



**The moderating role of job embeddedness on the relationship
between career plateau and counterproductive work behaviors
of the Mansoura university staff**

By

Dr. Ghada Salah El-deen Abo El-Ata

Lecturer of Business Administration

Faculty of Commerce, Damietta University

ghadasalahaboelata91@gmail.com

***Scientific Journal for Financial and Commercial Studies and Research
(SJFCSR)***

Faculty of Commerce – Damietta University

Vol.5, No.2, Part 1., July 2024

APA Citation:

El-Ata, G. S. E. (2024). The moderating role of job embeddedness on the relationship between career plateau and counterproductive work behaviors of the Mansoura university staff, *Scientific Journal for Financial and Commercial Studies and Research*, Faculty of Commerce, Damietta University, 5(2)1, 1231-1268.

Website: <https://cfdj.journals.ekb.eg/>

The moderating role of job embeddedness on the relationship between career plateau and counterproductive work behaviors of the Mansoura university staff

Dr. Ghada Salah El-deen Abo El-Ata

1. Abstract

Purpose: Based on the social exchange theory (SET) and social identity theory (SIT), the current study aims to examine the moderating role of job embeddedness (JE) in the relationship between career plateau (CP) and counterproductive work behavior (CWB) of the Mansoura university staff.

Design/methodology/approach: The data were collected by using the online survey method from (240) staff members in Mansoura university. Data were analyzed by using SPSS V.26.

Findings : Results showed there is a significant positive effect of the CP on the CWB. In addition, there is a significant negative impact of the JE on the CWB. Furthermore, JE buffers the positive impact of the CP on CWB through moderating this relationship.

Research implications: This study adds value to the existing literature by employing both the SET & SIT theories in the organizational context. It enriches the CP literature by highlighting that CP may lead to CWB when employees lose their hope in the hierarchal progression and start to act in aggressive manner. Furthermore, this study examined the moderating role of the JE in the relationship between CP and CWB and how it can buffer the side effect of the CP on CWB among Mansoura university staff.

Originality/value: Drawing on the SET and SIT, the current study clarifies the causes of the employees' aggressive behaviors. It examined the impact of CP, JE on CWB in a governmental organization like Mansoura university. This study is one of the first studies that examined the state of career plateau and the moderating role of JE among the university staff.

Key words: career plateau, Counterproductive work behaviors, job embeddedness.

2.Introduction

The latest digital developments decrease the chance of creating new jobs. Besides, the single development channel, limited room for expansion, and limited mobility in pyramid-shaped organizations especially after the crises that the world has been exposed to, including wars, epidemics, and others decrease the job opportunities. The employees in these organizations started to feel worried about their career progression, and at some point they realized that there may be no more hierarchical advancement (Ng & yang, 2023; Peltokorpi & Allen., 2024). In this case, they act in a harmful manner, such as high absenteeism, poor quality communication with managers, and finally, do counterproductive work behaviors (Hu et al., 2023; Tremblay, 2021).

The counterproductive work behavior (Henceforth in any elsewhere CWB) is one of the aggressive behaviors that have been observed in organizations lately. CWB is the behavior that violates the legitimate interests of an organization, it can harm its members or the organization (Fatfouta & Shwarzinger, 2024). In addition to be as an illegal behavior, CWB in many literatures can be seen as a type of skepticism (Obrein et al., 2024), or protest (Kellowy et al., 2010). These CWB appears in the direct behaviors such as violation interest, theft, sabotage, and rumor about worker. It also implies indirect behaviors like the loss of productivity, the damage of organization reputation, and the loss customers (Bowling, 2010).

Many studies focus on the reasons of the CWB. One of the causes was the career plateau (Hence forth in any elsewhere CP) (Zhong et al., 2023). CP is the low possibility of hierarchical promotion (Agu et al., 2023; Nachbagaur & Riedle et al., 2002). Employees who believe they are at a rest in their careers and have little chance of moving up the ladder are said to be exposed to CP. In the uncertain environment, career plateau can lead to silence, low morale, physical, and emotional distress between employees (Chang et al., 2024; Hu et al., 2022; Jing et al., 2024). This eventually led to the emergence of the CWB because the employee's progression is not a priority to their organization (Moore et al., 2012). Especially, when they compare their career progression with the other employees at the same hierarchical level in other organizations (Jian&Chhabra, 2023).

However, the span of the employee's tenure within the organization determines how well the employee's identity and the organization's identity match and reflects the level of the embeddedness in the organization (MeiRun et al., 2018). The job embeddedness (Hence forth in any elsewhere, JE) is the extent to which the employees choose to stay in the organization despite the benefits he may get in another organization (Lee et al., 2004). It plays a significant role in the reduction of the turnover, improving the social capital, and reflects the level of an employee's ingrainedness (Majumdarr & Dasguptal, 2024; Obeng et al., 2024).

In this essence, drawing upon the social exchange and social identity theory. The current study examined the impact of JE in the relationship between CP and CWB. It enriched the literature as we introduced how the CP plays a significant role in the existence of CWB. It also presented a model that enhanced the understanding of CP-CWB through the buffering effect of the JE. Our data was collected from Mansoura university staff where the CP appears obviously.

3. Literature review and hypothesis development:

1.3 The relationship between the CP and CWB:

Ference et al. (1977) defined CP as "the lower probability of getting further promotions in one's career". As we can note that this definition concentrated only on the hieratical plateau. On the other hand, some of the subsequent definitions concentrated on the low possibility of hieratical promotion (e.g. Agu et al., 2023; Ongori&Agolla, 2009; Nachbagauer & Riedle, 2002; Tremblay & Roger, 2004). Moreover, Galhena, (2009); Wen&Liu, (2015) enrich the definition by adding perception and subjective side to it. However, the definitions didn't give the sufficient attention to the case when employee have skills and abilities in the organization where there is a chance to have hieratical promotion, but the employees don't have the ambition to promote. So, this study defined the employee plateau as "the state when employees intentionally or unintentionally do not receive the appropriate promotion".

CP divided into two dimensions hierarchal (structural) plateau and job content plateau. The hierarchal plateau is the little chance of further vertical movement in the organization, and the content plateau is the perceived stagnation between the challenges and responsibilities of the job. It is reflected on the lack of learning and challenge in the job (Cavanaugh et al., 2000; Hu et al., 2023; kwon, 2023; Jian & Chhabra, 2024). However, besides hieratical and content plateau, Agu et al. (2023) & Tremblay (2021) added personal career plateau as a third

dimension to career plateau. The personal career plateau is the individual feeling of being sucked or tapped in their roles. This occurs when they lose their desire to promote because they have the technical and professional skills, and they don't have the ambition to promote. In fact, the personal plateau is the most serious dimension because the employees suffer from the lack of motivation, enthusiasm and passion to perform their tasks.

CP also has many significant negative effects on the stability of organizations especially in the periods of downsizing and cutting costs. For instance, CP has a significant positive effect on the employee turnover intentions (Obianuju, 2021; Christian; Foster et al., 2004; Win & liu, 2015). In addition, CP has a significant negative effect on the level of job satisfaction, organizational commitment, and positive effect on the level of stress (Hu et al., 2022; Human-Ramirez et al., 2018; Sijabat et al., 2023).

Sackett and DeVore (2002) defined CWB as: "the behaviors that runs counter to the organization's legitimate interests". Spector and Fox (2005) defined it as "behaviors that intentionally harm or intend to harm others or organizations". It also implies a kind of protest as a reaction to injustice, loss of identity, the low quality of being instrumental in the organization all these aspects express the staff displeasure (Kellowy et al, 2010). Service sabotage, significant absenteeism, completing job incorrectly, and destroying property are examples of organizations directed behaviors, but harassment, workplace bullying, attacks on coworkers, retaliation, and aggressiveness are all examples of behaviors that can harm the coworkers within the organizations (kim, 2016; Dunlop & Lee., 2004; Spector, 2011; O'boyle et al., 2011; Zomeran et al., 2008; Ramadani et al., 2023).

CWB antecedents are related to both the personality traits and the surrounded environment. On one hand, the personality traits specifically the neuroticism shows the tendency to some negative feelings such as anger, anxiety, and depression (Duradoni et al., 2023; Grijalva & Newman, 2015; Oh et al., 2014). These high negative emotions can interpret the workplace events in a bad manner and make employees act in aggressive way (Holtom et al., 2012). On the other hand, the factors that related to the surrounded environment are concerned with goals and intensions of employees that arises from the interaction with their environment. This interaction led to the emergence of the CWB in case the employees feels that there is organizational injustice, imbalance power, and loss of autonomy (Case, 2000). In this line, the existence of ethical leadership support the feeling of implementing justice procedure in fair manner between all employees. This can reduce the CWB (Al Halbusi et al., 2021; Bian, 2021; Jeewandara, & Kumari, 2021).

According to social exchange theory, individuals give when they know they will get. Therefore, employees are more likely to work hard and provide services in exchange for rewards such as promotion, money, and support. All these benefits encourage employees to do their best to achieve career objectives (Chernyak & Rabenu, 2018). Furthermore, when existing positions provide employees with the skills and abilities they need to succeed in their careers, they show commitment to the organization and devote their efforts to achieve organizational goals (Aktas, 2015). However, any breach in the exchange relationship between employee and employer makes the employee believe that his organization fails to appreciate him (Ahmad et al., 2023). The competent workers in this situation are unhappy with their progress, especially while there are no positions elsewhere. However, there is a different group of employees who believe that reaching their career plateau made them feeling relax and satisfied. They don't need to improve their talents and abilities because they do the same thing every day (Lin et al., 2018).

In this context, CWB emerged when employees see that they can't get the career progress that they want. They feel that they have worth and eligible capabilities for making career progression (Hershcovis et al., 2007; Cohen et al., 2019). Hu et al., (2022) found a direct positive relationship between the subjective CP and CWB. Furthermore, Ng & Yang, (2023) employed the stressor emotion model and found that the negative emotions strength the positive relationship between the CP and CWB of employees in China. On the contrary, Jian & Chhabra, (2024) revealed that there is not significant relationship between the CP and CWB among Indian bankers.

Thus, this study assumed that when the employees found that the organization don't give them the sufficient level of promotion, and the upward movement in doubt, they first start to make additional efforts and create more challenging work. However, this will not long lasting and in many cases lead to negative effects on job outcomes. Thus, the hierarchal plateau is the primary stage when the employee saw that there is a lack of promotion in the organization. After that the job content plateau appears when employees found that their jobs don't give them the sufficient challenge or the responsibilities they deserve.

Based on the above analysis and with the support of social exchange theory, the following hypotheses are proposed:

H1: The CP has a positive impact on CWB.

This main hypothesis is divided into sub hypotheses as follows:

H1a: The content CP has a positive impact on CWB.

H1b: The structural CP has a positive impact on CWB.

H1c: The personal CP has a positive impact on CWB.

2.3. The relationship between the JE and CWB

Allen et al. (2016) defined JE as: "the occupational network of psychological, social, and financial components". It also implied the meaning of stuckness i.e., being a part of a network that makes it difficult to separate from the organization. JE is considered one of the theories that concentrates on how the organization can motivate the employees to remain in the organization. It fosters the employee's desire to stay in the organization, regardless of the rewards the person may get if he leaves it (Lee et al., 2004; Mitchell et al., 2001).

JE involves three main dimensions as follows: link, fit, and sacrifice on both the level of on -the- job and off -the- job. On one hand, on -the- job embeddedness is the extent to which an individual is involved in the organization. On -the- job link is the formal and informal connection between managers and employees in the organization. On -the- job fit is the compatibility, comfort, and fit with the organization. Lastly, On -the- job sacrifice is the perceived cost the employee may lose if he chooses to stay in the organizations. On the other hand, off -the- job embeddedness is reflected on how individuals are involved in the non-workspace. For more explanation, the link in off -the- job embeddedness is the formal and informal interaction with others in non-wok. Off -the- job embeddedness fit refers to how the employee feels comfortable or compatible in the non-workspace. Furthermore, sacrifice refers to the perceived cost of material and psychological gains that may be lost by leaving the non-work area (Darrat et al., 2017; Harris et al., 2011; Holtom et al., 2006).

JE improves the ties between workers and organizations, which reduces the intentions of turnover (Chen et al., 2019). This ultimately hinders employees from getting involved in CWB (Holtom et al., 2012). In this context, off -the- job embeddedness has a significant effect on the voluntary turnover and absence, while the on -the- job embeddedness is a predictor for organizational citizenship behaviors and job performance (Lee et al., 2004; Tang et al., 2021). JE also has a significant negative effect on the CWB between employees and mediates the relationship between the organizational justice and CWB (Avey et al., 2015). Besides, JE can buffer the negative effect of the psychological contract violation on turnover intentions (He et al., 2023).

Based on the above argument according to social identity theory (SIT), individuals generally differ from others in terms of how effectively they think and act due to their social identities. Employee identity in human resources may results from their career progression. Subordinate's attitude and belief in oneself are shaped by the organization and hierarchical identity (Abas & Otto, 2016). This identity shapes the employees' cognition and promotes adaptation with a changing environment. Thus, considering the current environmental circumstances, protecting an employee's identity from negative factors like career plateau and counterproductive behaviors is one of the fundamental cornerstones of the survival of organizations nowadays. (Shaw & Liao, 2021; Tajfel and Turner, 1979; Islam, 2014).

Abas and Otto (2016) revealed that social identity is also considered as a precondition for the formation of clearly distinct social groups composed of supervisors and subordinates, where the supervisors themselves may choose to hold onto their current positions for longer and obstruct the advancement of their subordinates. This affects the subordinates' social image, particularly if they feel they deserve to advance in their careers, which might have negative effects (MeiRun et al., 2018; Furnham and Siegel, 2011).

The social ties between employees and organization make them not only able to do extra role behavior but also decrease his desire to search for another organization (Eliaison et al., 2023). In this context, the job embeddedness theory is one of the theories that can interpret to what extent the employee attached to his organization. It also can play a key role in exploring how to alleviate the effects of the negative workplace events. In many cases the JE enriches the social ties between organizations and employees. The emotional and psychological stability outside the organization and the pensions plans, health care service, and engaging in interesting projects are considered a type of social exchange between the employees and the organizations. So, when the employees are satisfied both inside and outside the organization, they will not be needed to do any CWB (Chan et al, 2019).

In addition, these social bonds led to minor satisfaction between employees. This satisfaction makes them unwell to act in misbehavior way which is expected to decrease the CWB (Harries et al., 2011). So, JE has a direct effect on the negative discretionary behaviors such as counterproductive work behavior (Holtom et al., 2012). Darrat et al., (2017) & Mehmood et al., (2023) found a

negative relationship between the JE and CWB. Mehmood added that the psychological ownership moderates the relationship between JE and CWB. Employees with high level of embeddedness tend to avoid bad behaviors at the workplace to keep their position in the organization.

Moreover, JE can limit the employees to change their position. Thus, it can reduce the cost of turnover, the recruitment of new employees and training them (Holtman, 2008; Marasi et al., 2016). To sum up, the embedded employee can absorb some of the negativity in the workplace and convert it into a good reaction or at least avoid a bad reaction that would harm the organization and coworkers. However, In the long run, the employee may become attached to the firm, and his desire not to quit creates constraints that prohibit him from investing his talents and obtaining higher financial advantages in another organization. As a result, positive behaviors such as organizational citizenship behaviors are reduced, while emotional stress and job frustration increase. All of this contributes to the emergence of CWB at work (Allen et al., 2016; Mehmood et al., 2023). Based on the above argument with the frame of the social identity theory, the study assumes the follows:

H2: There is a negative impact of JE on CWB.

This hypothesis is divided into two sub hypotheses as follows:

H2a: The ON -the- JE has a negative impact on the CWB.

H2b: The OFF -the- JE has a negative impact on the CWB.

3.3 The moderating role of job embeddedness on the relationship between career plateau and counterwork behavior:

Due the latest trends of downsizing and layoff, managers need to deal with the employees' career plateau. The efficient dealing with this phenomenon can restrict its negative effects (Abd-Elrahman et al., 2020; Kim et al., 2015). Empirically, CP has many negative effects such as bad performance, loss of motivation and low organizational commitment (Carnazz et al., 1981; Stout et al, 1988; Slocum et al, 1985).

However, some employees may enact in some behaviors to alleviate the negative effects of career plateau (Bardwick, 1986). For instance, the JE may foster the job challenge and create a chance for the promotion. When JE is high, CP may not result in CWB. This is a result of embedded employees' desire to remain longer because of their ties inside the company, fit with the position, and the sacrifices they must make should they decide to leave.

Hobfoll (1989) asserts that workers who are under stress or in a bad work environment endeavor to acquire, preserve, or create resources that they need to thrive in the company. Embedded employees work hard to maintain their social standing within the company and are unlikely to turn to CWB. This is because these workers hope to remain with the company longer, and using CWB will probably endanger their employment and give the wrong impression of them. In addition, JE moderates the relationship between the organizational trust and deviant behavior (Marasi et al., 2016) and the relationship between abusive leadership and job frustrating (Avey et al., 2015).

To summarize, although, many previous studies relied on JE as a mediator (Herschi,1969; Hom et al., 2009; Hottom & Inderrieden, 2006), this study will examine it as a moderator between the CP and CWB. As it is known that the moderator can affects the strength and direction of the relationships. It is anticipated that the JE can alleviate the anticipated negative effect of the CP on the CWB. These overall relationships are illustrated in our study model in Figure (1) and the following hypothesis is proposed.

H3: The job embeddedness plays a moderating role in the influential process of the career plateau on counterproductive work behaviors.

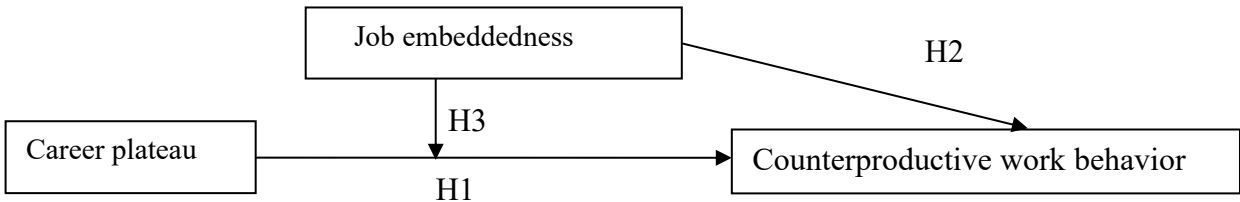


Figure (1): Conceptual Framework includes career plateau as independent variable; counterproductive work behavior as dependent variable; and Job embeddedness as moderating variable.

4. Methodology:

1.4 Participant and procedures

Our population consists of the staff of six faculties at Mansoura universities. The faculties are Commerce, Lows, Arts, Sciences, Agriculture, and Pharmacy. This study depended on these facilities because they included the largest number of staff members. Thus, Our population is (987) staff members (professors, assistant professors, and lecturers) from both theoretical and practical

faculties. As the population is heterogeneous, we depended on stratified random sampling. This sample can create a sample population that most closely resembles the total population under study. We used the sample calculator, and the sample consisted of (270) respondents. Then, we use the online Google form for about (300) respondents. There were about (240) accurate respondents. The respondent rate was about (80%). This rate is sufficient to represent the population. The following table summarizes the total number of staff in every faculty and the number of respondents in each faculty.

Table (1): The distribution of the population

NO	The faculty	The number of the staff	The number of the respondents
1	Commerce	91	10
2	Lows	40	5
3	Arts	188	25
4	Science	276	100
5	Agriculture	147	60
6	Pharmacy	155	40
Total		987	240

Source: based on the records of faculty members' affairs.

2.4 Research instrument

The general demographic characteristics data were collected using a questionnaire specifically designed by the researchers. The data included gender, age, tenure years of teaching work. Then, all variables are evaluated on a five-point scale ranging from (1) disagree to (5) strongly agree. First, we employ (Agu et al, 2023) career plateau measurement. The questionnaire has three dimensions: content, structure, and personal, each divided by three items. Second, CWB was measured using (Vatankhah et al., 2017). It consists of sixteen items. Finally, the JE was determined using (Chen & Ayoun, 2019). It comprises two dimensions: organizational and community. Every dimension contains nine items.

3.4 Data Analysis and Results

This study adopted multiple regression analysis for analysing the moderating role of Job embeddedness on the relationship between the Career plateau and Counterproductive work behaviour. In this regard, A moderator analysis is used to determine whether the relationship between two variables depends on (is moderated by) the value of a third variable. Consequently, SPSS V.26 used for analysing this relationship.

3.4.1 Measurement Model

The first stage aims to evaluate the instruments' quality in terms of item factor loadings, internal consistency and discriminant validity. All constructs are reflectively measured only as first order factors. As shown in Table 1, the factor loading for the items were far greater than the suggested threshold of 0.60 (Henseler et al., 2009). Furthermore, Cronbach's alpha (α) and the composite reliability (CR) for each of the constructs were greater than the suggested threshold of 0.60, showing that the measures were reliable (Hair, Black, Babin, Anderson, & Tatham, 2010). Furthermore, to estimate convergent validity, Fornell and Larcker (1981) proposed that average variance extracted (AVE) be equal to or greater than 0.50. Table 2 shows that AVE is greater than 0.50 for all constructs, indicating adequate convergent validity.

Finally, Skewness and kurtosis data are also mentioned in Table 2 and their values confined between ± 3 and ± 10 respectively, and the means for all questions in the questionnaire is greater than 3 which mean tendency to agreement.

Table (2): Confirmatory factor analysis (PLS approach), Loading, Cronbach's Alpha (a), Composite reliability (CR), and Average Variance Extracted (AVE).

Constructs, dimensions, and indicators	Mean	Std. Deviation	Skewness		Kurtosis		Loading	Alpha	CR	AVE
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error				
Organizational Job embeddedness (OJE)								0.787	0.715	0.647
OJE 1	3.240	1.391	-0.301	0.141	-1.236	0.281	0.709			
OJE 2	3.257	1.430	-0.245	0.141	-1.330	0.281	0.796			
OJE 3	3.310	1.429	-0.288	0.141	-1.295	0.281	0.755			
OJE 4	3.203	1.441	-0.232	0.141	-1.330	0.281	0.776			
OJE 5	3.260	1.414	-0.290	0.141	-1.255	0.281	0.663			
OJE 6	3.230	1.432	-0.183	0.141	-1.342	0.281	0.766			
OJE 7	3.297	1.405	-0.277	0.141	-1.290	0.281	0.670			
OJE 8	3.317	1.377	-0.337	0.141	-1.201	0.281	0.752			
OJE 9	3.300	1.430	-0.284	0.141	-1.333	0.281	0.725			
Community Job embeddedness (CJE)								0.799	0.727	0.681
CJE 1	3.297	1.396	-0.289	0.141	-1.262	0.281	0.668			
CJE 2	3.350	1.393	-0.360	0.141	-1.190	0.281	0.795			
CJE 3	3.437	1.397	-0.413	0.141	-1.166	0.281	0.701			
CJE 4	3.150	1.429	-0.169	0.141	-1.321	0.281	0.736			

Constructs, dimensions, and indicators	Mean	Std. Deviation	Skewness		Kurtosis		Loading	Alpha	CR	AVE
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error				
CJE 5	3.283	1.422	-0.264	0.141	-1.286	0.281	0.793			
CJE 6	3.203	1.443	-0.232	0.141	-1.339	0.281	0.655			
CJE 7	3.487	1.343	-0.464	0.141	-1.106	0.281	0.755			
CJE 8	3.510	1.350	-0.477	0.141	-1.100	0.281	0.816			
CJE 9	3.483	1.384	-0.464	0.141	-1.166	0.281	0.761			
Content Career plateau (CCP)								0.849	0.812	0.786
CCP 1	3.342	1.376	-0.255	0.140	-1.273	0.280	0.767			
CCP 2	3.365	1.393	-0.354	0.140	-1.249	0.280	0.820			
CCP 3	3.402	1.412	-0.310	0.140	-1.309	0.280	0.760			
Structural Career plateau (SCP)								0.817	0.823	0.733
SCP 1	3.319	1.416	-0.309	0.140	-1.247	0.280	0.713			
SCP 2	3.342	1.390	-0.368	0.140	-1.200	0.280	0.788			
SCP 3	3.362	1.375	-0.356	0.140	-1.192	0.280	0.715			
Personal Career plateau (PCP)								0.838	0.805	0.756
PCP 1	3.339	1.435	-0.297	0.140	-1.334	0.280	0.789			
PCP 2	3.425	1.344	-0.396	0.140	-1.122	0.280	0.705			
PCP 3	3.266	1.408	-0.286	0.140	-1.283	0.280	0.762			

Dr. Ghada Salah El-deen Abo El-Ata

Constructs, dimensions, and indicators	Mean	Std. Deviation	Skewness		Kurtosis		Loading	Alpha	CR	AVE
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error				
Counterproductive Work Behaviors (CWB)								0.854	0.837	0.691
CWB 1	3.367	1.421	-0.400	0.141	-1.219	0.281	0.787			
CWB 2	3.347	1.409	-0.344	0.141	-1.230	0.281	0.768			
CWB 3	3.320	1.430	-0.362	0.141	-1.242	0.281	0.762			
CWB 4	3.387	1.370	-0.393	0.141	-1.162	0.281	0.653			
CWB 5	3.377	1.417	-0.305	0.141	-1.296	0.281	0.704			
CWB 6	3.323	1.444	-0.250	0.141	-1.384	0.281	0.685			
CWB 7	3.343	1.388	-0.270	0.141	-1.272	0.281	0.680			
CWB 8	3.327	1.371	-0.394	0.141	-1.164	0.281	0.680			
CWB 9	3.413	1.398	-0.367	0.141	-1.238	0.281	0.787			
CWB 10	3.317	1.436	-0.337	0.141	-1.299	0.281	0.658			
CWB 11	3.333	1.355	-0.225	0.141	-1.265	0.281	0.686			
CWB 12	3.433	1.460	-0.438	0.141	-1.242	0.281	0.756			
CWB 13	3.413	1.352	-0.416	0.141	-1.102	0.281	0.751			
CWB 14	3.337	1.384	-0.339	0.141	-1.238	0.281	0.748			
CWB 15	3.330	1.381	-0.279	0.141	-1.253	0.281	0.708			
CWB 16	3.297	1.434	-0.272	0.141	-1.328	0.281	0.683			

3.4.2 Hypotheses Testing

This study hypothesised the existence of a positive impact of (CP) on the (CWB) by (H1). Then (H2) predict the impact of (JE) on the (CWB). Finally, (H3) analyse the moderating role of (JE) on the relationship between the (CP) on the (CWB). Based on the mentioned hypotheses relationships, this study uses the SPSS V.26 for testing these hypotheses with 5,000 bootstrap samples at a confidence interval of 95%.

Table (3): The direct effect of CP on the CWB.

<i>Variables</i>	<i>B</i>	<i>SE</i>	<i>T</i>	<i>LL95%CI</i>	<i>UL95%CI</i>
Gender	-0.082	0.052	-1.590	-0.182	0.022
Age	-0.008	0.031	-0.265	-0.068	0.050
Tenure	-0.029	0.033	-0.862	-0.099	0.041
Career plateau (CP)	0.667	0.023	7.980**	0.824	0.907
R ²			0.632		
F			165.502**		

Notes: N = 300; Bootstrap sample size = 5000; B = Unstandardized regression coefficients; SE = standard error; LL = lower limit; CI = confidence interval; UL = upper limit; *p < 0.05; **p < 0.01

Source: based on the results of the SPSS.

According to (Table 3), it is obvious that there is a significant positive impact of CP on CWB where (B = 0.667; T = 7.980; P < 0.01). For more analysis, career plateau consists of three sub dimensions: Content, Structural and Personal Career plateau so we test its impact on the (CWB) as follow:

Table (4): The direct impact of (CP) dimensions on (CWB).

<i>Variables</i>	<i>B</i>	<i>SE</i>	<i>T</i>	<i>LL95%CI</i>	<i>UL95%CI</i>
Gender	-0.087	0.050	-1.729	-0.190	0.007
Age	0.000	0.031	0.015	-0.053	0.058
Tenure	-0.008	0.033	-0.256	-0.074	0.058
Content Career plateau (CCP)	0.161	0.039	4.122**	0.071	0.249
Structural Career plateau (SCP)	0.267	0.039	6.904**	0.173	0.364
Personal Career plateau (PCP)	0.441	0.040	10.971**	0.334	0.536
R ²			0.641		
F			158.800**		

Notes: N = 300; Bootstrap sample size = 5000; B = Unstandardized regression coefficients; SE = standard error; LL = lower limit; CI = confidence interval; UL = upper limit; *p < 0.05; **p < 0.01

Source: based on the results of the SPSS.

According to the impact of the three dimensions of Career plateau (Content, Structural and personal) on CWB, there is a positive direct impact of the three dimensions where ($B = 0.161, 0.267, 0.441$; $T = 4.122, 6.904, 10.971$; $P < 0.01$) respectively for the Content, Structural and personal Career plateau on the CWB. Consequently, this study accepts H1 and the three sub- hypotheses (H1a, H1b, H1c).

Table (5): The direct impact of the (JE) on the (CWB).

<i>Variables</i>	<i>B</i>	<i>SE</i>	<i>T</i>	<i>LL95%CI</i>	<i>UL95%CI</i>
Gender	-0.012	0.110	-0.110	-0.228	0.203
Age	-0.046	0.066	-0.704	-0.190	0.079
Tenure	-0.055	0.070	-0.781	-0.188	0.074
Job embeddedness (JE)	-0.582	0.060	-9.725**	-0.690	-0.480
R2			0.251		
F			24.738**		

Notes: N = 300; Bootstrap sample size = 5000; B = Unstandardized regression coefficients; SE = standard error; LL = lower limit; CI = confidence interval; UL = upper limit; * $p < 0.05$; ** $p < 0.01$

Source: based on the results of the SPSS.

Based on the above results, the (JE) has a direct negative impact on the (CWB), where ($B = -0.582$; $T = -9.725$, $P < 0.01$). Moreover, (JE) consists of two sub dimensions related with Organizational and Community so it is important to test its impact on the (CWB) as follow:

Table (6): The direct impact of Job embeddedness dimensions (JE) on the CWB:

<i>Variables</i>	<i>B</i>	<i>SE</i>	<i>T</i>	<i>LL95%CI</i>	<i>UL95%CI</i>
Gender	-0.012	0.110	-0.113	-0.241	0.203
Age	-0.047	0.066	-0.711	-0.175	0.085
Tenure	-0.055	0.070	-0.784	-0.192	0.081
Organizational Job embeddedness (OJE)	-0.243	0.120	-2.019*	-0.481	-0.006
Community Job embeddedness (CJE)	-0.330	0.100	-3.315**	-0.511	-0.122
R2			0.252		
F			19.769**		

Notes: N = 300; Bootstrap sample size = 5000; B = Unstandardized regression coefficients; SE = standard error; LL = lower limit; CI = confidence interval; UL = upper limit; * $p < 0.05$; ** $p < 0.01$

Source: based on the results of the SPSS.

According to the impact of the two dimensions of JE (Organizational and Community) on CWB, it is clear the existence of a negative direct impact of the two dimensions where (B= -0.243, -0.330; T = -2.019, -3.315; P < 0.05, 0.01) respectively for the Organizational and Community JE. Consequently, this study supports H2, and we also can accept H2a, H2b.

Table (7): The moderating impact of (JE) on the relationship between (CP) and (CWB).

<i>Variables</i>	<i>B</i>	<i>SE</i>	<i>T</i>	<i>LL95%CI</i>	<i>UL95%CI</i>
Gender	-0.059	0.051	-1.144	-0.158	0.042
Age	-0.006	0.031	-0.206	-0.064	0.053
Tenure	-0.024	0.033	-0.742	-0.087	0.044
Career plateau (CP)	0.596	0.121	4.915**	0.340	0.878
Job embeddedness (JE)	-0.328	0.127	-2.584**	-0.606	-0.029
CP × JE	0.067	0.033	2.035*	-0.007	0.136
R ²	0.538				
F	52.031**				

Notes: N = 300; Bootstrap sample size = 5000; B = Unstandardized regression coefficients; SE = standard error; LL = lower limit; CI = confidence interval; UL = upper limit; *p < 0.05; **p < 0.01

Source: based on the results of the SPSS.

Based on the mentioned results on table (3), the direct relationship between CP and CWB revealed the existence of a positive significant impact of CP on the CWB where (B= 0.667; T = 7.980; P < 0.01). Then after the interaction between CP and JE in table (7) we can note a significant and positive impact on CWB where (B = 0.067, T = 2.035, P < 0.05), but its slope is less than the slope of CP on the CWB. Consequently, results found that JE can moderate the positive impact between the CP and CWB. Where Figure (2) shows that increasing JE led to decreasing the positive significant effect of CP on CWB, consequently these results support H3.

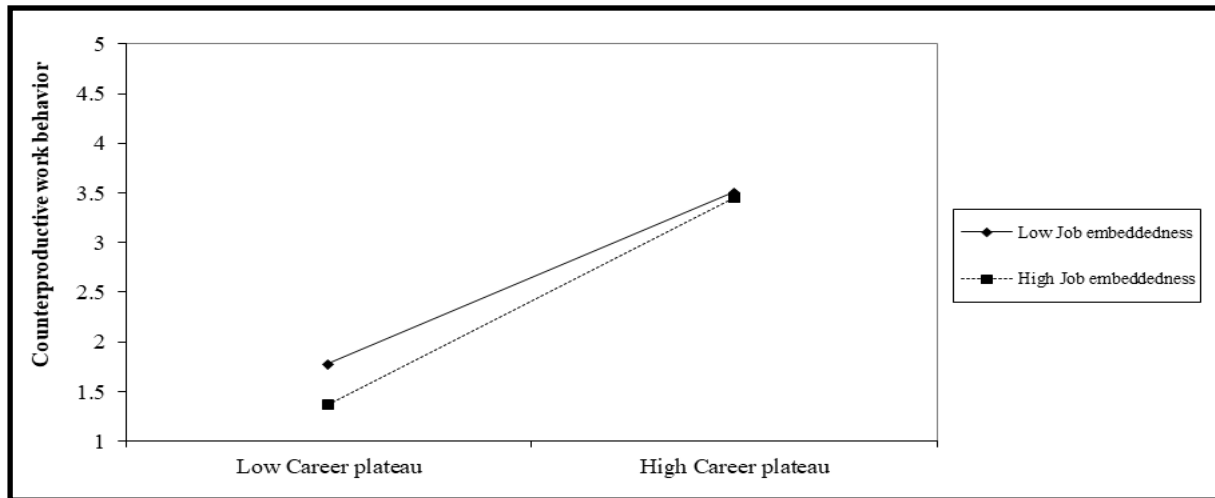


Figure (2): The moderating Effect of JE on the relationship between the CP and CWB.

5. Conclusion, discussion, implications, and future directions:

5.1 Discussion and conclusion:

The recent technological changes lead to the scarcity of positions. This scarcity occasionally involves accepting a job that may not suit the employee's talents and abilities. The barriers like career plateau that impede individuals from continuing their professional paths will eventually lead to negative behaviors in the workplace (Kurji et al., 2023; Muthuswamy, 2023). So, this study employed both the social exchange and social identity theory to test the moderating effect of JE on the relationship between CP and CWB.

According to the first hypothesis, the impact of CP on the CWB was significant and positive. In line with social exchange theory, when the employees understand that there is a limited chance to have a hierarchical promotion, they will feel that they are stuck to their organization. This case makes them start to do negative reaction towards the organization like harming others, subverting the service, and deliberately delaying to the official work hours. All these behaviors may be considered as a protest towards the inability to leave the organization especially when it fails to give the challenges, promotions, or financial advantages that the employee deserves. However, there is a stream of research focused on types of employees that feel satisfied with their CP (Darling & Cunningham, 2023; Farivar et al., 2023; Greenberg, 2008). So, we can almost be sure that the state of plateau affects sharply the competent employees because the incompetent ones are unwilling to enhance their abilities or try to perform challenging tasks.

Hence, our results fully support the existence of a significant positive relationship between the CP and CWB. Furthermore, the dimensions of the CP have a significant impact on CWB, especially the personal CP which has the most significant effect on CWB. This means that in many cases the imbalance between the personal growth and challenges that the employees face led to negative impact like the CWB. These results agreed with (Hershcovis et al., 2007; Hu et al, 2022; Moore et al., 2012) as they asserted that it is notable that the CWB is a reaction to the lack of progress in the career but differs from the results of (Jian & Chhabra, 2024). The faculty staff members might find many challenges in Egypt. these challenges impede their timely promotion. A portion of these challenges relate to their inadequate salaries and lack of sufficient social recognition. This is what eventually causes them to focus entirely on this problem in their thoughts. This diverts them from developing their careers. Faculty members' frustration with certain poor facilities and infrastructure also lowers their motivation for promotion. In addition, among faculty members, personal career plateau has the most significant impact on CWB. This means that the main causes of the plateau emerge from people who are unwilling to enhance their abilities and skills to get promoted.

Secondly, by reviewing the previous studies, it can be noted that the behavior is counterproductive if it meets three conditions: it is volitional rather than unintentional, it may be harmful even if it does not always have negative organizational consequences, and it conflicts with valid values (Mehmood et al., 2023). However, if the organization enhance the emotional and psychological stability of employees this will reduce the tendency of making negative behaviors (Chan et al., 2019). In line with the social identity theory, our result came to the existence of a significant negative relationship between the dimensions of JE (organizational and community) and the CWB. These results agreed also with (Darrat et al., 2017; Hotlom et al, 2012; Mehmood et al., 2023) who found a negative relationship between JE and CWB. Thus, the benefits like healthcare services, pension plans, admitting new challenges to the tasks, and reinforce the employee's knowledge consistent with the social exchange theory and decrease CWB. These results asserted that enhancing the organizational climate in universities helps reduce any negative behaviors. Facilitating learning resources and improving wages and salaries prompt staff to devote time and effort to achieving scientific

progression. However, JE isn't always trustworthy. It also implied a negative aspect. Because of the ties that bind an employee to their current employment, it poses obstacles for those who choose to quit. Therefore, JE is the mechanism via which social ties both limit and shape economic conduct. It is evident when individuals are unable to transfer their job skills to another business or do not receive the same degree of benefits there (Allen et al., 2016; Greene et al., 2018; Marasi et al., 2014).

Finally, this study also hypothesized that JE moderates the relationship between CP and CWB. The results found that when the JE increases it may alleviate the negative effect of CP on CWB unlike the results of (Jian & Chhabra, 2024) as they found that JE can't moderate the relationship between the CP and CWB. For more explanation, the employee's job stability, the emotional attitude toward the surrounding environment, the fitness between the individual and organizational culture, and the promotion opportunity all these together are necessary to make the employee more able to adapt with the organization especially the flat hierarchy one. Moreover, when the organizations start to add a challenging task to its jobs it will decrease the desire of plateaued employees to leave which in turn lead to decrease the CWB. However, we can't deny that the negative outcomes of JE may occur if employees are embedded in a toxic work environment. As we mentioned before both CP and JE may implies a type of stuckness and the inability to exist from the negative situations in the harmful environment (Allen et al., 2016; Mitchell et al., 2001).

5.2 Theoretical implication:

Firstly, based on the existence of a very little research on CWB in the developing countries (Mehmood et al., 2023). This paper contributes to knowledge on the mechanism that explaining the impact of career plateau and JE on CWB. By employing social identity theory and social exchange theory.

Secondly, previous studies have shown the effect of CP on consequences like turnover intention, organization commitment (Drucker-Godard et al. 2015), job satisfaction (Salami, 2010) and performance (Hurst et al., 2017) between airlines, hospitality employees, and bankers. This paper is one of the first study which shows that CP may lead to CWB between the university staff members.

Thirdly, many studies classify the CP as the hierarchical and content dimensions or the subjective and objective dimensions. However, this study shed lights upon the personal dimension of the CP and the results showed that this dimension has the most significant effect on the CWB. Moreover, according to the JE dimensions this study adopted the community embeddedness besides the organizational one as we see that when the employee feels that his job can protect his social life this will reduce emerging of CWB.

Fourthly, the study employs the JE as a moderator between the CP and CWB. It validates the embeddedness theory by showing the positive impact of JE on employee outcomes and its impact in buffering the negative relationship between the CP and CWB. We choose JE particularly because some studies have shown that although being embedded in a hostile work environment, JE can be detrimental to employee well-being. It mitigates the effect of negative shocks on organizational outcomes (Allen et al., 2016; Weinert et al., 2024).

5.3 Practical implication

Beside the above-mentioned theoretical implications, our study has some practical implications:

First, the new digital era decreases the creation of new job and increase the cost of employees' turnover especially the qualified employees. So, in one hand, organizations today foster the long-term employment relationships to reduce its costs. On the other hand, employees may be forced to stay even in an abusive environment because there is a scarcity in new jobs. This issue appears significantly in the important organizations like universities, hospitals (Donnelly & Quirin, 2006).

To handle this dilemma our results showed a positive significant relationship between the CP and CWB. So, manager must anticipate the effects of their decisions and actions and seek to manage negative experiences such as being passed over for a promotion, experiencing disagreements between coworkers, or feeling pressured to leave. These results can be enhanced through the existence of proactive organization. For more explanation, in the point where the job ladder become rigid, it must spread the spirit of challenge through for example adding new activities to the current job, providing training course, and honoring distinguished employees. These will eventually eliminate the negative attentions towards the organizations.

Also, this study found a negative significant relationship between the JE and CWB. This mean that if the organizations give the employees the welfare both inside and outside it, there is no need to make any protest behavior whether intentional or not. This occur because both the emotional stress and job frustration decrease which in turn reduce the turnover intention and intentional service sabotage. So, JE is a corn stone for improving the social exchange the organizations and employees.

Finally, we noted that although the CP is a negative phenomenon led to more CWB, the JE can reduce the negative relationship between CP and CWB. However, we can't clarify accurately if this JE in a toxic environment or not. We can say that healthy environment, job security, motivation, and challenge can enhance the employee's awareness of his importance to the organization. In sum, this paper provides a simple overview about the CP and CWB and the role of JE in enhancing this relationship in governmental organization like Mansoura university. I hope that this paper will be a starting point for the papers that is interested in employees' behaviors.

5.4 Where can we go from there?

This study provides several fruitful avenues for future research. For instance, we previously said that the causes of career plateau can be attributed to individuals or organizations (Greenberg, 2011; Turnover & Reylonds, 2010). Also, The CWB implies in somewhat violating the ethical and social norms. It also affected by both personal traits and surrounded environment (Zaghini et al., 2016). I believe that in the long term, individuals begin to recognize that their organization not only does not value their abilities and talents, but also ignores their psychological requirements. The only way an individual may feel his identity is to engage in aggressive actions as a sort of appearance and self-promotion. Thus, this study suggest that future research should focus on the role of personality trait differences between employees in fostering CP and CWB.

Moreover, some employees feel comfortable and succumb to positions that do not offer difficulties or the development of skills and abilities, whilst others face frustration and a loss of identity. However, studies have not addressed the role of the employee's evaluation of his competence, i.e., sometimes the employee believes that his qualifications exceed the current job demands, whereas in fact he may be under qualified but is

unaware of it. This will result in a gap between what employees believe about themselves and their reality. Thus, I suggest to the future research to measure CP from two faces, one of them concentrated on the employee's opinion to his current job, and other focus on the employer opinion about the employees' qualifications.

The reduction of the CP state and the existence of JE play a significant role in retaining employees. However, we must not forget that both concepts CP and JE include the meaning of stuck. As JE occur when employees feels that they don't want to leave despite the existence of adverse work environment, and CP and lack of challenge and lack of opportunity growth/current job don't give them promotion. So, in many times one of them may lead to the other. This means that in an adverse work environment, the stuckness of employees may lead to negative consequences. So, there is a key consideration that should be regarded in this stream of research: what is the effect of toxic environments on the JE of employees? We need to see the negative side of being embedded in an adverse environment. The reactance theory & power dependence theory can be employed to differentiate embedded and non-embedded employees.

References:

- Abas, N.A.H. and Otto, K. (2016), "Interpersonal mistreatment, organisational attitudes and well-being: the impact of instigator's hierarchical position and demographic characteristics", *Organization Management Journal*, Vol. 13 No. 1, pp. 5-20.
- Abd-Elrhman, E., Ebraheem, S., & Helal, W. (2020). Career plateau, self-efficacy and job embeddedness as perceived by staff nurses. *American Journal of Nursing Research*, 8(2), 170-181.
- Agu, A. O., Okocha, E. R., Emezue, L. N., & Anyanwu, P. C. (2023). Career Plateau and Employee Performance Among Academic Staff of University Of Nigeria Enugu Campus Nigeria. *Nigerian Academy of Management Journal*, 18(1), 30-38.
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921.

- Aktas, N., Boone, A., Croci, E., & Signori, A. (2021). Reductions in CEO career horizons and corporate policies. *Journal of Corporate Finance*, 66, 101862.
- Al Halbusi, H., Williams, K. A., Ramayah, T., Aldieri, L., & Vinci, C. P. (2021). Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person–organization fit. *Personnel Review*, 50(1), 159-185.
- Alias, M., Mohd Rasdi, R., Ismail, M., & Abu Samah, B. (2013). Predictors of workplace deviant behaviour: HRD agenda for Malaysian support personnel. *European Journal of Training and Development*, 37(2), 161-182.
- Allen, D. G., Peltokorpi, V., & Rubenstein, A. L. (2016). When “embedded” means “stuck”: Moderating effects of job embeddedness in adverse work environments. *Journal of applied psychology*, 101(12), 1670.
- Avey, J. B., Wu, K., & Holley, E. (2015). The influence of abusive supervision and job embeddedness on citizenship and deviance. *Journal of Business Ethics*, 129, 721-731.
- Bai, Y., Zhou, J., & He, W. (2023). How Employee Job Burnout, Work Engagement, and Turnover Intention Relate to Career Plateau during the Epidemic. *Social Sciences*, 12(7), 394.
- Bardwick, J.M. (1986), *The Plateauing Trap: How to Avoid it in Your Career ... and Your Life*, American Management Association, New York, NY.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of applied psychology*, 85(3), 349.
- Bian, Y. (2021, April). Can Ethical Leadership Reduce Workplace Deviant Behavior?. In *2021 6th International Conference on Social Sciences and Economic Development (ICSSED 2021)* (pp. 391-400). Atlantis Press.
- Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2), 193-206.

- Bolat, T., Bolat, O. İ., Seymen, O., & Katı, Y. (2017). The relationship between nepotism and turnover intention in the hotels: the mediating effect of career plateau. *MANAS Journal of Social Science*, 6(3), 157-180.
- Bowling, N. A., & Gruys, M. L. (2010). Overlooked issues in the conceptualization and measurement of counterproductive work behavior. *Human Resource Management Review*, 20 (1), 54-61.
- Carnazza, J. P., Korman, A. K., Ference, T. P., & Stoner, J. A. (1981). Plateaued and non-plateaued managers: Factors in job performance. *Journal of management*, 7(2), 7-25.
- Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among US managers. *Journal of applied psychology*, 85(1), 65.
- Chan, W. L., Ho, J. A., Sambasivan, M., & Ng, S. I. (2019). Antecedents and outcome of job embeddedness: Evidence from four and five-star hotels. *International Journal of Hospitality Management*, 83, 37-45.
- Chang, P. C., Geng, X., & Cai, Q. (2024). The Impact of Career Plateaus on Job Performance: The Roles of Organizational Justice and Positive Psychological Capital. *Behavioral Sciences*, 14(2), 144.
- Chao, G. T. (1990). Exploration of the conceptualization and measurement of career plateau: A comparative analysis. *Journal of management*, 16(1), 181-193.
- Chen, H., & Ayoun, B. (2019). Is negative workplace humor really all that" negative"? Workplace humor and hospitality employees' job embeddedness. *International Journal of Hospitality Management*, 79, 41-49.
- Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: is social exchange theory still relevant?. *Industrial and Organizational Psychology*, 11(3), 456-481.

- Cohen, A. (2016). Are they among us? A conceptual framework of the relationship between the dark triad personality and counterproductive work behaviors (CWBs). *Human Resource Management Review*, 26(1), 69-85.
- Cohen, A., & Diamant, A. (2019). The role of justice perceptions in determining counterproductive work behaviors. *The International Journal of Human Resource Management*, 30(20), 2901-2924.
- Creed, P. A., Fallon, T., & Hood, M. (2009). The relationship between career adaptability, person and situation variables, and career concerns in young adults. *Journal of vocational behavior*, 74(2), 219-229.
- Christian, E., Emilia, N., & Tiarapuspa, T. (2023). Pengaruh Career Plateau, Job Burnout, Social Loafing terhadap Turnover Intention Karyawan di Lingkungan PT. Duta Sumber Inti Niaga. *Jurnal Pendidikan Tambusai*, 7(3), 32070-32078.
- Darling, S., & Cunningham, B. (2023). Perceived causes of Career Plateau in the public service. *Administrative Sciences*, 13(3), 73.
- Darrat, M. A., Amyx, D. A., & Bennett, R. J. (2017). Examining the impact of job embeddedness on salesperson deviance: The moderating role of job satisfaction. *Industrial Marketing Management*, 63, 158-166.
- De Clercq, D., Kundi, Y. M., Sardar, S., & Shahid, S. (2021). Perceived organizational injustice and counterproductive work behaviours: mediated by organizational identification, moderated by discretionary human resource practices. *Personnel Review*, 50(7/8), 1545-1565.
- Dunlop, P. D., & Lee, K. (2004). Workplace deviance, organizational citizenship behavior, and business unit performance: The bad apples do spoil the whole barrel. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(1), 67-80.

- Duradoni, M., Gursesli, M. C., Martucci, A., Gonzalez Ayarza, I. Y., Colombini, G., & Guazzini, A. (2023). Dark Personality Traits and Counterproductive Work Behavior: A PRISMA Systematic Review. *Psychological Reports*, 00332941231219921.
- Eliason, M., Hensvik, L., Kramarz, F., & Skans, O. N. (2023). Social connections and the sorting of workers to firms. *Journal of Econometrics*, 233(2), 468-506.
- Farivar, F., Anthony, M., Richardson, J., & Amarnani, R. (2023). More to life than promotion: Self-initiated and self-resigned career plateaus. *Human Resource Management Journal*.
- Fatfouta, R., & Schwarzingler, D. (2024). A toxic mix: Explicit and implicit narcissism and counterproductive work behavior. *Applied Psychology*, 73(2), 863-876.
- Ference, T. P., Stoner, J. A., & Warren, E. K. (1977). Managing the career plateau, *Academy of Management Review*, 2, 602-612.
- Fida, R., Paciello, M., Tramontano, C., Fontaine, R. G., Barbaranelli, C., & Farnese, M. L. (2015). An integrative approach to understanding counterproductive work behavior: The roles of stressors, negative emotions, and moral disengagement. *Journal of business ethics*, 130, 131-144.
- 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 (JABR)*, 20(4).
- Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of vocational behavior*, 59(3), 291-309.
- Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2012). The deviant citizen: Measuring potential positive relations between counterproductive work behaviour and organizational citizenship

behaviour. *Journal of Occupational and Organizational Psychology*, 85(1), 199-220.

Furnham, A. and Siegel, E.M. (2011), *Reactions to Organisational Injustice: Counter Work Behaviors and the Insider Threat*, Springer, Berlin, Heidelberg.

Galhena, B. L. (2009). Determinants of subjective career plateau.

Gerpott, T. J., Domsch, M., & Keller, R. T. (1988). Career Orientations In Different Countries And Companies: An Empirical Investigation Of West German, British And Us Industrial R&D Professionals [1]. *Journal of Management Studies*, 25(5), 439-462.

Godshalk, V. M., & Fender, C. M. (2015). External and internal reasons for career plateauing: Relationships with work outcomes. *Group & Organization Management*, 40(4), 529-559.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.

Greene, J., Mero, N., & Werner, S. (2018). The negative effects of job embeddedness on performance. *Journal of Managerial Psychology*, 33(1), 58-73.

Greenhaus, J. H., Callanan, G. A., & DiRenzo, M. (2008). A boundaryless perspective on careers. *Handbook of organizational behavior*, 1, 277-299.

Grijalva, E., & Newman, D. A. (2015). Narcissism and counterproductive work behavior (CWB): Meta-analysis and consideration of collectivist culture, Big Five personality, and narcissism's facet structure. *Applied psychology*, 64(1), 93-126.

Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX–outcomes relationships. *The leadership quarterly*, 22(2), 271-281.

- He, Z., Chen, L., & Shafait, Z. (2023). How psychological contract violation impacts turnover intentions of knowledge workers? The moderating effect of job embeddedness. *Heliyon*, 9(3).
- Herscovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupré, K. E., Inness, M., ... & Sivanathan, N. (2007). Predicting workplace aggression: a meta-analysis. *Journal of applied Psychology*, 92(1), 228.
- Hobfoll, S.E. (1989), “*Conservation of resources: a new attempt at conceptualizing stress*”, *American Psychologist*, Vol. 44 No. 3, pp. 513-524.
- Holtom, B. C., & Inderrieden, E. (2006). Integrating the unfolding model and job embeddedness to better understand voluntary turnover, *Journal of Managerial Issues*, 18, 435-452.
- Holtom, B. C., Burton, J. P., & Crossley, C. D. (2012). How negative affectivity moderates the relationship between shocks, embeddedness and worker behaviors. *Journal of Vocational Behavior*, 80(2), 434-443.
- Holtom, B. C., Mitchell, T. R., & Lee, T. W. (2006). Increasing human and social capital by applying job embeddedness theory. *Organizational dynamics*, 35(4), 316-331.
- Hom, P. W., Tsui, A. S., Wu, J. B., Lee, T. W., Zhang, A. Y., Fu, P. P., & Li, L. (2009). Explaining employment relationships with social exchange and job embeddedness. *Journal of Applied psychology*, 94(2), 277.
- Hu, C., Zhang, S., Chen, Y. Y., & Griggs, T. L. (2022). A meta-analytic study of subjective career plateaus. *Journal of Vocational Behavior*, 132, 103649.
- Hu, X., Dong, M., Li, Y., & Wang, M. (2023). The cross-level influence of authoritarian leadership on counterproductive work behavior: a moderated mediation model. *Current Psychology*, 42(27), 23580-23593.
- Huaman-Ramirez, R., & Lahlouh, K. (2023). Understanding career plateaus and their relationship with coworker social support and organizational commitment. *Public Organization Review*, 23(3), 1083-1104.

- Kelloway, E. K., Francis, L., Prosser, M., & Cameron, J. E. (2010). Counterproductive work behavior as protest. *Human resource management review*, 20(1), 18-25.
- Kwon, J. E. (2022). The impact of career plateau on job burnout in the COVID-19 pandemic: A moderating role of regulatory focus. *International Journal of Environmental Research and Public Health*, 19(3), 1087.
- Islam, G. (2014), "Social identity theory", Encyclopedia of Critical Psychology, Vol. 28 No. 1, pp. 1781-1783.
- Jain, V., & Chhabra, B. (2024). Career plateau and counterproductive work behaviour: a moderated moderation model of abusive supervision and job embeddedness. *International Journal of Organizational Analysis*, 32(4), 662-680.
- Jeewandara, S. K., & Kumari, D. A. T. (2021). Impact of organizational justice; ethical climate and employees' demographics on deviant workplace behaviour: A study based on public sector employees of Sri Lanka. *International Journal of Business and Management Invention*, 10(3), 21-37.
- Jiang, Z., Hu, X., & Wang, Z. (2018). Career adaptability and plateaus: The moderating effects of tenure and job self-efficacy. *Journal of Vocational Behavior*, 104, 59-71.
- Jing, S., Zeng, Y., Xu, T., Yin, Q., Ogbu, K. O., & Huang, J. (2024). Will career plateau lead to employee silence? A moderated mediation model. *Nankai Business Review International*, 15(1), 1-20.
- Kim, Y. M., Lee, K. C., & Hong, M. S. (2015). The relationship among career plateau, self-efficacy, job embeddedness and turnover intention of nurses in small and medium sized hospitals. *workforce*, 8, 9.
- Kim, Y., Cohen, T. R., & Panter, A. T. (2016). Cause or consequence? The reciprocal model of counterproductive work behavior and mistreatment. In *Academy of Management Proceedings* (Vol. 2016, No. 1, p. 18071). Briarcliff Manor, NY 10510: Academy of Management.

- Kurji, S. A., Abdulwahhab, F. L., & Majeed, S. A. (2023). An Analytical Study of the Impact of Career Plateau on Job Security at the Faculty of Administration and Economics/al-mustansiriya University. *International Journal of eBusiness and eGovernment Studies*, 15(1), 194-216.
- Lapalme, M. È., Tremblay, M., & Simard, G. (2009). The relationship between career plateauing, employee commitment and psychological distress: The role of organizational and supervisor support. *The International Journal of Human Resource Management*, 20(5), 1132-1145.
- Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of management journal*, 47(5), 711-722.
- Lentz, E., & Allen, T. D. (2009). The role of mentoring others in the career plateauing phenomenon. *Group & Organization Management*, 34(3), 358-384.
- Lin, Y. C., Chen, A. S. Y., & Lai, Y. T. (2018). Breach or bridge your career? Understanding the relationship between career plateau and internal employability. *Personnel Review*, 47(5), 986-1002.
- Majumdarr, S., & Dasgupta, S. A. (2024). Understanding why do we stay in our jobs? A bibliometric and content analysis of job embeddedness in the past two decades (2001–2021). *Employee Relations: The International Journal*.
- Mangione, T. W., & Quinn, R.P. (1975). Job satisfaction, counterproductive behavior, and drug use at work. *Journal of Applied Psychology*, 60, 114-116.
- Marasi, S., Cox, S. S., & Bennett, R. J. (2016). Job embeddedness: is it always a good thing?. *Journal of Managerial Psychology*, 31(1), 141-153.
- Mehmood, S. A., Malik, A. R., Nadarajah, D., & Saood Akhtar, M. (2023). A moderated mediation model of counterproductive work behaviour, organisational justice, organisational embeddedness and psychological ownership. *Personnel Review*, 52(1), 183-199.

- MeiRun, T., Sin, J., & Wei, C. (2018). The effect of organizational identification on job embeddedness: Evidence from new generation of rural migrant workers in China. *Management Science Letters*, 8(11), 1223-1238.
- Momoh, E. I., Akinnawonu, O. A., Samson, N., Mshelmbula, J. P., & Iliya, C.(2024). Effect of job stress on employee performance: the role of entrapment in government hospitals within jos metropolis, plateau state, NIGERIA. *International Journal of Management Studies and Social Science Research*, 6(2), 147-159.
- Muthuswamy, V. V. (2023). JOB ATTRIBUTE AS DETERMINANTS OF CHANGE IN THE CAREER OF IT PROFESSIONALS: AN EXPLANATORY STUDY. *International Journal of eBusiness and eGovernment Studies*, 15(1), 26-46.
- Nachbagauer, A. G., & Riedl, G. (2002). Effects of concepts of career plateaus on performance, work satisfaction and commitment. *International journal of manpower*, 23(8), 716-733.
- Nair, N., & Bhatnagar, D. (2011). Understanding workplace deviant behavior in Nonprofit Organizations: Toward an integrative conceptual framework. *Nonprofit Management and Leadership*, 21(3), 289-309.
- Ng, K., & Yang, W. N. (2023). Feeling stuck and feeling bad: Career plateaus, negative emotions, and counterproductive work behaviors. *Human Resource Management Journal*.
- Obeng, A. F., Azinga, S. A., Bentil, J., Ellis, F. Y., & Coffie, R. B. (2024). Investigating the effects of off-the-job embeddedness on turnover intentions: does affective commitment play a role?. *International Journal of Organizational Analysis*.
- Obianuju, A. E., Augustine, A., & Phina, O. (2021). Career plateauing and employee turnover intentions: a civil service perspective. *International Journal of Management & Entrepreneurship Research*, 3(4), 175-188.

- O'Boyle, E. H., Forsyth, D. R., & O'Boyle, A. S. (2011). Bad apples or bad barrels: An examination of group-and organizational-level effects in the study of counterproductive work behavior. *Group & Organization Management*, 36(1), 39-69.
- O'Brien, K. E., Sizemore, S. J., & Ashby, L. K. (2024). Preliminary evidence for counterproductive work behavior as a workplace manifestation of science skepticism. *Personality and Individual Differences*, 220, 112519.
- Oh, I. S., Charlier, S. D., Mount, M. K., & Berry, C. M. (2014). The two faces of high self-monitors: Chameleonic moderating effects of self-monitoring on the relationships between personality traits and counterproductive work behaviors. *Journal of Organizational Behavior*, 35(1), 92-111.
- Orpen, C. (1983). The Career Patterns and Work Attitudes of Plateaued and Non-Plateaued Managers. *International Journal of Manpower*, 4(4), 32-36.
- Peltokorpi, V., & Allen, D. G. (2024). Job embeddedness and voluntary turnover in the face of job insecurity. *Journal of Organizational Behavior*, 45(3), 416-433.
- Phan Tan, L., & Pham Xuan, L. (2024). Examining the effect of a supportive work environment on volunteer retention: Job embeddedness as a mediator. *Journal of Workplace Behavioral Health*, 1-23.
- Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of organizational behavior*, 33(2), 250-275.
- Raman, P., Sambasivan, M., & Kumar, N. (2016). Counterproductive work behavior among frontline government employees: Role of personality, emotional intelligence, affectivity, emotional labor, and emotional exhaustion. *Revista de Psicología del Trabajo y de las Organizaciones*, 32(1), 25-37.

- Ramdani, D., Putri, I. A. J., Affandi, M. E., Novitaningtyas, I., & Rohmat, S. N. (2023). Workplace Counterproductive Behavior: The Roles Of Locus Of Control, Organizational Constraints, And Organizational Justice. *Performance: Journal Personalia, Financial, Operasional, Marketing dan Sistem Informasi*, 30(1), 39-58
- Sackett, P. R., & DeVore, C. J. (2001). Counterproductive behaviors at work. In Anderson, N., Ones, D. S., Sinangil, H. K., & Viswesvaran, C. (Eds.), *Handbook of Industrial, Work and Organizational Psychology* (1), 145-164.
- Sackett, P. R. (2002). The structure of counterproductive work behaviors: Dimensionality and relationships with facets of job performance. *International journal of selection and assessment*, 10(1-2), 5-11.
- Salami, S. O. (2010). Career plateauing and work attitudes: Moderating effects of mentoring others with Nigerian employees. *Europe's Journal of Psychology*, 6(4), 71-92.
- Schein, E. H. (1971). The individual, the organization, and the career: A conceptual scheme. *The Journal of Applied Behavioral Science*, 7(4), 401-426.
- Schein, E. H. (1971). The individual, the organization, and the career: A conceptual scheme. *The Journal of Applied Behavioral Science*, 7(4), 401-426.
- Shastri, S. (2023). Employee Awareness Towards Career Planning and Preparedness to Combat Career Challenges. *International Journal of Humanities and Social Sciences Review (IJHSSR) ISSN 2582-9106*, 3(1), 48-60.
- Shaw, K.H. and Liao, H.Y. (2021), "Does benevolent leadership promote follower unethical pro-organisational behavior? A social identity perspective", *Journal of Leadership and Organizational Studies*, 28 (1), 31-44

- Sijabat, R. (2023). THE MODELING OF THE EFFECT OF CAREER PLATEAU ON WORK ATTITUDE. *Jurnal Bisnis dan Manajemen*, 24(1), 20-32.
- Slocum Jr, J. W., Cron, W. L., Hansen, R. W., & Rawlings, S. (1985). Business strategy and the management of plateaued employees. *Academy of Management journal*, 28(1), 133-154.
- Spector, P. E. (2011). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human resource management review*, 21(4), 342-352.
- Spector, P. E., & Zhou, Z. E. (2014). The moderating role of gender in relationships of stressors and personality with counterproductive work behavior. *Journal of Business and Psychology*, 29, 669-681.
- Stout, S. K., Slocum Jr, J. W., & Cron, W. L. (1988). Dynamics of the career plateauing process. *Journal of vocational Behavior*, 32(1), 74-91.
- Tajfel, H. and Turner, J.C. (1979), "An integrative theory of intergroup conflict", in Austin, W.G. and Austin, W.G. (Eds), *The Social Psychology of Intergroup Relations*, Brooks/Cole, Monterey, CA, pp. 33-47.
- Tamunomiebi, M., & Ukwuije, O. (2021). Workplace incivility and counterproductive work behaviour: a review of literature. *European Journal of Human Resource*, 5(1), 20-31.
- Teng, H. Y., Cheng, L. Y., & Chen, C. Y. (2021). Does job passion enhance job embeddedness? A moderated mediation model of work engagement and abusive supervision. *International Journal of Hospitality Management*, 95, 102913.
- Tremblay, M. (2021). Understanding the dynamic relationship between career plateauing, organizational affective commitment and citizenship behavior. *Journal of Vocational Behavior*, 129, 103611.
- Tremblay, M., & Roger, A. (2004). Career plateauing reactions: the moderating role of job scope, role ambiguity and participation among Canadian managers. *The International Journal of Human Resource Management*, 15(6), 996-1017.

- Tremblay, M., Roger, A., & Toulouse, J. M. (1995). Career plateau and work attitudes: An empirical study of managers. *Human relations*, 48(3), 221-237.
- Van Zomeren, M., Postmes, T., & Spears, R. (2008). Toward an integrative social identity model of collective action: a quantitative research synthesis of three socio-psychological perspectives. *Psychological bulletin*, 134(4), 504.
- Vatankhah, S., Javid, E., & Raoofi, A. (2017). Perceived organizational support as the mediator of the relationships between high-performance work practices and counter-productive work behavior: Evidence from airline industry. *Journal of Air Transport Management*, 59, 107-115.
- Weinert, C., Maier, C., Laumer, S., & Weitzel, T. (2024). How Embeddedness Influences IT-Induced Work–Home Boundary Reduction, Work–Home Conflict, and Job Outcomes. *Information & Management*, 103929.
- Wen, Y., & Liu, L. (2015). Career plateau and turnover intention in Chinese employees: Career anchor as moderator. *Social Behavior and Personality: an international journal*, 43(5), 757-766.
- Yang, W. N., Niven, K., & Johnson, S. (2019). Career plateau: A review of 40 years of research. *Journal of vocational behavior*, 110, 286-302.
- Zaghini, F., Fida, R., Caruso, R., Kangasniemi, M., & Sili, A. (2016). What is behind counterproductive work behaviors in the nursing profession? A systematic review. *Journal of Clinical Research & Bioethics*, 7(4).
- Zhang, M., Fried, D. D., & Griffeth, R. W. (2012). A review of job embeddedness: Conceptual, measurement issues, and directions for future research. *Human Resource management review*, 22(3), 220-231.
- Zhong, R., Lian, H., Hershcovis, M. S., & Robinson, S. L. (2023). Mitigating or magnifying the harmful influence of workplace aggression: An integrative review. *Academy of Management Annals*, 17(2), 516-545.

الدور المعدل للانغماس الوظيفي في العلاقة بين التسطح الوظيفي والسلوكيات المضادة للإنتاجية لأعضاء هيئة التدريس بجامعة المنصورة

د. غادة صلاح الدين أبو العطا

الملخص:

الهدف: استنادا إلى نظريتي التبادل الاجتماعي والهوية الاجتماعية، تناولت الدراسة الحالية الدور المعدل للانغماس الوظيفي في العلاقة بين التسطح الوظيفي والسلوكيات المضادة للإنتاجية بين أعضاء هيئة التدريس بجامعة المنصورة .

تصميم البحث والمنهجية: تم جمع البيانات باستخدام طريقة الاستبانة الموزعة إلكترونيا، ومن خلال عينه مكونه من (٢٤٠) عضو هيئة تدريس بجامعة المنصورة. ولقد تم تحليل البيانات باستخدام برنامج SPSS V.26.

نتائج الدراسة: توصلت نتائج الدراسة إلى وجود تأثير إيجابي معنوي للتسطح الوظيفي علي سلوكيات العمل المضادة للإنتاجية. بالإضافة إلى ذلك، هناك تأثير سلبي معنوي للانغماس الوظيفي علي سلوكيات العمل المضادة للإنتاجية. علاوة على ذلك، توصلت الدراسة إلى أن الانغماس الوظيفي يحد من التأثير الإيجابي للتسطح الوظيفي علي سلوكيات العمل المضادة للإنتاجية.

الانعكاسات النظرية: يعد الاعتماد علي نظريتي التبادل الاجتماعي والهوية التنظيمية من أهم الإسهامات التي تقدمها الدراسة الحالية إلى الأدبيات الموجودة من خلال توظيفهما في تحليل العلاقة بين متغيرات الدراسة. هذا بالإضافة إلى دراسة التسطح الوظيفي من خلال تسليط الضوء علي تأثيره في سلوكيات العمل المضادة للإنتاجية. وعلاوة على ذلك، تناولت الدراسة الدور المعدل للانغماس الوظيفي في العلاقة بين التسطح الوظيفي وسلوكيات العمل المضادة للإنتاجية، وكيف يمكن تخفيف الآثار السلبية للتسطح الوظيفي على سلوكيات العمل المضادة للإنتاجية بين أعضاء هيئة التدريس بجامعة المنصورة.

الأصالة/القيمة: توضح الدراسة الحالية مقدمات السلوكيات المضادة للإنتاجية بين أعضاء هيئة التدريس بجامعة المنصورة، وتوضح أيضا تأثير التسطح الوظيفي علي سلوكيات العمل المضادة للإنتاجية في منظمة حكومية مثل جامعة المنصورة. وتعد هذه الدراسة تعد من أولي الدراسات التي تناولت الدور المعدل للانغماس في العلاقة بين التسطح الوظيفي والسلوكيات المضادة للإنتاجية بين أعضاء هيئة التدريس بجامعة المنصورة.

الكلمات المفتاحية: التسطح الوظيفي، سلوكيات العمل المضادة للإنتاجية، الانغماس الوظيفي.