



Career Plateauing and Mental Health

***Dr.A.Sita Madhavi, **L. Deepa**

Department of Management Studies,

Geethanjali College of Engineering and Technology.

Introduction:

Career plateauing occurs when an employee has limited potential for upward movement in their career. Employees, especially those who continue to work in the same organization for a very long time often reach career plateaus. An employee stuck on a career plateau refuses to recognize that he or she has been trapped by a career barrier and refuse help at its very mention

Career plateau represents a situation in which a person's career in the course of employment seems to be restricted. The current study examines the relationship between experience of the employee and the perceived career plateau.

Career Plateau is a point where employees perceive their work as non-challenging. They perceive fewer opportunities to develop their skills and abilities.

Need and significance of the study:

Career Plateauing is an issue faced by individuals where-in they feel that their present career path is not progressive, and their future is ambiguous. This research helps the reader analyze the impact of career plateau. The primary goal of this study is to create awareness on "Career Plateauing" and popularize the simple, inexpensive, and effective strategies of preventing it.

Scope of the study:

Career plateau is a stage where the individual may get stressed, depressed, dissatisfied, may injure himself or at the highest level injure others mentally or physically. Dissatisfied employees are a drawback to organizations and hence it is important to ensure employees do not get into this state of mind. The data related to this study was captured from employees working in ITES companies in Hyderabad. Most of them were from middle level management, with approximately 7 to 10 years of work experience. Data was

captured in their respective residence where they were found to be at ease and seemed to be willing to give information. However, after the day's work, there is a possibility of the responses being influenced by earlier part of the day.

The scope of this study is limited to the respondents serving companies or business units operating in Hyderabad. It includes respondents who have recently left a given organization. Scope is also limited to middle level management.

Limitations:

1. This study has limitation of generalization
2. Limitation of personal bias
3. Limitation of time and cost

Objectives of the study:

1. To study the awareness on Career Plateauing in selected ITES companies.
2. To analyze the impact of career plateau.
3. To suggest the strategies to overcome career plateauing

Research methodology:

This research has associated career plateau with negative consequences such as lower levels of job satisfaction, poor commitment, high absenteeism, greater stress, low motivation, and high employee turnover.

A descriptive research design was employed for the purpose of this study. Convenience sample technique was used for the purpose of sampling. A pilot study was conducted to ensure that the methodology applied was appropriate.

Online sample calculator was used to arrive at the sample size. The confidence level was 80%, margin of error was 10%, and population proportion was taken as 50% as there is equal chance of the respondent experiencing higher or lower level of plateauing. The sample size obtained from the calculator was 41.

Sources of data collection:

Questionnaires were used to gather the information. The questionnaire comprised of two sections, first part was used to collect personal profile of the respondent, which included name, company name, job title, e-mail address, and phone number. Research-specific questions were included in the second section.

Questionnaires, interviews, and observations were used to gather primary data. Secondary data was collected from journals, books, websites, articles, and other research papers.

Literature reviews:

1. According to Drucker-Godard, C., Fouque, T., Gollety, M. *et al* (2015), French academics experience professional plateauing, which might have a negative effect on their conduct... A stagnant career raises the risk of leaving the company.

Drucker-Godard, C., Fouque, T., Gollety, M. *et al*. Career Plateauing, Job Satisfaction and Commitment of Scholars in French Universities. *Public Organiz Rev* **15**, 335–351 (2015). <https://doi.org/10.1007/s11115-014-0280-0>

2. Choy, R.M. and Savery, L.K. examined the connection between organizational commitment, job satisfaction, and the plateauing phenomenon. They opined that no one who has reached a plateau seems to have a better relationship with their company, and no one who has reached a plateau finds coaching new hires to be more gratifying. This conclusion is crucial since it shows that motivating employees to stay with the organization is more likely when they haven't reached a plateau. Employees who have not reached a plateau are also more likely to view the company favorably, which is a crucial factor for managers to consider.

Choy, R.M. and Savery, L.K. (1998), "Employee plateauing: some workplace attitudes", *Journal of Management Development*, Vol. 17 No. 6, pp. 392- 401. <https://doi.org/10.1108/02621719810210983>

3. Career plateaus were discovered to be positively associated with intentions to leave after accounting for job satisfaction, organizational commitment, job search behavior, and a number of demographic characteristics. Rilovick, Christine Y. (2005), also found that career plateaus differed from work satisfaction and commitment in that they directly affected intentions rather than acting as a mediator for job search activities.

Rilovick, Christine Y., "Effects of Career Plateauing on Turnover: A Test of a Model" (2005). Theses and Dissertations. 3788. <https://scholar.afit.edu/etd/3788>

4. People who have reached a career plateau typically experience negative affective outcomes (such as lower satisfaction and well-being) as well as negative work outcomes (such as lower job performance and organizational commitment, and increased turnover intentions), and these outcomes can be attributed to the fact that these people feel their organization isn't supporting them. Our analysis also reveals that a number of important variables, such as the degree to which an organization and an

individual adopt tactics to combat plateau and the degree to which people care about getting promoted, might lessen the impacts of career plateau.

Career plateau: A review of 40 years of research - ScienceDirect, Wei-Ning Yang, Karen Niven Sheena Johnson, 2020

Data analysis and Interpretation:

Factor Analysis is a factor reduction technique. This study applied factor analysis to identify the most significant factors among the variables under study.

Output of Factor analysis to find Causes of feeling of career plateauing:

Correlation Matrix									
		NoInnovation	FinCrunch	PoorInfra	SlowBoss	WorkEnvironment	SocialInjustice	ZoneofComfort	Workshift
Correlation	NoInnovation	1.000	.246	.492	-.233	-.365	.576	-.034	.107
	FinCrunch	.246	1.000	-.107	.295	.347	-.307	-.513	-.053
	PoorInfra	.492	-.107	1.000	-.497	-.486	.758	.144	.269
	SlowBoss	-.233	.295	-.497	1.000	.131	-.525	-.107	-.691
	WorkEnvironment	-.365	.347	-.486	.131	1.000	-.657	-.323	.103
	SocialInjustice	.576	-.307	.758	-.525	-.657	1.000	.059	-.034
	ZoneofComfort	-.034	-.513	.144	-.107	-.323	.059	1.000	.332
	Workshift	.107	-.053	.269	-.691	.103	-.034	.332	1.000
Sig. (1-tailed)	NoInnovation		.060	<.001	.071	.010	<.001	.416	.253
	FinCrunch	.060		.252	.031	.013	.025	.000	.371
	PoorInfra	.001	.252		.000	.001	.000	.185	.045
	SlowBoss	.071	.031	.000		.206	.000	.252	.000
	WorkEnvironment	.010	.013	.001	.206		.000	.020	.260

SocialInj usti	.000	.025	.000	.000	.000	.000	.358	.417
ZoneofC om	.416	.000	.185	.252	.020	.358		.017
Workshif t	.253	.371	.045	.000	.260	.417	.017	

As factor analysis looks for relationships between variables, a Correlation Matrix was obtained. There are a number of different methods that can be used to extract factors from data. In this case, Principal Components Analysis was used. Factor analysis always extracts as many factors as there are variables. In this case we had 7 questions on the questionnaire which explain the causes of career plateauing, as a result a maximum of 7 factors may be extracted. A lot of these factors may be meaningless. As such, smallest number of factors that can best explains the patterns in data were extracted. Scree Plot was used to identify the number of factors with maximum variance. As the variables seem to be independent in nature, Varimax, was applied. Factor Analysis looks for relationships between the variables, as a result some moderate-to-high correlations in data (i.e. correlations above the value of $r=0.3$) were observed. A substantial number of moderate correlations were observed. Characteristically multicollinearity (i.e. over high correlations of $r>0.9$) was found to be absent.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Bartlett's Test of Sphericity	Approx. Chi-Square	212.659
	df	28
	Sig.	<.001

Kaiser-Meyer-Olkin test of sampling adequacy assesses whether or not our sample size is sufficient for factor analysis. A value of less than 0.5 indicates the sample is too small. In this case the value is $KMO = .797$, which means sample size is sufficient.

The second statistic used was Bartlett's test of sphericity which tells us whether adequate number of correlations exists between variables of study for factor analysis. In this case a significance value of less than alpha level (i.e. $p < .001$) was obtained, which means that enough correlations exists for factor analysis.

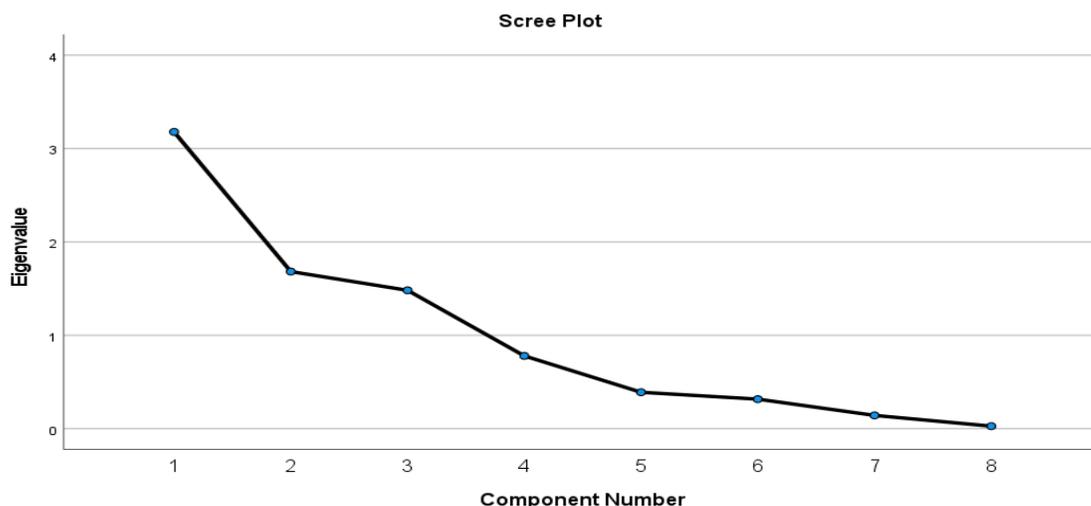
Communalities		
	Initial	Extraction
NoInnovation	1.000	.698
FinCrunch	1.000	.802
PoorInfra	1.000	.755
SlowBoss	1.000	.832
WorkEnviron	1.000	.788
SocialInjustice	1.000	.898
ZoneofComfot	1.000	.658
Workshift	1.000	.914

Extraction Method: Principal Component Analysis.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.1	39.73	39.736	3.1	39.73	39.736	2.7	34.54	34.540
2	1.6	21.03	60.772	1.6	21.03	60.772	1.7	22.48	57.024
3	1.4	18.52	79.300	1.4	18.52	79.300	1.7	22.27	79.300
4	.78	9.748	89.048						
5	.39	4.878	93.926						
6	.31	3.955	97.881						
7	.14	1.780	99.661						
8	.02	.339	100.000						

Extraction Method: Principal Component Analysis.

The first three factors account for 79.3% of total variance.



Component Matrix^a			
	Component		
	1	2	3
NoInnovation	.578	.567	.205
FinCrunch	-.396	.617	.514
PoorInfra	.836	.205	.117
SlowBoss	-.694	.299	-.511
WorkEnvironment	-.688	-.155	.539
SocialInjustice	.878	.317	-.163
ZoneofComfort	.355	-.658	-.314
Workshift	.369	-.540	.697
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

Output of Factor analysis for finding the Impact of career plateauing:

Correlation Matrix					
		PoorInterperlRel	UnderPerfm	MentalDistress	Quit
Correlation	PoorInterperRel	1.000	.101	-.345	.618
	UnderPerform	.101	1.000	-.108	-.086
	MentalDistress	-.345	-.108	1.000	-.443
	Quit	.618	-.086	-.443	1.000
Sig. (1-tailed)	PoorInterpersRel		.264	.014	<.001
	UnderPerforman	.264		.250	.296
	MentalDistress	.014	.250		.002
	Quit	.000	.296	.002	

A substantial number of moderate correlations (i.e. correlations above the value of $r=0.3$) was observed.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	29.479
	df	6
	Sig.	<.001

In this case the KMO value is = .769, which means sample size is sufficient.

In this case a significance value of less than alpha level (i.e. $p < .001$) was obtained, which means that enough correlations exists for factor analysis.

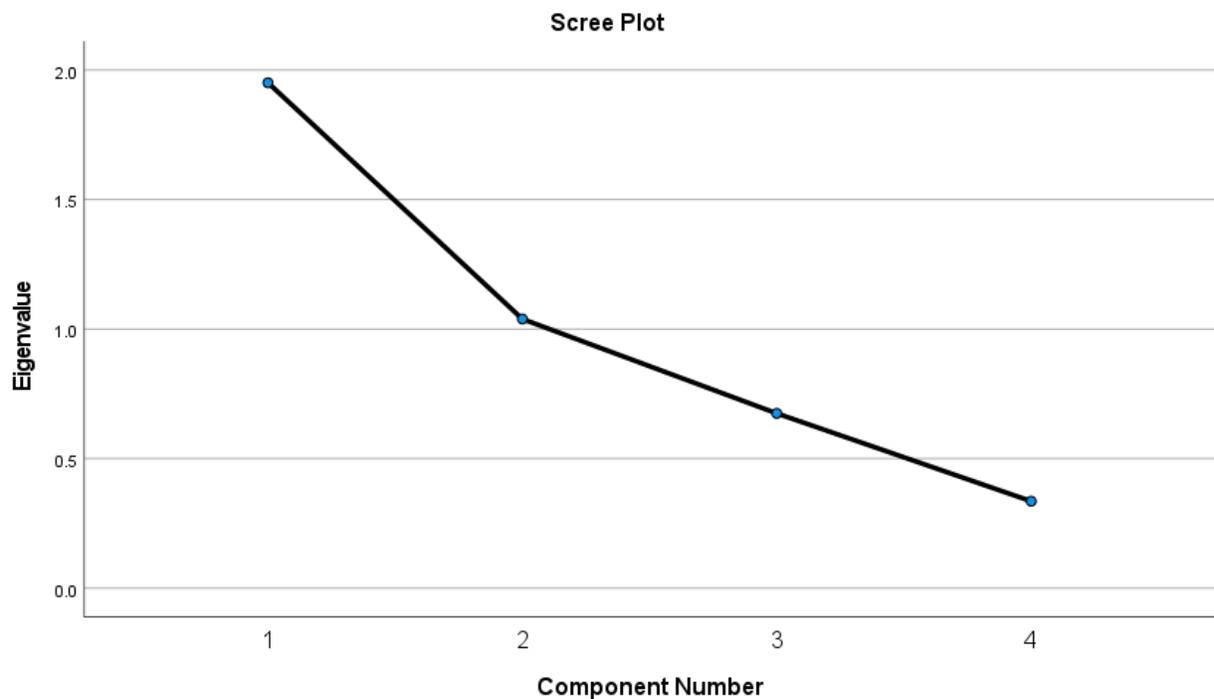
Communalities		
	Initial	Extraction
PoorInterpersonalRel	1.000	.689
UnderPerformance	1.000	.968
MentalDistress	1.000	.530
Quit	1.000	.803

Extraction Method: Principal Component Analysis.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.9	48.77	48.773	1.9	48.77	48.773	1.9	48.69	48.698
2	1.0	25.97	74.747	1.0	25.97	74.747	1.0	26.04	74.747
3	.67	16.86	91.612						
4	.33	8.388	100.000						

Extraction Method: Principal Component Analysis.

The first two factors account for 74.747% of total variance.



Component Matrix ^a		
	Component	
	1	2
PoorInterpersonalRel	.830	.018
UnderPerformance	.091	.980
MentalDistress	-.713	-.145
Quit	.863	-.240
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Output of Factor analysis for finding Strategies to overcome plateauing:

Correlation Matrix											
		Disruptiv eStra	Reframe JobDe	JobEnr ic	JobEnlar geme	JobRed esi	Innovat i	Express Gratitud	HelpEm pPerfor	InvestTim eOnEm	Promote Healt
Correla tion	DisruptiveSt rategy	1.000	-.038	-.140	-.285	.628	.384	-.064	.002	.238	-.288
	ReframeJob Design	-.038	1.000	.434	-.041	-.064	.258	.041	.082	.022	.354
	JobEnrichme nt	-.140	.434	1.000	.132	.090	.239	.081	-.117	-.207	.536
	JobEnlargem ent	-.285	-.041	.132	1.000	-.046	-.406	.042	-.153	.061	-.279
	JobRedesi	.628	-.064	.090	-.046	1.000	.128	.012	-.005	.191	-.136
	Innovatio	.384	.258	.239	-.406	.128	1.000	.039	-.262	-.134	.103
	Express Gratitude	-.064	.041	.081	.042	.012	.039	1.000	.437	.130	.006
	HelpEmpPer forma	.002	.082	-.117	-.153	-.005	-.262	.437	1.000	.413	.085
	InvestTimeO nEmp	.238	.022	-.207	.061	.191	-.134	.130	.413	1.000	-.326
	PromoteHeal th	-.288	.354	.536	-.279	-.136	.103	.006	.085	-.326	1.000
Sig. (1- tailed)	DisruptiveSt rategy		.409	.198	.039	<.001	.008	.349	.495	.072	.038
	ReframeJob Design		.409	.003	.402	.350	.056	.402	.310	.448	.014
	JobEnrichme nt		.198	.003	.211	.292	.072	.312	.238	.103	.000
	JobEnlargem ent		.039	.402	.211	.390	.005	.399	.176	.356	.043
	JobRedesi		.000	.350	.292	.390	.219	.470	.488	.122	.205
	Innovatio		.008	.056	.072	.005	.219	.407	.053	.209	.266

Express Gratitude	.349	.402	.312	.399	.470	.407		.003	.215	.485
HelpEmpPer forma	.495	.310	.238	.176	.488	.053	.003		.004	.303
InvestTimeO nEmp	.072	.448	.103	.356	.122	.209	.215	.004		.022
Promote Health	.038	.014	.000	.043	.205	.266	.485	.303	.022	

A substantial number of moderate correlations (i.e. correlations above the value of $r=0.3$) was observed.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.774
Bartlett's Test of Sphericity	Approx. Chi-Square	108.342
	df	45
	Sig.	<.001

In this case the KMO value is = .774, which means sample size is sufficient.

In this case a significance value of less than alpha level (i.e. $p < .001$) was obtained, which means that enough correlations exists for factor analysis.

Communalities		
	Initial	Extraction
DisruptiveStrategy	1.000	.852
ReframeJobDesign	1.000	.547
JobEnrichment	1.000	.828
JobEnlargement	1.000	.900
JobRedesign	1.000	.700
Innovation	1.000	.660
ExpressGratitude	1.000	.468
HelpEmpPerform	1.000	.835
InvestTimeOnEmp	1.000	.611
PromoteHealth	1.000	.720

Extraction Method: Principal Component Analysis.

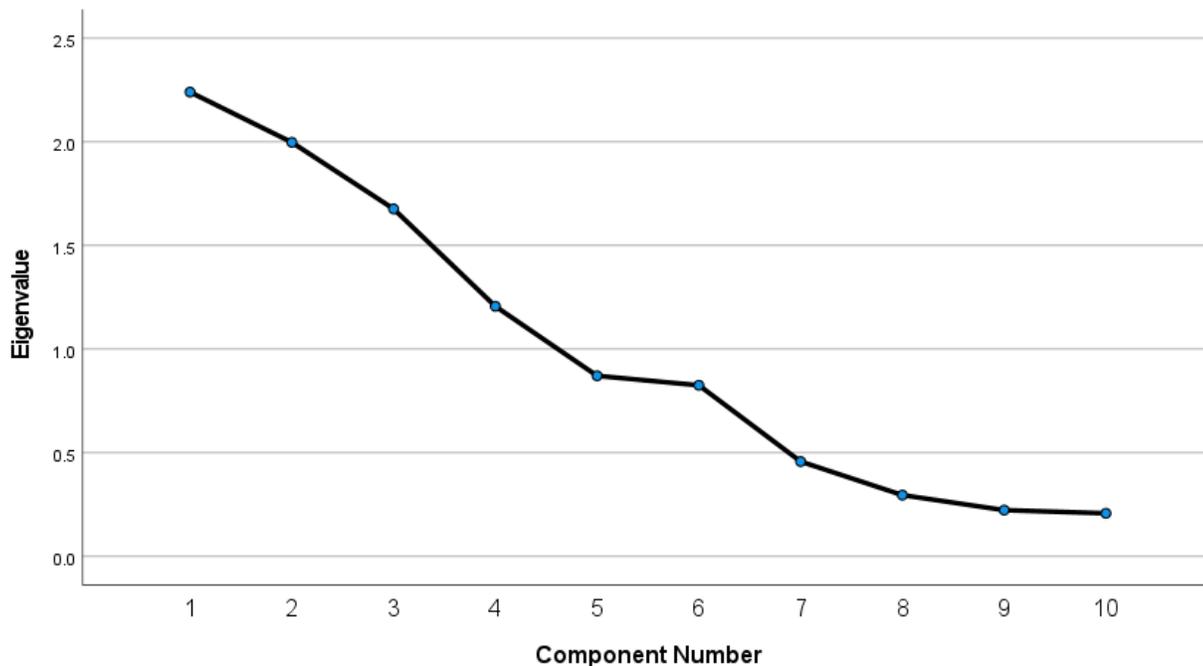
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.240	22.400	22.400	2.24	22.40	22.400	1.999	19.994	19.994
2	1.998	19.976	42.376	1.998	19.97	42.376	1.891	18.911	38.904
3	1.676	16.764	59.140	1.676	16.76	59.140	1.727	17.270	56.175
4	1.206	12.064	71.204	1.206	12.06	71.204	1.503	15.029	71.204
5	.871	8.710	79.914						
6	.825	8.253	88.167						
7	.457	4.574	92.741						
8	.295	2.954	95.695						
9	.223	2.230	97.924						
10	.208	2.076	100.000						

Extraction Method: Principal Component Analysis.

The first four factors account for 71.204% of total variance.

Scre Plot



Research through innovation

Component Matrix^a				
	Component			
	1	2	3	4
DisruptiveStrategy	-.459	.795	-.055	.081
ReframeJobDesign	.542	.249	.364	.242
JobEnrichment	.716	.196	.169	.497
JobEnlargement	-.093	-.547	-.109	.762
JobRedesign	-.351	.625	.017	.432
Innovation	.279	.744	-.113	-.128
ExpressGratitude	-.048	-.047	.680	.037
HelpEmpPerform	-.234	-.102	.851	-.214
InvestTimeOnEmp	-.577	.067	.488	.188
PromoteHealth	.789	.079	.250	-.168
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

Finding and conclusions:

Working in shifts, Social injustices (eg. Gender bias, difference in class or community) and a slow boss (a superior who would be slow at work compared to subordinate), were identified as causes of feeling of career plateauing.

Career plateauing impacted the performance of the employee to the extent that, the employee might have started underperforming or may have quit the job.

Strategies like, Job enlargement, Job enrichment, or simple strategies like helping the performer perform better, and in certain cases disruptive strategies like redefining the final objective of the organization were perceived to be effective to prevent the feeling of career plateauing.

BIBLIOGRAPHY

Books:

Research Methodology methods and techniques, C.R.Kothari, NEW Age International Publisher.

Journals:

1. Heilmann SG, Holt DT, Rilovick CY. Effects of Career Plateauing on Turnover: A Test of a Model. Journal of Leadership & Organizational Studies. 2008;15(1):59-68. doi:10.1177/1548051808317999

2. Deborah R. Ettington. Successful Career Plateauing: Volume 52, Issue 1, 1998, Pages 72- 88,

1. Devi, Shakila, AU - Basariya, s. Rabiyaatul, PY . Career Plateau of Employees and its Causes, 2017/03/01, SP - 3589 ,EP - 3592, T1 - VL - 4, JO - International Journal of Latest Research in Science and Technology

2. Appelbaum, Steven, Finestone, Dvorah, Revisiting Career Plateauing: Same Old Problems – Avant-garde Solutions VL PY - 1994/09/01, SP - 12, EP - 21,T1 - - 9
DO - 10.1108/02683949410066318, JO - Journal of Managerial Psychology
3. Abraham,N.M., Nwovuhoma, I., & Malik, C.A., (2016). Career Plateau and Employee performance in Secondary schools in Rivers State. African International Journal of Educational Learning, 4(8), 168-176
4. Andreas, G.M., Nachbagauer., & Gabriela Riedl. (2002). Effects of concepts of career plateaus on performance, work satisfaction and commitment. International Journal of Manpower, 23(8), 716-733
5. Beheshtifar, M., Moghadam. M.N., &Saeedi.M.R., (2015). Study of relationship between Career Plateau and Employees' work attitudes. International Journal of Management and Applied Sciences, 1(9), 56-62
6. Arora, R.G., & Savita. (2015). Relationship between Career Plateau and Job Satisfaction: A Study through literature survey. International Journal of Research in Management and Social Sciences, 3(1), 74-82
7. Alivand, H., &Ebrahimpour, H. (2015). Effects of Career Plateau to the desire for professional development of staff, 414–417
8. Badiane, K. (2016). A Choudary, S.A, Ramzan, M., & Riaz, A. (2013). Strategies for career plateau:Empirical investigation of organizations in Pakistan. Interdisciplinary Journal of Contemporary research in Business, 4 (9), 712-726
Study on Career Plateauing, Organizational Commitment and Organizational Citizenship Behavior of Taiwan-Based Expatriates: A Holistic Approach to International. International Journal of Human Resource Studies, 6(2), 134-166
9. Foster, B. P., Shastri, T., &Withane, S. (2004). The Impact Of Mentoring On Career Plateau And Turnover Intentions Of Management Accountants. Journal of Applied Business Research, 20(4), 33–44
10. Devi, S. A. R., &Basariya, R. S. (2017). Career Plateau of Employees and its Causes. International Journal of Advanced Research in Science, Engineering and Technology, 4(3), 3589–3592
11. Tabarsa, G., & Nazari, A. J. (2016). 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). Indian Journal of Science and Technology, 9(7), 7–14
12. Huaman-Ramirez, R., Lahlouh, K. Understanding Career Plateaus and Their Relationship with Coworker Social Support and Organizational Commitment. *Public Organiz Rev* (2022).<https://doi.org/10.1007/s11115-022-00621-0>
13. A.R, Shakiladevi , Rabiyaatul, Basariya, s. CAREER PLATEAU AND DEALING STRATEGIES PY - 2019/02/01, SP - 216, EP - 219, T1 -, VL - 6, DO - 10.6084/m9.doi.one.IJRAR19YP029, JO - International Journal of Research in Pharmaceutical and Biomedical Sciences, ER - ematic_literature_review,s. RabiyaatulBasariya,2021

APPENDIX

QUESTIONNAIRES ON CAREER PLATEAUNG

PersonalDetailsName:

Designation:

CompanyName:

EmailId:

ContactNo:

ResearchSpecificQuestions:

1. Inwhichlevelofmanagementdoyouthinkthatyouwouldperform ?

- a) Toplevelmanagement
- b) Middlelevelmanagement
- c) Juniorlevelmanagement

2. Whichlevelofperformancehaveyoureachedinthecurrentdesignation?

- a) Highestlevel
- b) Middlelevel
- c) Beginnerlevel

3. Doyouthinkyouareprofessionallysatisfied?

Expressyour Opinion: _____

4. Which of the following sentence is true for your professional dissatisfaction in careerplateaung?

- a) Dissatisfiedwithwork(Thereisno work(or)too muchofwork)
- b) Dissatisfiedwithworkaswellassalary
- c) Dissatisfiedwithwork,salary,andmanagement(Includesstressduetomanagement)
- d) Dissatisfiedwithwork,salary, management,andself(Includesmentalstress)

5. What is the impact of the position you hold on you ?

- a) Dissatisfied
- b) Fear of unknown
- c) Health is affected
- d) Quit/prefer to quit the job

6. What is the impact of the salary you draw on you ?

Type Satisfied/Dissatisfied (if '#39;dissatisfied'#39; mention the reason)

7. Do you feel stressed due to your work?

Type Yes/No (if '#39;No'#39; mention the reason)

8. What is your opinion could be the cause of stress?

- a) No scope for further innovation
- b) Slow attitude of boss/peer group
- c) Zone of comfort of other teammates

9. What is the impact of stress on you?

- a) Poor interpersonal relation
- b) Underperformance of team
- c) Mental distress
- d) Quitting job

10. What according to you are implementable strategies to overcome in career plateauing?

- a) Reframing the situation (Taking corrective actions)
- b) Job enlargement
- c) Job enrichment
- d) Ability to innovate or create
- e) Disruption (completely redefining & restructuring the job)

11. Asperyou,Whatisthemostaffectivepositiveworkplacecultureinyourorganization?

- a) Expressgratitudetoyour team
- b) Helpingemployeesworktowardsgoals
- c) Promotehealth&,wellness
- d) Investinyouemployees
- e) Neitherany

12. Howfrequentlydoyouencounterstressfulsituationsinyourorganization?

- a) Mostly
- b) Rarely
- c) Sometimes
- d) neitherany
- e) Notat all

13. Whatcausesyourstressmainly?

- a) Workenvironment
- b) Supervision
- c) Workgroup
- d) Socialinjustice
- e) Rotatingwork shifts

14. Doyoufeelvaluedattheworkplace?

- a) Mostly
- b) Sometimes
- c) Rarely
- d) Neitherany
- e) Notat all

15. Doyoufeelthatyoureceiveproperbenefitsfromyourjob?

- a) Mostly
- b) Sometimes
- c) Rarely
- d) Neitherany
- e) Notat all



16. Are you familiar with all the opportunities for professional growth?

- a) Mostly
- b) Occasionally
- c) Infrequently
- d) Neither any
- e) Absolutely not

17. Do you feel that you have an opportunity for professional advancement at your current employer?

- a) Yes
- b) No
- c) infrequently
- d) Neither any
- e) Absolutely not

18. What is the most significant aspect of organizational commitment at your workplace?

- a) Offering competitive employee benefits
- b) Building better relations (between employee and employer)
- c) Increasing employee involvement
- d) Fair compensation
- e) Limit organizational hierarchy

19. What is the most important factor that you feel in organizational commitment at workplace?

- a) Effective commitment
- b) Continuance commitment
- c) Normative commitment
- d) Neither any

20. Are you offered a position that will allow you to utilize your abilities & knowledge effectively?

- a) Yes
- b) No
- c) Sometimes
- d) Rarely
- e) Absolutely not

21. Please estimate the average number of hours per week that your work both on & off-site during term

time?

- a) 40-50
- b) 50-60
- c) 60 & above

22. How do you feel while working in the organization?

- a) Great
- b) Satisfied
- c) Unable to concentrate
- d) Frustrated
- e) Depressed

