

# Examining the Moderating Role of Mentoring Relationship in between Content Plateauing with Job Satisfaction and Willingness to Leave the Organization (Case Study: Iran Ministry of Industry, Mines and Trade)

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## Abstract

**Background/Objectives:** The aim of this study was to investigate the moderating role of mentoring in relationship between the content plateauing, job satisfactions and tendency to leave the organization. **Methods/Statistical Analysis:** Sample size was estimated based on Cochran formula and data obtained by using a questionnaire among 252 managers and experts randomly. Measuring instruments and the questions related to each of the variables were designed based on a review of the theoretical literature and also utilizing the existing measures of variables which Evidence of validity and reliability has been fully confirmed. **Finding:** The results showed mentoring has significant moderating role on the relationship between job satisfaction and content plateau whereas such a moderating role could not be finding in relationship between content plateau and turnover. The experience of mentoring can reduce the negative impact of plateauing on job satisfaction; but the failure to confirm the moderating role of mentoring in the relationship between the content plateauing and tendency to leave the organization is due to the lack of significant direct role of content plateauing on desire to leave the organization and the existence of mediator variables. **Conclusion/Application:** Based on the survey this inconsistency refers to the relationship between content plateau and the desire to rid the organization. However, several factors can help managers better manage their professional plateauing and not only negatively affect the plateau but also neutralizes rust on important organizational variables are positive consequences.

**Keywords:** Content Plateau, Job Satisfaction, Mentoring, Tendency to Leave

## 1. Introduction

Although Plateauing is not a new concept but in recent years considered by many scholars in management and organization. According to many experts in the field of career management, career plateauing is rapidly becoming a major management and organization problem that needs to find some ways to decrease its spread<sup>1</sup>.

Factors such as changes in the business environment, re-engineering organizational structure, organizational

downsizing and switching to landscape structures all caused that career plateauing becomes a management crisis and efficient career plateauing management is presented. Although various types of plateauing- structural plateauing, content plateauing and life plateauing- have been described in the field of organization, in this study content plateauing which seems to be more spread among Iranian employees, has taken into consideration; content plateauing occurs when the job content is no more challenging for an employee or in other words,

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employee knows everything he needs to know on the job and has no chance to learn more. In such a case, the person has become as an expert at his job. Basically everyone needs to learn new things and unfamiliar challenges faced in his career and by learning new things is to achieve job satisfaction. On the same basis, results in different studies have shown that organizational plateauing has relationship significantly with the decrees on job performance<sup>2</sup> job satisfaction<sup>3,4</sup>. Organizational commitment and the increase of turnover<sup>5</sup>. Although, despite the non-functional impact of plateauing, evidence shows that sometimes it does not have negative results. For example, some researchers found some plateaued people preserve a stable level of productivity in the organization and have a suitable level of job satisfaction that this issue could also have influenced by various organizational variables.

In fact, what is decisive in interpreting plateauing by people as negative or positive experience, in one hand depends on individual characteristics such as individual attitudes, the ability to adapt to change and alignment of individual and organizational goals<sup>6</sup> and on the other hand depends on organizational support systems. In this context, one of the organizational variables that predicted to have moderating role in the relationship between content plateau, job satisfaction and turnover intentions is mentoring.

Adjustment mentoring role in the career plateauing and career attitudes based on the life cycle theory of Levinson<sup>7</sup>. According to this theory the levels of life cycle are: 1. Adolescence. 2. Early adulthood. 3. Middle adulthood. 4. Late adulthood. The transition period is associated with a series of physiological and psychological changes. Most changes affecting job attitudes occurs in middle age. Middle age is a period in which the individual is expected to appear as a coach and master, in such a case, the lack of job skills and the lack of up to date skills according to new technologies can make the person feel dissatisfied with his/her job. Here is where mentoring in organizations can play a role as an adaptive mechanism in creating new work life in employee and preparing career knowledge guidance and individual Focus on the right direction. So it is expected that employees who suffer the content plateau if they can play the role of the mentor in the organization, through the functional and psychological impact of this role has on staff, reduce the negative consequences of job satisfaction and turnover intentions are predicted.

## 2. Literature

### 2.1 Content Plateauing

Globalization, new technologies and the emergence of new jobs created by changes has an important influence on employment prospects and career management. For example, the spread of corporate downsizing and restructuring firms in today's environment leads to lower levels of management in an organization. And therefore we will have fewer opportunities for promotion and advancement and we will face more horizontal organizational structures. And more uniform vertical mobility also means that people are less likely to cause in his current position for longer stays. It causes Increasing competition for jobs and therefore a higher level of organization among workers. Social change is that non-career employees emphasize on their lives. And some of them go up the career ladder they choose. For those who decide to remain in their current position, there is a serious risk that competition will be a job in no time. This trend shows that an increasing number of people have a rest or will experience shelf in some aspects of their working live.

There are three types of Scorpion Offshore: Structural plateauing that means the possibility of improving the organizational structure of the organizational hierarchy. When the organizational structures of the flat structures are shifted career through promotion the vertical hierarchy pyramid becomes more difficult. And promote more competition will be vertical. The second type of content is content plateauing. In such a case, the person has become an expert at his job. Essentially requires that each individual feels the challenge of learning new things and unfamiliar faces in their jobs. And by learning new things they will achieve job satisfaction. Job enrichment and job enlargement approach and change in job content are more important to find.

The third type is life plateauing which is a psychological state in which the person feels obliged to respect the commitments accepted in the past.

It's when the oxidation plateau on the willingness of the individual will be reduced to the growth of the yeast. And thus the identity, sense of self-esteem, interpersonal relationships, individual performance and his future is shaky<sup>8</sup>.

A model introduced a model of the plateaued people on the basis of job-oriented activities of the employees and the organization. Job-oriented activities, including those

acts that a person can do to support the development of his career path (as stated objectives and activities are consistent with the expectations of the job and the job description). Organizational support includes a range of activities to fulfill employee goals and demands such as job enrichment and educational programs. The claim that the plateaued employees can be categorized as follows:

- Plateaued people with high productivity (those who have high job satisfaction and productivity, but do not receive support from the organization).
- Plateaued people with somewhat affected (those who have special goals and expertise but do not get the organizational support).
- Satisfied plateaued people (the support needed to provide new opportunities is created by the organization and the employees are happy with their current job) and
- Passive plateaued people (depressed patients who do not receive any support from the organization for change).

Studies in the field of consequences of Professional plateauing have shown that plateauing can lead to high stress, role conflict, loss of sense of self-respect, inefficiency in adapting with changes, lack of participation in group work, decreased job satisfaction, reduced work performance, increased absenteeism, turnover intentions, loss of organizational commitment, and the increase in stress will atrophy<sup>6,9,10</sup>. In continue we are to investigate the research literature on job satisfaction, turnover intentions and the impact of content plateau on these two variables.

## 2.2 The Role of Content Plateau on Job Satisfaction and Turnover Intentions

Job satisfaction is a positive or pleasant emotional state that is the outcome of job evaluation or experience of the individual. This positive feeling is a great help to people's physical and mental health. Job satisfaction is a result of employee perceptions about job content and what about the jobs it provides a valuable employee. In terms of organization, reflecting the high level of job satisfaction and organizational climate is very favorable which leads to the recruitment and survival employees. Based on the literature review is expected plateauing in overall and content plateauing in special have considerable effect on job satisfaction. As mentioned before, when the repetitive nature of the job for which a challenge to learn more

and to achieve self-actualization is not predictive, content plateauing occurs. However, as job satisfaction is a result of perceptions of job content and context of the press felt the outcome of the evaluation of their work and the nature of the job expected, it is expected content plateauing has negative impact on the level of job satisfaction.

The findings suggest that a series of events that lead to turnover are reinforced by poor perception of jobs (such as job satisfaction) and organization (organizational commitment). The decision to leave is generally seen as a logical choice individuals followed with regard to the employment and organizational status. Individual attitudes such as job satisfaction and organizational commitment influence on this decision. The relationship between content plateau and turnover back to the theories of job enrichment.

## 2.3 The Moderating Role of Mentoring In Relationship between Content Plateau and Job Satisfaction and Turnover

Mentor is someone who has the knowledge and valuable job experience which in the process of mentoring and training transferring them. In other words these people tend to share their experiences with new comers. The mentoring is an interpersonal experience between senior and subordinate staff by which the senior employee (coach) conducts junior staff on how to perform tasks. The benefits of having a mentor or mentoring in the workplace have always been considered in several studies. Studies have indicated that those employees who are self-coach or have the opportunities for promotion, career prospects, financial income show higher job satisfaction, organizational commitment, job performance and lower turnover intentions in compare with those employees who are not coach or have no access to mentors. Hence, it is expected mentoring act as a mechanism to improve the level of job satisfaction and organizational commitment and ultimately decrees turnover<sup>7</sup>. The role of mentoring has two major functions: psychological function and career path function. Psychological function concentrates on strengthening the sense of competence, self-esteem and personal development however, the functions related to employee career development path based on facilitation.

Studies in this area have shown a positive relationship between mentoring with job satisfaction and organizational commitment, and negatively correlated with the desire for leaving organization<sup>7</sup>. Therefore, mentoring

can help in career aspirations, increased motivation, and increase the perceived organizational support, job satisfaction<sup>10</sup>.

On the basis of interpersonal relationship, mentoring by providing sharing knowledge and experience with the junior staff<sup>11</sup>; can be used as a tool for growing talent improving the socio-economic status, accelerating the process of adaptation and career development of employees<sup>12</sup>, yield<sup>13</sup>, reducing rejection career plateau<sup>11</sup>, the development of networks of support<sup>12</sup>, Increasing fame<sup>14</sup>, job promotion<sup>15</sup>, and therefore lead to positive attitudes and job growth<sup>11</sup>, increased motivation<sup>14</sup>, satisfaction<sup>11,14</sup>, organizational commitment<sup>10,11,14</sup>, increased job success<sup>15</sup> and reduce the desire to leave the organization<sup>11</sup>. Thus it is not surprising that mentoring can moderate the relationship between the content plateaus, job satisfaction and tend to leave.

A few studies have done on the impact of mentoring on the job attitudes. Research results indicate mentoring role leads to higher levels of job satisfaction and job performance among plateaued employees and by creating positive attitude will reduce the negative consequences of this phenomenon among the staff. Therefore, in some organizations, experienced coaches are recruited to help people manage job and career tasks.

Therefore, based on the research literature in this area, the present study investigates the moderating role of mentoring in relation between content plateau with job satisfaction and turnover intentions. And in this regard, the following hypotheses are proposed:

First hypothesis: The role of mentoring moderating the relationship between job satisfactions and content plateauing.

The second hypothesis: The role of mentoring moderating the relationship between tends to leave the organization and content plateauing.

### 3. Methodology

This study aimed to be applied to data collection methods and descriptive nature that Is also one of solidarity, because the relation between the plateau and the implications has been frustrating job. The population in this study is experts, middle and top managers of the Ministry of Industry, Mines and trade ministry (324). Since the population is limited, the formula for calculating sample size, statistical sampling is limited in Cochran. The sample size is equal to:

$$n = \frac{N \times Z_{\alpha/2}^2 \times \rho^2}{\epsilon^2 (N-1) + Z_{\alpha/2}^2 \times \rho^2} \Rightarrow n = \frac{324 \times (1.96)^2 \times 0.375^2}{0.05^2 (323) + (1.96)^2 \times 0.375^2} = 248$$

In this regard, preliminary research questionnaire randomly were distributed among 30 executives and experts from the Ministry of Industry, mine and trade and the standard deviation obtained from the formula was inserted. The sample size was calculated based on the Cochran formula 248. The questionnaire was distributed -according to the probability of non-valid questionnaires, among 260 managers and experts and finally 252 valid questionnaires were gathered and statistical analysis was done. In this research random sampling was used. Distribution of samples showed that 47.67% of the sample were male 4% and 52% are women; 30.2% of single and 69.8% are married; in terms of education, 57.9% lower license and 42.1% have master's degrees and doctorates; the average age of employees in the sample is 37 years and the mean duration of 11 years Questions related to each of the variables Based on the research literature and also utilizing the existing measures of variables, the first step was designed by the researcher; after the initial design of any scale questions to localize questions designed with the Iranian organizations structures and ensure content validity study tools, Research questionnaires during several sessions were studied by experts, management experts, professors and senior ministry officials. In this research to measure the reliability of the designed scales Cronbach's alpha coefficient was used. The instruments used to assess face validity, the questionnaire was studied by several workers and the next step is to determine the reliability of the measuring instrument, a pilot group of 30 people in the questionnaire was carried out and reliability of the variables studied were confirmed. The exploratory factor analysis and confirmatory factor analysis was conducted on questions of professional plateauing scales. In this research, four types of questionnaires in the field of content plateauing, job satisfaction, turnover intentions and mentoring were used that will be described later.

Content plateauing questionnaire: This questionnaire consists of 4 questions. These questions are based on the 5 degrees Likert scale; the reliability of this scale using Cronbach's alpha coefficient was obtained as 0.81.

Job Satisfaction Scale: This scale consists of 5 items and employee's satisfaction in fields of communication, management style, benefits and relevance of education and job skills are examined. The questions obtained

according to the concepts discussed in the literature as well as the questions. The questions are based on a 5-point Likert located and reliability of this scale was achieved through Cronbach's alpha coefficient 0.76. Turnover scale: this scale consists of three questions based on the theoretical Mbanty and Evidence Its validity was examined and approved. The reliability of the scale was calculated using Cronbach's alpha coefficient 0.800. Mentoring Questionnaire: The questionnaire included three questions are based on theoretical principles. Cronbach's alpha reliability of this questionnaire 0.65 reported. To answer this question based on the Likert items from very low to very high is 5 degrees. Also for data analysis software SPSS-21 and Amos-21 was used.

### 4. Result

In the calculation of moderating role of mentoring in the relationship between content plateau and job satisfaction and also tend to leave the organization, the direct relationship between content plateau and job satisfaction and also tend to leave the organization were designed as a model in software AMOS separately. The moderator variable mentoring according to standard scores were divided into two groups of high and low scores and separately for each group was calculated. The difference between the two types of path analysis model high scores and low and moderating variable for judging the effect of moderator variables was used. The common method of classifying subjects in moderating variables into two categories: That one standard deviation above and one standard deviation below the mean score have earned. The variable damper on the raw scores was converted to standard scores. The two groups were selected that high score and low score. To select the high score, Z score equal to or greater than half the people who were chosen. Low scores are equal to or smaller than the negative Z score half of those who were chosen. In each group (high scores and low scores in moderating variable) regression shelf impact on job satisfaction and willingness to leave scurry content was calculated. Regression line graphs using Excel software was developed; the study showed a significant interaction tables together using hierarchical regression was achieved. Following the results of a survey of research hypotheses have been proposed.

First hypothesis: The role of mentoring in the relationship between job satisfaction Modifies plateau rejection content.

Table 1 describes descriptive statistics moderator variables show descriptive statistics and content plateau and job satisfaction in different levels of mentoring.

1. Moderating variables, 2. Variable was predictor and 3. The criterion variable.

Can be seen as part of the difference in mean levels of job satisfaction levels plateau content and mentoring there. Figure 1 shows the relationship between job satisfaction plateau content with different levels of mentoring shows.

Coefficients marked with \* alpha level greater than 0.01 and had less than 0.05 of statistical significance. Coefficients marked with \*\* are significant at the alpha level less than or equal to 0.01. Other factors are the lack of statistical significance (0.05 <P). As indicated in Figure 1, the lower mentoring, stronger relationship between the criterion variable was observed (r=-0.19; 0.05> P). In addition to mentoring high coefficient was observed with statistical significance (0.05 <P) has significantly contributed to the low level of mentoring. No significant differences could be due to Figure 2 and Table 2 should be judged.

As the regression line in Figure 2 shows a cross pattern, in both high and low level of mentoring has been regression heterogeneity (interaction between mentoring and plateau content).

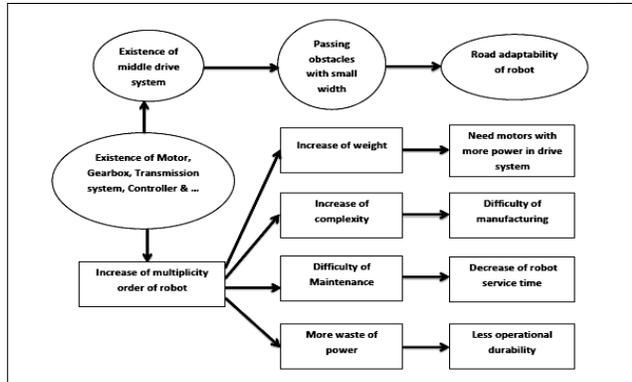
The results in Table 2, as Figure 2 shows the interaction between mentoring and content have been shown to plateau (0.05> P).

**Table 1.** Descriptive statistics moderator variables, predictor and criterion in the first hypothesis

Mentoring		Mean	SD	Sample Size
		98/8	47/2	252
content plateau	Mentoring at low	49/10	18/4	101
	Mentoring at top	65/8	84/3	151
Job Satisfaction	Mentoring at low	28/9	89/2	101
	Mentoring at top	62/11	91/2	151



**Figure 1.** There is a relationship between the predictor variable content plateaus in the presence of moderator mentoring job satisfaction.



**Figure 2.** View of the regression lines for the relationship between content plateau and job satisfaction in both low and high level mentoring.

**Table 2.** The abstract analysis of the moderating role of moderator mentoring content on the plateau and job satisfaction

Model	R	R <sup>2</sup>	Standard error of estimate	R2 changes	df1	df2	Statistical significance
Content Plateau	15/0	02/0	09/3	02/0	1	250	02/0
Mentoring	38/0	14/0	90/2	12/0	1	249	0005/0
Mentoring interaction with Plateau content	40/0	16/0	87/2	02/0	1	248	04/0

\* Criterion variables: job satisfaction

Therefore, the relationship between the plateau and content mentoring job satisfaction had a significant moderating effect.

The second hypothesis: The role of mentoring in the relationship between the content of turnover plateau rejection temper.

Table 3 describes descriptive statistics moderator variables shows descriptive statistics plateau content and leaving the organization at various levels of mentoring.

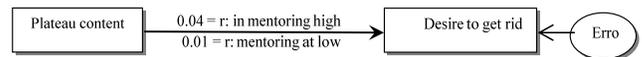
1. Moderating variables, 2. Variable was predictor and 3. The criterion variable.

As can be seen in Table 3 levels of the plateau part of the difference in mean content and the desire to get rid of the different levels of mentoring. Figure 3 shows the relationship between the desires to escape the plateau content to show different levels of mentoring.

Coefficients marked with \* at the alpha level of statistical significance greater than 0.01 and smaller than 0.05

**Table 3.** Descriptive statistics moderator variables, predictor and criterion in the second hypothesis

Mentoring		Mean	SD	Sample Size
		98/8	47/2	252
content plateau	Mentoring at low	49/10	18/4	101
	Mentoring at top	65/8	84/3	151
Job Satisfaction	Mentoring at low	72/8	49/3	101
	Mentoring at top	19/8	07/3	151



**Figure 3.** Relationship between the content predicted by the desire escape the plateau in front of moderator variables mentoring.

enjoyed. Coefficients marked with \*\* are significant at the alpha level less than or equal to 0.01. Other factors are the lack of statistical significance (0.05 < P). As indicated in Figure 3, in both the mentoring relationship with a desire to escape the plateau content is zero (0.05 < P). So there is no interaction between the coach and the plateau content. This means the rejection of the hypothesis that the moderating role of mentoring in the relationship between the content and the desire to get rid of the plateau.

## 5. Conclusion

Psychology, organizational behavior and management models are always trying to improve satisfaction of employees. A utility model, i.e. models that are more cost-efficient methods and at the same time to reach this point provide has always been the most important challenges facing the management of organizational behavior. Recent changes in the labor market, and in particular the quantitative and qualitative aspects of the organization, the challenge is made more prominent.

Plateauing as a result of changes in the structure and content of organizations are highlighted, as an important construct in the management literature and organizational behavior can be useful ideas to move along the ground for optimum - satisfactory employee organizations (Burke and Miklson, 2006). Studies have shown that many factors can moderate the relationship between the plateauing and job consequences. Mentoring is an important moderating factor. In this field of research

literature, it was expected that mentoring by increasing job satisfaction and desire to stay on organization (lens and Elman, 2004; Lonson, 2006, Reagan and Cotton, 2000; Allen, 2004; Van America, 2008) reduces the negative effects of content plateauing on satisfaction and intention to leave. Therefore, in this study as a moderator in the relationship between the content plateaus mentoring job satisfaction and tend to leave the failure is investigated.

According to the results of Figure 1 and 2 and Table 1, mentoring could moderate the impact of content plateauing on job satisfaction ( $0.05 > P$ ). For this reason, it can be observed in Figure 1 and 2, that the employees who had mentoring experience, content plateau had no substantive effect on job satisfaction ( $= r = -0.02$ ;  $R^2 = 0.00$ ;  $0.05 < P$ ) but instead those staff who evaluates experienced mentoring lower, content plateau could explain the decline in job satisfaction ( $r = -0.21$ ;  $R^2 = 0.04$ ;  $0.05 > P$ ). Therefore it can be concluded that staff perception from facilitated situation for teaching staff and exchange of information and experiences between members can reduce negative impact of content plateau on job satisfaction. This result is consistent with the results of<sup>7</sup>.

Since these results indicate the moderating role of mentoring in the relationship between content plateau and hon consequences (in particular, job satisfaction) are in align with the results of<sup>11,14,16,17</sup>. The results of the examining second hypothesis about the relationship between content plateau and tend to leave the organization showed that the content plateau has not had a significant relationship with leaving the service ( $0.050 < P$ ). Investigated the relationship between two groups of staff with high and low perceived mentoring show similar results. Therefore, in accordance with the results of Figure 3 and Table 3, mentoring has not a significant role in moderating effect of content plateau on the desire to leave organization. These results are not in aligning with the results of<sup>18,19</sup>, claim that there has been a moderating role in the mentoring relationship between content plateau and tendency to leave the organization. Surely the reason for this inconsistency in results is not related to the moderating role of mentoring. In fact, based on the survey this inconsistency refers to the relationship between content plateau and the desire to rid the organization. When the content plateau cannot have any effect on the desire to leave, at each level of the moderator variable, which is the hypothesis of a link moderators will be rejected. In fact, there are many factors are involved which can lead to a tendency to leave

the organization. Among the most important of these factors is having challenging job. Certainly for many people to have a security in job will be more important than having a challenging career. For example, it may be due to limited job opportunities, job security priority value is greater than the value of the challenges and achievements for this reason, even if employees experience high levels of flexibility shown structural plateau in addition, we must consider the moderating role of culture. For example, the influence of certain themes plays the effective role between variables from culture to culture. In this case, those who value good job consequences in trying low performance, it cannot be expected content plateau leads to negative job results. However, several factors can help managers better manage their professional plateauing and not only negatively affect the plateau but also neutralizes rust on important organizational variables are positive consequences.

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