224 | .000 |
| Career Plateauing | | | | .046 | .091 | 8.356 | | .000 |

Dependent Variable: Job satisfaction

Results in Table 4 indicated that with the predictor variable (career plateauing) entered into the regression model, there was a significant contribution to the prediction of job satisfaction of bank employees when distributive justice prevails ($R = .374, R^2 = .140, \text{Adj. } R^2 = .131, F = 20.277, p < .05$). These results further revealed that career plateauing was also a significant predictor of job satisfaction of bank employees when procedural justice prevails ($R = .305, R^2 = .093, \text{Adj. } R^2 = .087, F = 12.749, p < .05$) and when interactional justice prevails ($R = .287, R^2 = .082, \text{Adj. } R^2 = .078, F = 10.224, p < .05$). A comparison of the three sets of results showed that the effect of career plateauing on job satisfaction was the strongest for distributive justice ($\beta = .114, t = 10.081, p < .05$). This was followed by procedural justice ($\beta = .102, t = 8.965, p < .05$) and interactional justice ($\beta = .091, t = 8.356, p < .05$). The alternative hypothesis is therefore upheld.

Hypothesis 5 stated that there is a significant moderating role of organizational justice in the relationship between career plateauing and organizational commitment among bank workers in Nigeria.

Table 5: Multiple Regression Analysis for the Moderating Role of Organizational Justice in the Relationship between Career Plateauing and Organizational Commitment

| Organizational Justice | R | R ² | Adj R ² | B | Beta | t | F | Sig. |
|----------------------------------|------|----------------|--------------------|--------|------|--------|--------|------|
| Distributive Justice (Constant) | .375 | .141 | .132 | 11.956 | | 7.845 | 19.482 | .000 |
| Career Plateauing | | | | .189 | .174 | 15.006 | | .000 |
| Procedural Justice (Constant) | .326 | .106 | .102 | 6.783 | | 7.004 | 16.185 | .000 |
| Career Plateauing | | | | .105 | .156 | 12.926 | | .000 |
| Interactional Justice (Constant) | .239 | .057 | .053 | 8.057 | | 12.419 | 12.559 | .000 |
| Career Plateauing | | | | .089 | .078 | 5.937 | | .000 |

Dependent Variable: Organizational commitment

Results in Table 5 indicated that with the predictor variable (career plateauing) entered into the regression model, there was a significant contribution to the prediction of organizational commitment of bank employees when distributive justice prevails ($R = .375$, $R^2 = .141$, $Adj. R^2 = .132$, $F = 19.482$, $p < .05$). These results further revealed that career plateauing was also a significant predictor of organizational commitment of bank employees when procedural justice prevails ($R = .326$, $R^2 = .106$, $Adj. R^2 = .102$, $F = 16.185$, $p < .05$) and when interactional justice prevails ($R = .239$, $R^2 = .057$, $Adj. R^2 = .053$, $F = 12.559$, $p < .05$). A comparison of the three sets of results showed that the effect of career plateauing on organizational commitment was the strongest for distributive justice ($\beta = .174$, $t = 15.006$, $p < .05$). This was followed by procedural justice ($\beta = .156$, $t = 12.926$, $p < .05$) and interactional justice ($\beta = .078$, $t = 5.937$, $p < .05$). The alternative hypothesis is therefore upheld.

Hypothesis 6 stated that there is a significant moderating role of turnover intention in the relationship between career plateauing and job satisfaction among bank workers in Nigeria.

Table 6: Multiple Regression Analysis for the Moderating Role of Turnover Intention in the Relationship between Career Plateauing and Job Satisfaction

| Turnover Intention | R | R ² | Adj R ² | B | Beta | t | F | Sig. |
|--------------------|------|----------------|--------------------|--------|-------|--------|--------|------|
| High (Constant) | .200 | .040 | .037 | 10.207 | | 9.106 | 11.277 | .000 |
| Career Plateauing | | | | .113 | -.084 | 6.081 | | .000 |
| Low (Constant) | .312 | .093 | .087 | 9.765 | | 10.673 | 24.749 | .000 |
| Career Plateauing | | | | .096 | -.182 | 17.047 | | .000 |

Dependent Variable: Job satisfaction

Results in Table 6 indicated that with the predictor variable (career plateauing) entered into the regression model, there was a significant contribution to the prediction of job satisfaction for bank employees with high level of turnover intention ($R = .200$, $R^2 = .040$, $Adj. R^2 = .037$, $F = 11.277$, $p < .05$). These results further revealed that career plateauing was also a significant predictor of job satisfaction for bank employees with low level of turnover intention ($R = .312$, $R^2 = .093$, $Adj. R^2 = .087$, $F = 24.749$, $p < .05$). A comparison of the two sets of results showed that the effect of career plateauing on job satisfaction was stronger for employees with low turnover intention ($\beta = -.182$, $t = 6.081$, $p < .05$) than for employees with high turnover intention ($\beta = -.084$, $t = 12.926$, $p < .05$). The alternative hypothesis is therefore confirmed.

Hypothesis 7 stated that there is a significant moderating role of turnover intention in the relationship between career plateauing and organizational commitment among bank workers in Nigeria.

Table 7: Multiple Regression Analysis for the Moderating Role of Turnover Intention in the Relationship between Career Plateauing and Organizational Commitment

| Turnover Intention | R | R ² | Adj R ² | B | Beta | t | F | Sig. |
|--------------------|------|----------------|--------------------|--------|-------|--------|--------|------|
| High (Constant) | .217 | .047 | .044 | 5.083 | | 17.428 | 17.946 | .000 |
| Career Plateauing | | | | .396 | -.259 | 32.837 | | .000 |
| Low (Constant) | .189 | .036 | .033 | 12.097 | | 10.785 | 14.859 | .000 |
| Career Plateauing | | | | .143 | -.149 | 14.327 | | .000 |

Dependent Variable: Organizational commitment

Results in Table 7 indicated that with the predictor variable (career plateauing) entered into the regression model, there was a significant contribution to the prediction of organizational commitment for bank employees with high level of turnover intention ($R = .217$, $R^2 = .047$, $Adj. R^2 = .044$, $F = 17.946$, $p < .05$). These results further revealed that career plateauing was also a significant predictor of organizational commitment for bank employees with low turnover intention ($R = .189$, $R^2 = .036$, $Adj. R^2 = .033$, $F = 14.859$, $p < .05$). A comparison of the two

sets of results showed that the effect of career plateauing on organizational commitment was the stronger for employees with high turnover intention ($\beta = -.259$, $t = 32.837$, $p < .05$) than for employees with low turnover intention ($\beta = -.149$, $t = 14.327$, $p < .05$). The t-statistic for employees with high turnover intention is significantly different from the t-statistic for employees with low turnover intention. The alternative hypothesis is therefore upheld.

6. DISCUSSION

Previous studies have neglected to examine the moderating roles of organizational justice and turnover intention in career plateauing and work attitudes of workers. An attempt was made to investigate this in the current study using a sample of commercial bank employees in South-West Nigeria. Results revealed significant inter-relationships among all the variables of the study, the strongest being between job satisfaction and organizational commitment. The bivariate relationships among job satisfaction, organizational commitment, and organizational justice as well as the relationship between career plateauing and turnover intention were positive. These indicate that the correlated variables move in the same directions and may have some common underlying factors which contribute to this movement. The relationships between career plateauing and each of job satisfaction, organizational commitment, and organizational justice were all negative, agreeing with what one would ordinarily expect by virtue of the very nature of these variables. Results further showed a significant influence of career plateauing on both job satisfaction and organizational commitment among bank workers in Nigeria. These results supported Lee (2004), Lentz and Allen (2009), and Xie and Long (2008) among others who also found strong associations between career plateauing and both job satisfaction and organizational commitment.

The finding of significant moderating roles of organizational justice in the relationship between career plateauing and both job satisfaction and organizational commitment implies that fairness in an organization can override the negative impact of career plateau on work attitudes. The finding of significant moderating roles of turnover intention in the relationship between career plateauing and both job satisfaction and organizational commitment corroborated Issaet *al.*'s (2013) finding of a significant negative association between job satisfaction and turnover intention. Based on the findings and discussion, it was recommended that management of organizations should take appropriate steps to minimize both objective and subjective career plateauing among employees and ensure that organizational justice or fairness prevails. This will go a long way in increasing job satisfaction and organizational commitment and reducing employees' intention to leave.

7. Limitation of the Study

The sample size was rather too small for the strength of the statistics adopted for the study, thereby placing a limitation to the generalizability of the findings. Due to the busy nature of their work, the physical administration of the questionnaires on bank employees was Herculean. A lot of persuasion has to be made before some of the participants could respond to items on the questionnaires. It is therefore advised that researchers who are interested in conducting a similar study in the future should make use of other more convenient means of questionnaire administration, such as by using e-mail, in order to get more valid results. The study is also limited due to the fact that it concentrates only on commercial banks in the South-West geopolitical zone of Nigeria. Its generalizability to banks in other parts of the country may therefore be questioned. Besides, the study considered job satisfaction and organizational commitment as the only dimensions of work attitudes and organizational justice and turnover intention as the only moderators. These variables are by no means exhaustive.

REFERENCES

- Adams, J. S. (1965). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422 – 436.
- Ajzen, I. & Madden, T. J. (1986). Prediction of goal-directed behaviour: The role of intention, perceived control, and prior behaviour. *Journal of Experimental Social Psychology*, 22, 453 – 474.
- Ajzen, I. & Fishbein, M. (1980). *Understanding attitudes and predicting social behaviour*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational and Organizational Psychology*, 63(1), 1–18.
- 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, 252-279.
- Andrew, K. R. (2011). *The concept of corporate strategy*. Irwin: Homewood Press.
- Balogun, A. G., Adetula, G. A., & Olowodunoye, S. A. (2013). Job conditions, psychological climate, and affective commitment as predictors of intention to quit among two groups of bank employees in Nigeria. *Romanian Journal of Applied Psychology*, 15 (1), 9–19.
- Bardwick, J. M. (1986). *The plateauing trap*, Toronto: Bantam Books.
- Bashir, A., Muhammad, S., Zill-e-Huma, R., & Sajjad, H. (2012). Turnover intention: An HRM issue in textile sector. *Interdisciplinary Journal of Contemporary Research in Business*, 3(12), 74 – 91.
- Bergman, M. E. (2006). The relationship between affective and normative commitment: Review and research agenda. *Journal of Organizational Behaviour*, 27, 645-663.
- Bies, R.J. & Moag, J.S. (1986). Interactional justice: Communication criteria of fairness. In R.J. Lewicki, B.H. Sheppard, & B.H. Bazerman (eds.), *Research on negotiation in organizations*. Greenwich, CT: JAI Press.
- Bowling, N. (2008). A meta-analytic examination of the construct validity of the Michigan Organizational Assessment Questionnaire - Job Satisfaction Subscale. *Journal of Vocational Behaviour*, 73 (1), 63-77.
- 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. (1979). The Michigan Organizational Assessment Questionnaire. *Unpublished Manuscript*. University of Michigan.
- Chao, G. T. (1990). Exploration of the conceptualization and measurement of career plateau: A Comparative Analysis. *Journal of Management*, 16 (1), 181-193.
- Coetzee, M., Schreuder, D. S., & Tladidyane, R. (2007). Career anchors and its relation to organizational commitment. *Southern African Business Review*, 11 (1), 65 – 86.
- Cole, L. E. & Cole, M.S. (2014). *Employee satisfaction and organizational performance: A summary of key findings from applied psychology*. Department of Management. Texas Christian University, USA.
- Clark, J.W. (2005). Career plateaus in retail management. Proceedings of the Annual Meeting of the Association of Collegiate Marketing Educators. Retrieved on 17th November 2009 from <http://www.sbaer.uca.edu/research/acme/2005/09.pdf>.
- Davoudi S.M & Fartash K (2013). Turnover Intentions: Iranian employees, *SCMS Journal of Indian Management*, 10 (1), 89-99.
- Fernandes, C. & Awamleh, R. (2006). Impacts of organizational justice in an expatriate work environment. *Management Research News*, 29(11), 12-701.

- Ferreira, N. (2009). The relationship between psychological career resources and organizational commitment. *Masters Dissertation*. Department of Human Resource Management, University of Pretoria, Pretoria.
- Fishbein, M. & Ajzen, I. (1975). *Belief, attitude, intention, and behaviour: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Greenberg, J. (1987). Reactions to procedural injustice in payment distributions: Do the means justify the ends? *Journal of Applied Psychology*, 72 (1), 55-61.
- Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561 – 568.
- Greenberg, J. (2012). *Organizational behaviour*. New Jersey: Prentice Hall.
- Greenberg, J. & Baron, A. R. (2002). *Behaviour in organizations (8th ed.)*. New Jersey: Prentice Hall.
- Heilmann, S.G., Holt, D.T., & Rilovick, C.Y. (2008). Effects of career plateauing on turnover: A test of a model. Retrieved 3rd July 2018 from http://www.entrepreneur.com/tradejournals/article/182035190_2.html.
- Herscovitch, L. & Meyer, J.P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87 (3), 474-487.
- Issa, D. R. M., Ahmad, F., & Gelaidan, M. H. (2013). Job satisfaction and turnover intention based on salesperson standpoint. *Middle-East Journal of Scientific Research* 14 (4), 525-531.
- Jaja, S.A. & Okpu, T. (2013). Suggestion scheme and workers commitment in Nigerian banking industry. *The International Journal of Engineering and Science*, 2 (11), 43-51.
- Jha, S. (2011). Influence of psychological empowerment on affective, normative and continuance commitment: A study in Indian IT Industry. *International Journal of Organizational Behaviour*, 15 (1), 53 – 72.
- 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.
- Kipkebut, D. J. (2010). Organizational commitment and job satisfaction in higher educational institutions: The Kenyan case. *PhD Thesis*, Middlesex University.
- Lee, K. (2004). The relationship between employees' perception of career plateau and job attitudes. *Korean Association of Business Education*, 35, 193-213.
- 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.
- Lentz, E. & Allen, T. D. (2009). The role of mentoring others in the career plateauing phenomenon. *Group and Organizational Management*, 34 (3), 358-384.
- Leventhal, G. S. (1976). The distribution of reward and resources in groups and organizations. *Advanced Experimental Social Psychology*, 9, 91-131.
- Levy, P. E. (2006). *Industrial/Organizational psychology: Understanding the workplace (2nd edition)*. Boston: Houghton Mifflin Company.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.
- Lumley, E. (2010). Exploring the relationship between career anchors, job satisfaction, and organizational commitment. *Unpublished Masters Dissertation*. Department of Industrial and Organizational Psychology, University of South Africa, Pretoria.
- Mbah, S. E. & Ikemefuna, C. O. (2012). Job satisfaction and employees' turnover intentions in Total Nigeria Plc., Lagos. *International Journal of Humanities and Social Science*, 2 (14), 154 – 172.

- McCleese, C.S. & Eby, L.T. (2006). Reactions to job content plateaus: Examining role ambiguity and hierarchical plateau as moderators. *Career Development Quarterly*, 55, 64-76.
- 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.
- Meyer, J.P. & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resources Management Review*, 1(1), 61-89.
- Meyer, J. P. & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, California: Sage Publications.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78 (4), 538 – 551.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviours: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76, 845 – 855.
- Nabatchi, T., Bingham, L. B., & Good, D. H. (2007). Organizational justice and workplace mediation: A six factor model. *International Journal of Conflict Management*, 18(20), 148-176.
- Nachbagauer, A.G.M. & Riedl, G. (2002). Effects of concepts of career plateaus on performance, work satisfaction, and commitment. *International Journal of Manpower*, 23, 716-733.
- Nwosu, J. C. (2014). Influence of entry qualification, entrepreneurial intentions, and work ethics on organizational commitment and turnover intentions of university employees in South-West, Nigeria. *A PhD Thesis*. Olabisi Onabanjo University, Ago-Iwoye.
- Olatunji, S.O., Mokuolu, B.O., & Dare, O. (2014). Influence of job stress and nurse-physician collaboration on job satisfaction of nurses and doctors in Ekiti State, Nigeria. *Advances in Social Sciences Research Journal*, 1, 5-7.
- Ongori, H. & Agolla, J. E. (2009.) Paradigm shift in managing career plateau in organizations: The best strategy to minimize employee intention to quit. *African Journal of Business Management*, 3(6), 268-271.
- Oswald, A. J., Proto, E., & Sgroi, D. (2014). *Happiness and productivity*. UK: Warwick University Press.
- 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.univlyon3.fr/fr/articles/88-567.pdf>.
- Penrose, E.T. (2013). *The theory of the growth of the firm*. New York: Oxford University Press.
- Pierce, J. L., Gardner, D. G. & Dunham, R. B. (2002). *Management and organizational behaviour: An integrated perspective*. Cincinnati, Ohio: South-Western College Publishing.
- Price, J. L. & Mueller, C. W. (1986). *Handbook of organizational measurement*. Marshfield, MA: Pittman.
- Rastgar, A.A. & Pourebrahimi, N. (2013). A study of the relationship between organizational justice and turnover intentions: Evidence from Iran. *International Journal of Research in Organizational Behaviour and Human Resources Management*, 1 (2), 1-10.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001) Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86 (5), 829-836.
- Rotondo, D. & Perrewe, P. (2000). Coping with a career plateau: An empirical examination of what works and what doesn't. *Journal of Applied Social Psychology*, 30, 2622-2646.
- Spector, P.E. (2003). *Industrial and organizational psychology: Research and practice*. Hoboken, New Jersey: John

Wiley.

Suleiman, W. (2013). A study of poor attitude to work among workers of both public and private sector organizations in Bauchi State, Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3 (7), 143 – 152.

Suliman, A. M. T. (2007). Links between justice, satisfaction, and performance in the workplace:A survey in the UAE and Arabic context. *Journal of Management Development*, 26(4), 294-311.

Taing, M.U., Granger, B.P., Groff, K.W., Jackson, E.M., & Johnson, R.E. (2011). The multidimensional nature of continuance commitment: Commitment owing to economic exchanges versus lack of employment alternatives. *Journal of Business Psychology*, 26, 269-284.

Tek -Yew, L. (2009). The relationships between perceived organizational support, feltobligation, affective organizational commitment, and turnover intention of academics working with private higher educational institutions in Malaysia, *European Journal of Social Sciences*, 9 (172), 69 – 83.

Tett, R.P. & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention and turnover: Path analyses based on meta-analytic findings. *Journal of Personnel Psychology*, 46, 259-293.

Thibault, J. & Walker, L. (1975).*Procedural justice: A psychological analysis*. Hillsdale, NJ: Lawrence Erlbaum associates.

Tremblay, M., & Roger, A. (2004). Career plateauing reactions: The moderating roles of job scope, role ambiguity and participant among Canadian managers. *The International Journal of Human Resource Management*, 15(6), 996-1017.

Udechukwu, I., Harington, W., Maryak, T., Segal, S., & Graham, S. (2007). The Georgia Department of Corrections: An exploration reflection on correctional turnover and its correlates.*Public Personnel Management*, 36 (3), 36 – 45.

Wallace, C. L. (2011). Turnover intentions of wilderness therapy field staff. *A Masters Degree Dissertation*. University of Iowa.

Xie, B. & Long, L. (2008). The effects of career plateau on job satisfaction, organizational commitment and turnover intentions. *ActaPsychologicaSinica*, 40 (8), 927.