

CAREER PLATEUING AND TURNOVER INTENTION AT THE FEDERAL POLYTECHNIC IDAH, KOGI STATE

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ABSTRACT

This study on the Impact of Career Plateuing on turnover intention at the Federal Polytechnic Idah, Kogi State was written to examine the extent to which employees career plateuing influences turnover intention in the Federal Polytechnic Idah, Kogi State. The study applied a descriptive research survey design, Pilot study was carried out using a test retest method and tested using Cronbach alpha to determine the reliability of the research instrument. The population of the study was 624 thus; the researcher adopts Godden sample size formula to obtain the view of respondents numbering 183 using structured questionnaire designed in a 5 points Likert scale. The analitical tools employed comprised descriptive and inferential statistics and hypothesis tested using Pearson Product Moment Correlation Coefficient. Finding revealed that there is a significant positive relationship between career plateuing and turnover intention in the Federal Polytechnic Idah, Kogi State ($r = .484$, $p\text{-value} < 0.05$). Based on the finding, the study concludes that the more the employees face career plateuing the more they desire to quit such emHployment hence, career plateuing influences turnover intention. Premised on the finding the study recommends that employees prospectus should be made more articulate and be accessible, more incentives should be provided to employees who are already at the peak of their career so as to reduce employees turnover intention.

Keywords: Career, Plateuing, Turnover, Intention, Polytechnic.

INTRODUCTION

Organizations are primarily established to pursue specific objectives. This objective varies in magnitude depending on the peculiarities of such institutions. The Nigerian polytechnics according to the polytechnic Act (2019) was established to train both middle and higher level manpower to contribute to the socio-economic development of the nation. However, Attaining these objectives does not only require employees who will give their best but would also be willing to remain in the Organization but in a situation where certain employees reach their career and becomes stagnated it poses their threat of turnover intention by such employees to quit in quest for a greener pastures to other jobs where they perceived more carrier prospects.

Carrier plateuing is the kind of circumstance when employees experiences stagnation in their carrier (Ramlal & Siva, 2017). Though, Kalyani and Rabu (2015) and Gaturu (2018) argued that carrier plateuing

are categorized as negative and positive. Thus, the negative aspect of carrier plateauing occurs when employees find their carrier stagnated resulting from the structure of the organizations, nature or task or other personal factors while positive carrier plateauing is when employees experience motivation leading to job satisfaction and proficiency. The negative carrier plateauing according to Yan et al (2023) manifests in form of low job satisfaction, weak performance, employee stress, job insecurity and lack of promotion. Khatijah et al. (2014) further argued that plateauing could either be organizational plateauing which occurs when employees have the required skills to perform higher tasks but are not given such opportunities whereas, personal plateauing is the situation when employees do not desire higher tasks at the higher level of the organization.

Since structural plateauing occurs when employees have attained their carrier peaks and do not have the potentials of carrier advancement, the tendencies to quit (turnover intention) become high. This is common among the Chief lecturers in the Polytechnic as well as other employees who have reached their peak particularly in the Federal Polytechnic Idah because at that carrier peak, the intention to quit becomes high most especially for those who have attained a requisite academic qualifications that would attract employment where they can advanced more than their current carrier status. To this end, such tendency to quit is as a result of quest for professional development or potentials for employability. This study is therefore conducted to examine the impact of carrier plateauing on employee turnover intention at the Federal Polytechnic Idah, Kogi State.

This research evaluates the impact of Career Plateauing on turnover Intention in the Federal Polytechnic Idah, Kogi State. What is the extent of relationship between Career Plateauing and turnover Intention in the Federal Polytechnic Idah, Kogi State ? Premised on the research objective and research question, the study postulated the null hypothesis as:

H₀: There is no significant relationship between Career Plateauing and turnover Intention in the Federal Polytechnic Idah, Kogi State.

REVIEW OF RELATED LITERATURE

Concept of Carrier Plateauing

Carrier refers to series of paid and unpaid tasks which individual perform that allows them to perform certain roles to contribute to their broader life roles (Asman et al 2020). Carrier plateauing refers to the situation where the employee likelihood for higher advancement in hierarchical order becomes unlikely. Again, carrier plateauing refers to the phenomenon where employees carrier upward or lateral mobility become reasonably doubtful or impossible (Agbasi et al, 2021). Huaman and Khaled (2022) noted that carrier plateauing is the specific stage where employee carrier witnesses stagnation, horizontal or vertical mobility.

Tripathy (2020) noted that carrier plateauing is mostly common with employees who have more than five (5) years in such organizations. Therefore, carrier plateauing is measured using indices like the length of time employees were in their present employment, employees perceptions to statements relating to their

employment conditions as well as carrier prospectus (Skelton, 2017; Ozeclik & Akcay, 2020). However empirically, it is evident that carrier plateau employees are posed to low performance as well as intention to quit due to greater job stress, lower job satisfaction, stagnated carrier, rewards and low prospects for training (Choudhary et al, 2013 & Xie et al 2015). Thus, carrier plateau poses more adverse effects on employee performance as well as organizational productivity.

Turnover Intention

Employee turnover is seen as the movement of employment from one organization to another. Awing et al (2013) argued that such has effect on firm performance as it leads to lower service quality, reduced productivity, and increased cost of recruiting fresh employees.

Turnover intention is the movement across membership domain of a social system. This implies that turnover intention is a reliable indicator in measuring the exact employee turnover. To this end Letchumana et al. (2017) noted that turnover intention which is synonymously used as turnover tendency or turnover plan is the behavioural tendency which propel employee to desire to quit an organization. Mohammed et al. (2014) further noted that turnover intention is seen as the perceived desirability of mobility of employee from one employment to another. Though, Hoitom and Burch (2016) noted that employee turnover intent can takes place through dismissal, downsizing or termination of employment but the most pertinent relating to carrier plateauing in the workplace is that of voluntary departure.

Therefore, it is worthy of note that employee turnover intention is largely tied down to the extent to which such employees perceive their employment to be stagnated as well as the incapability of being able to advance in their carrier. The moment this occur the employee would be exposed to be social and psychological stress, frustration, and burn out thus leading to weak performance.

Theoretical Framework

This research focuses on the Conservation Resource Theory, the theory according to Qiao et al (2019) postulates that resources has an intrinsic motivational tools which propel the attainment of goals towards job satisfaction. To this end, employees' strives to foster, preserve and protect their most valuable resources with the intent of improved rewards. However, Qiao et al (2019), Nzewi and Audu (2023) argued that these resources involves broad range of task-related attributes and other universal psychological resources but the primary focus of this theory is anchored on how employees are engrossed in their career as a result of these resources but the moment they are at the peak of their career the tendency for turnover intention arises. The Conservation resource theory is relevant to this research and the study is anchored on the theory considering its practical application and empirical reality.

Empirical Review

James et al (2023) examined the predictors of turnover intention among entry level employee of commercial banks in Nigeria. The study investigated the predictors of turnover intention among entry level employees in Nigeria banking industry. The research adopted a research survey design and five (5) commercial banks were reached. Data was analysed using frequencies, percentages and hypotheses

tested using regression analysis. Finding revealed that work engagement is statistically significant with employee turnover intention. From all these reviews, none of the studies specifically covers the polytechnic subsector, thus this study intends to fill such research gap by domesticating the impact of Career Plateuing on turnover intention in the Federal Polytechnic Idah, Kogi State.

Agbasi et al (2021) examined carrier plateuing and employee turnover intentions: A civil service perspective. The study determined the relationship between structural carrier plateau and turnover intentions of civil servants in South-East, Nigeria. The research adopted a descriptive research survey design and samples of 328 were reached out of a total population of 2318 respondents using Krejcie and Morgan sample size technique. The data was analyzed using both descriptive and inferential statistics and the study revealed that turnover intention is influenced by structural carrier plateuing.

More so, Asman et al. (2020) conducted a study on the effect of carrier plateau on the Head Nurses carrier and Job satisfaction, and turnover Intention. The research determined the effect of carrier Plateau on head Nurses carrier and job satisfaction and turnover intentions at main Mansura University Hospital. The researchers adopted a descriptive research survey design and correlation analysis was used for data analysis. Finding reveals that there are no significance relationship between carrier plateau carrier, job satisfaction and turnover intention.

Falahat et al. (2019) conducted a study titled: A Model for Turnover Intention: Banking Industry in Malaysia. The study explores the real causes of turnover intention in the banking industry in Malaysia. The researchers use a convenience non-probability sampling method. A total of 500 questionnaires were distributed and a total of 395 returned and analyzed using smart PLS. The findings revealed that working environment and job stress have an indirect effect on turnover intention.

Ramlal and Siva (2017) examined a study on carrier plateuing in India petroleum sector. The study highlighted factors which influence employees' feelings towards plateuing. The study reached respondents numbering 50 through a self-administered questionnaire designed in a five points likert scale. The research revealed that content plateau is the most common among certain age categories of employees.

Khatijah et al .(2014) conducted a study on "carrier plateuing is it still a matter of concern? The study examines the relevance of addressing, the impact of Carrier Plateuing in Organization. The study therefore investigated the relationship between hierarchical plateuing and intention to leave among Nurses in public hospitals. The research reached respondents sing a structured questionnaire numbering 700 Nurses spread across 11 public hospitals in Malaysia. The findings revealed that hierarchical plateuing was not significantly related to employees' intention to leave.

METHODOLOGY

The researcher utilizes a descriptive research survey design; this technique involves collection and analysis of data to make inferences on the entire population. Specifically, this research focuses on career Plateuing and turnover Intention at the Federal Polytechnic Idah, Kogi State. The primary data for this research is obtained through a structured questionnaire administered to Academic staff and non-academic staff of the Registry, Bursary and Central Library who are at the peak of their career numbering

624, the researcher applied the Godden (2004) sample size determination statistical formula to determine the sample size, the Godden (2004) formular according to Adefila (2014) is denoted as.:

$$SS = \frac{Z^2 (P) (1 - P)}{C^2} \quad \text{-- equ (1)}$$

$$\text{New SS} = \frac{SS}{1 + \frac{(SS - 1)}{\text{Population}}} \quad \text{equ (2)}$$

Where SS = Sample size

Z = Confidence level 95 %

P = Percentage of population (70%)

C= Confidence interval = 5 % (0.05)

$$SS = \frac{1.96^2 (0.7) (1 - 0.7)}{0.05^2} \quad \text{equ (1)}$$

$$SS = \frac{3.8416 (0.7) (1 - 0.7)}{0.0025}$$

$$SS = \frac{0.806736}{0.0025}$$

$$SS = 322$$

Population = 624

$$\text{New SS} = \frac{322}{1 + \frac{(322 - 1)}{624}}$$

$$1 + \frac{(322 - 1)}{624}$$

$$\frac{322}{322}$$

$$\frac{322}{322}$$

$$1 + 0.51$$

$$SS = \frac{322}{1.51}$$

$$1.51$$

New SS = 212

Therefore, the sample size = 213

However, out of the total of 213 questionnaires distributed only 183 were duly completed and returned giving a retrieval rate of 86%.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

The researcher utilizes data using descriptive statistics. Therefore, the descriptive statistics are the use of simple percentages, frequencies and mean. The inferential statistics used was the Pearson Product Moment Correlation Coefficient (PPMCC). The hypothesis was evaluated with a level of significance of 0.05 (5%).

$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

The decision rule is to accept mean value of 3.00 and above.

Data Presentation and Analysis

Table 2: Distribution of Responses on Career Plateuing and Turnover Intention

S/N	Questionnaire Items	SA (5)	A (4)	UN (3)	D (2)	SD (1)	Mean	Decision
	Career Plateuing							
1	I do not enjoy my promotion promptly.	84	88	2	-	9	4.30	Accepted
2	I do not have prospect to advance in my career.	62	113	6	-	2	4.27	Accepted
3	My employer is concerned about my growth.	28	44	56	47	8	3.20	Accepted
4	I still have chances to excel in my career if i am given the opportunity.	101	52	9	11	10	4.21	Accepted
	Grand Mean						4.00	
	Turnover intention							
5.	I am satisfied with my current employment.	8	29	34	99	13	2.56	Rejected
6.	If i have employment opportunity elsewhere i will quit my current employment.	82	79	-	10	12	4.14	Accepted
7.	I will explore all avenues to search for another employment.	86	41	12	15	29	3.77	Accepted
8.	I am satisfied with the reward packages offered to me by my employer.	19	-	55	100	9	2.56	Rejected
	Grand Mean						3.26	

Source: Field Survey, 2024

Table 2 focuses on the distribution of responses regarding career plateuing and its impact on turnover intention in the Federal Polytechnic Idah, Kogi State. The research relies on the calculation of mean statistics, using a threshold of 3.00 for determining acceptability. On the question on whether respondents do enjoy their promotion promptly, 84 respondents strongly agreed, 88 agreed, 2 were undecided while

9 strongly disagreed, the mean value is 4.30 which is above the acceptance criterion of 3.00. For the question on whether respondents do not have prospect to advance in their career 62 respondents strongly agreed, 113 agreed, 6 were undecided while 2 strongly disagreed, the mean value is 4.27 which is above the acceptance criterion of 3.00. More so, for the question on whether the employer is concerned about their growth 28 respondents strongly agreed, 44 agreed, 56 were undecided, 47 disagreed while 8 strongly disagreed, the mean value is 3.20 which is above the acceptance criterion of 3.00. For the question on whether respondents still have chances to excel in their career if given the opportunity 101 respondents strongly agreed, 52 agreed, 9 were undecided, 11 disagreed while 10 strongly disagreed, the mean value is 4.21 which is above the acceptance criterion of 3.00. The average grand mean for career plateuing is 4.00 suggesting that the independent variable fall within the acceptance threshold.

Additionally, for the question on whether respondents are satisfied with their current employment. 8 respondents strongly agreed, 29 agreed, 34 were undecided, 99 disagreed while 13 strongly disagreed, the mean value is 2.56 which is below the acceptance criterion of 3.00. For the question on whether If respondents have employment opportunity elsewhere they will quit their current employment, 82 respondents strongly agreed, 79 agreed, 10 disagreed while 12 strongly disagreed, the mean value is 4.14 which is above the acceptance criterion of 3.00. Again, for the question on whether respondents will explore all avenues to search for another employment. 86 respondents strongly agreed, 41 agreed, 12 were undecided, 15 disagreed while 29 strongly disagreed; thus, the mean value is 3.77 which is above the acceptance criterion of 3.00. Finally, for the question on the extent respondents are satisfied with the reward packages offered to them by their employer 19 respondents strongly agreed, 55 were undecided, 100 disagreed while 9 strongly disagreed; the mean value is 2.56 which is below the acceptance criterion of 3.00. The average grand mean for turnover intention is 3.26 suggesting that the independent variable fall within the acceptance threshold.

Test of Hypothesis

H₀: There is no significant relationship between Career Plateuing and turnover Intention in the Federal Polytechnic Idah, Kogi State.

Table 3: Correlation Result for Hypothesis

	Career Plateuing	Turnover intention
Career Plateuing	Pearson Correlation	.484**
	Sig. (2-tailed)	.000
	N	183
Turnover Intention	Pearson Correlation	.484**
	Sig. (2-tailed)	.000
	N	183

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2024

Table 3 displays the correlation analysis result for the hypothesis, which asserts that there is a substantial association between career plateuing and turnover intention in the Federal Polytechnic Idah, Kogi State.

The analysis reveals a correlation coefficient (r) of .484 and a probability value (p -value) of .000. Applying the decision rule that accepts the alternate hypothesis when the p -value is less than the chosen level of significance (0.05), hence, the research conclude that there is a statistically significant positive relationship between career plateauing and turnover intention in the Federal Polytechnic Idah, Kogi State. This finding is consistent with the finding of James et al (2023) which revealed that work engagement is significant with employee turnover intention, Agbasi et al (2021) that turnover intention is influenced by structural career plateauing but contradicts the findings of Asman et al (2020) that there is no significant between career plateau, job satisfaction and turnover intention and Falahat et al (2019) which revealed that hierarchical plateauing was not significant related to employees intention to leave.

CONCLUSION AND RECOMMENDATIONS

Carrier plateauing has been discovered to become an existential phenomenon in most organizations in recent time. This is due to the fact that as long as the organization strives to motivate their employees towards ensuring that they are retained and contribute their best to the advancement of the organizations it will reach a particular point when the employees would become stagnated and such could pose a threat to their carrier advancement, pay rise, assigning of innovative and more challenging tasks. Since no employee would desire to be stagnated, employees would therefore prefer to cling to other employment where they perceived to have a new or higher prospect of being promoted. To this end, the more employee faces carrier plateauing the more the desire to quit such employment increases. Thus, there is a link between Carrier Plateau and turnover Intention in the Federal Polytechnic Idah, Kogi State.

Premised on the findings of this study the research therefore recommends that Organizations particularly the Federal Ministry of Education, National Board for Technical Education, Federal Civil Service Commission and other relevant bodies charged with the responsibilities of regulating employment should not only rely on designing employee prospectus as well as documents stipulating employees promotion regulations but these documents should be made more accessible to employees even at the early stage of their employment. This will not only prepare the mind of employees towards the reality of their carrier but would give them the opportunity to prepare towards addressing the negative impact of carrier plateauing.

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