

The Role of Moderating Personality Characteristics on the Relationship Between Career Plateau and Deviant Behaviors of Employees of Education Administration of the Province of Isfahan

¹Rokhsareh Amini and ²Mehraban Hadi Peykani

¹Department of Public Administration, Isfahan (Khourasgan) Branch, Islamic Azad University, Isfahan, Iran

²Department of Human Resources Management, Isfahan (Khourasgan) Branch, Islamic Azad University, Isfahan, Iran

Abstract: The aim of the present research is studying the relationship between the career plateau and its dimensions and deviant behavior and the role of moderating personality characteristics by the descriptive method of correlation. The statistical society of this research was all of the employees of education administration of the province of Isfahan. According to the estimations, sum of the employees of all of the departments of this administration were about 400 ones and also according to the table of Krejesi and Morgan, the volume of this sample was about 196 ones. These employees were chosen from the statistical society by accidental sampling. The instrument of this research is questionnaire. Three standard questionnaires such as the questionnaire of deviant behaviors of Golparvar and coauthors and the questionnaire of career plateau of Milimen in two structural, content dimensions and the questionnaire of personality characteristics of Zakerman-Kolman were used in this research. Formal admissibility and contents of these questionnaires were verified by guidance counselor, theme authorities and some of the individuals of the statistical society. The amounts of persistency of these questionnaires were calculated by the coefficient of Cronbach's alpha. The amount of persistency of the questionnaire of deviant behaviors, the questionnaire of career plateau and the questionnaire of personality characteristics were as following, respectively: 0.81, 0.84, 0.81. The software of SPSS 19, Smart_PLS3.2.1 was used for analyzing the data of the research. The descriptive statistics are used for getting the primary data such as mean, the least and the most value, number of data and standard deviation, frequency and the percent of frequency and also, Kolemogorov-Smearenov, Kruskal Wallis, Variance Analysis (ANOVA), Mann Whitney U-test, independent t, the coefficient of Pearson and multiple regression were used in inferential statistics.

Key words: Career plateau, deviant behavior, personality characteristics, education administration of the province of Isfahan, Jheme

INTRODUCTION

Nowadays, the increasingly complexity of organizations and also increasing of unmoral and illegal acts in work environments draw the managers of organizations attention to themselves. These behaviors have various grounds such as deviant behaviors, work environments, counterproductive behaviors and anti-social behaviors. Grwiesz and quiet believe that the deviant behaviors of work environment are the behaviors that are treated premeditatedly by the members of the organization. These deviant behaviors are against the goals and interests of organization. The deviant behaviors

can have bad profound effects on personnel and organization. About 95% of organizations were the goal of embezzlement and cheating of the personnel according to the report of Case (2008). Identification of circumstances of these behaviors is very important. Some of these causes are career plateau or stagnation stroke that are appeared obviously or are secret.

On one hand, the career plateau proceeds to the environmental factors and on the other hand, it proceeds to interactions between the individual and organization and it also proceeds to the static state in the sequence of career progress. Because some times, in most of the cases, personnel are forced to do some things that are not

interested to them in the organization. At this time, we are witness recession and halt. This recession and halt will affect their performance and it lead to deviation of behavior of the personnel.

Explaining the case: Human sources and creative and adventurous individuals and also owners with new and rhetoric thought are in lieu of the most valuable organizational capitals. They have a very valuable and precious position. New organizational structures are varied rapidly and ladders of progress are being flat and low. Organizations and the existed human sources are being affected by various factors and threats. One of these factors is the career plateau that affects the individual and organizational progress obviously or secretly. The term of career plateau is mainly inference from geology and geographic discussions and static state in the career and professional path shows the recession, lack of progress and also reduction of the level of learning. On the other hand, it induces the sense of depression and failure to the personnel.

Filippo believes that when it is attended to independent and self-determination of personnel, they will path through the progress and development and are not ever in the static state. When this psychological space and motivation is not prepared, they will face with some barriers. Even it leads to static state in career path. Individuals are not responsible either and they also see their career dull and monotonous. In this time, there is no new thing for learning. The value of career losses and the person feels stress, burn out and helplessness. On the other hand, employees often begin their career by hope and specific expectations and, then get the highest level in the organization. Most of them emphasis on their progress, ability, earning the highest responsibilities and rewards. Whenever, the labor force reach a point in the path of career and progress that reduce the likelihood of climbing the ladder and strict regulations and conditions make an employee feel that he/she is caught in an unfair system, he/she will have a negative viewpoint toward his/her career. Chronic pessimism, discouragement and disinterestedness leads to deviant behaviors.

These behaviors were seen in the previous researches as counterproductive behaviors anti-social behaviors and aggression in the work place. Deviant behaviors are any arbitrary behavior that hurt employees premeditatedly; the employees that are a member of that organization. Pilferage, sabotage, destructive behavior, absence from work, coming late to work, violence and drug use, alcohol and addictive substances are some examples of deviant behaviors in an organization These deviant behaviors accompany high economical and social costs. These economical and social costs are as following: insurance damages, loss of reputation and reduction of employee ethics.

System of education is one of the complex and large social organizations in any country that has an unbreakable relation with economical, academic and social growth and development. In spite of this important mission of this organization, personnel did not follow a dynamic career path and suitable career growth. It may lead to plateauing of most of the employees and at last deviant behaviors. Does this decisive organization can achieve its goal in this situation.? The present research is following these goals: Does this career plateau relate to deviant behaviors? Do the personality characteristics moderate this relation?

Importance of the necessity of research: In the present situations, advancements and promotion is very competitive and difficult in the career path. So, most of the employees will plateau before achieving their career. Although, the career plateau is not a new phenomenon, it is expanding more rapidly in the organizations. So, we should attend to it because of its rapid expansion. Most of the researchers that study the career paths believe that the career plateau will become a critical problem in organizations and we need a correct management to avoid the dissatisfaction of the personnel.

The personnel who are interested in organization and are remain faithful to it, have a better career performance and tend to stay permanently in it and also, their progress is possible in the organization. They are less absenteeism and more motivated. They are more agreeing with variations of the organization. Organizations can avoid mental problems by prevention of plateau in the career path. In this way, their deviant behavior will be decreased and also their productivity will be increased in the organization.

Disposition against reprimand of the organization or supervisor and drug abuse are the negative mechanisms of compatibility of the personnel. Low speed promotions and reduction of organizational statuses and the possibility of improving (especially in post-graduation) which restrict the opportunity of hierarchy, often lead to the static spirit in the career path (Barber).

So paying attention to the themes of career plateau and deviant behaviors of personnel is a very important topic that is not independently investigated. On the other hand, we should attend to this point that interactions between personnel and their experiences in the work place are influenced by their personality characteristics. According to this point, personality differences of individuals have an important effect on the deviant behaviors; the deviant behaviors which are due to the static state. Fayazi and Sadaf (2013) do a research about investigating the phenomenon of career plateau and its

effect on the career attitudes of personnel of bank of Refah and they conclude that career plateauing relates to the negative outcomes of career. Rotondo and Prewe studied the relations between behaviors coping against career plateauing and its organizational outcomes for personnel. The goal of this research is studying and determining the efficiency of behaviors coping against career plateauing.

Choudhary and coauthors who were two researchers of the university of Lahore of Pakistan studied the strategy of career plateau. They concluded that career cycle has substantial effects on career plateau and we can reduce the content plateau by career cycle. Fouque and Drucker-Godard concluded in their research "career plateau, career satisfaction and obligation between the scientists of France universities" that perceived plateauing has a negative relationship with positive career attitudes such as career satisfaction and organizational obligations.

Robinson and Bennett (1995) a sample of deviant behaviors in the work place. In this sample, the deviant behavior is the result of interaction between personality characteristics and career evaluations. High researches showed that there is a meaningful relation between personality characteristics and deviant behaviors in the work place.

Ershadi showed in their research, "moderating role of personality characteristics in the relationship between perceived exclusion in the work place and deviant behavior in the work place" that perceived exclusion in the work place has a positive relationship with interpersonal and organizational deviant behaviors. So, the possibility of engaging of personnel in deviant behaviors increases.

But the moderating role of personality characteristics in the relationship between career plateau and deviant behaviors is not studied independently in any one of these researches. So, we can say that doing this research will fill this investigating gap.

Education is especially important as a custodian of education. The personnel that are interested to their organization and are loyalty to their organization have a better career performance. They have more tendencies to stay in the organization. In this way, the possibility of their progress in the organization is more than before. But the personnel who has not the possibility of advancement within the organization has less advancement. So, we encounter an unsuitable mental space and also less incentive. Frequent requests of pre time retirement, frequent absences, turn over by teachers during the current years.

It is necessary to investigate the effect of this structure on deviant behaviors of personnel and the role of personality characteristics on moderating these behaviors because of the importance of the role of

plateauing on deviant behaviors of the personnel and its effect on the total performance of personnel. The total goal of the present research is getting a better perception of deviant behaviors in the work place by paying attention to this point that how the interaction between personality characteristics and plateauing of employees anticipate the possibility of these behaviors. On the other hand, according to important role of education in training individuals and also society, it is necessary to investigate the various organizational factors and threats such as career plateau and deviant behaviors between personnel. It seems that a research with this topic is done in the field of education.

Theoretical definitions: Deviant behavior is a set of behaviors that are based on manners, rules and prescriptions; manners, rules and prescriptions that are focused to individuals and organization. Their goal is often hurt, discomfort or even punishment.

Deviant behaviors which are focused to organization are a set of behaviors that are intentionally done by the organization. These behaviors are against the goals and interests of organization. Deviant behaviors which are focused to co-workers are the actions that the individual does according to the individual and conditional factors against the attitudes of him toward his co-workers. At last these individual and conditional factors cause deviant behaviors. Robinson and Bennett (1995) presents another definition. He states that plateauing is the feeling of disappointment and mental defeat that personnel experience in their own career and occupational progress path after permanent or temporary halt or pause. On the other word, when the person fails to accept responsibility any more, we witness the career plateau.

Career plateau is a point in the career path of person which restricts the possibility of advancement for him. Plateauing is the feeling of disappointment and mental defeat that personnel experience in their own career and occupational progress path after permanent or temporary halt or pause. It has two dimensions: structural dimension and content dimension.

Structural factors of career plateau: These factors are the issue of organizational structure and career promotion in which between one hundred persons that are employed based on their benefit of their competence, only one of them can promote and achieve the mid-level of management and the other ones are in the lower level.

Content factors of career plateau: Sometimes people have a career plateau because of content plateau. Generally, careers with low diversity and dull are in this category.

Personality characteristics are apparent and social portraits. These characteristics are relatively permanent.

These characteristics are the role of each individual in the society. On the other word, each person has its own inner characteristics that are represented in the form of behavior in the society. These set of characteristics are called personality characteristics. It is based on one hallmark. Dimensions of personality characteristics are as following:

Anxiety: neuroticism: It describes experiencing the feelings of sadness, fear, anxiety, low self-esteem and fear, indecision.

Aggression: hostility: It describes the anti-social and bold behaviors. Activity: it describes the need of being active and doing hard works.

Sociability: It describes the tendency toward doing social activities all together.

Without previous thinking sensation seeking: It describes lack of plan or program and tendency to act with immediately emotion and without previous thinking. Back ground of the so-called research:

Khodayari (2010) showed in his research, “the relationship between counterproductive and organizational pressures and five important factors of personality of the personnel of rail way of the Islamic republic of Iran” that there is a meaningful relationship between counterproductive and organizational pressures totally. Also, there is a meaningful between counterproductive focused on organizations and counterproductive focused on individuals and the organizational pressures. Also, there is a negative relationship neuroticism, extrovert, compatibility and counterproductive behavior and there is a positive relationship between flexibility and counterproductive behavior.

Farhadi showed in his research, “conscientiousness as a moderator of the relationship between career stress and organizational deviant behaviors” that there is a positive meaningful relationship between organizational deviant behaviors and career stress and there is also a negative meaningful relationship between organizational deviant behaviors and conscientiousness as a personality characteristic; we got this conclusion by a statistical sample. In this sample, 162 part time employees of one of the governmental organizations of Malaysia were participated.

Babashahi showed in his research, “the role of personality factors in exhausting formation” that the personality characteristics of empiricism, extrovert and compatibility have a negative meaningful relationship with exhausting. On the other hand, the personality characteristic of neuroticism has a positive meaningful relationship with exhausting. We got this conclusion by a statistical sample and the model of five characteristic

factors. In this sample, 111 employees of the Iranian national oil refining and distribution company (Qom region) were participated. Also, the results of this research show that there is no negative meaningful relationship between the personality characteristic of loyalty and exhausting.

Arshadi showed in his research, “investigating the moderating role of the personality characteristics of extrovert and neuroticism in the relationship between ostracism perception and deviant behaviors in the work place” that there is a positive meaningful relationship between ostracism perception and organizational and interpersonal deviant behaviors in the work place. In this way, the possibility of deviant behaviors of the employees increases. Also the results of this research showed that the relationship between extrovert and neuroticism moderates. It means that the persons with these characteristics will response to ostracism perception better than others.

Fayazi and Sadaf (2013) showed in their research, “investigating the phenomenon of career plateau and its influence on career attitudes of the employees of Bank of Refah”, that there is a negative relationship between career plateauing and work outcomes; they got this conclusion by a statistical sample of 193 ones. This research showed that there is an inverse and negative relationship between career plateau, organizational obligation and career dependences and also career plateau has a positive relationship with legacy. Also, we have investigated the moderating role of three variables of sexuality, education degree and years of service with career plateau and career attitudes. We have found that sexuality, education degree and years of service of employees do not moderate the relationship between career plateau and all of the career attitudes.

Fayazi and Sadaf (2013) investigated the effect of the perceived career plateauing of librarians of libraries of the country on career fatigue and tendency toward turn over; the title of their research as following: The effect of career plateauing on career fatigue and tendency toward turnover of librarians of libraries of the country. According to a sample which has 537 participants, they concluded that the level of career plateaus in the dimensions of structural plateauing, content plateauing, career fatigue and tendency toward turnover of librarians is more than the middle level. Also sexuality has no meaningful difference in plateauing perception. Meanwhile, it seems that the level of plateauing is more in personnel with more years of service and less post-graduation. Also, the results of this research show that the perceived plateauing has a meaningful effect on tendency toward turn over and career fatigue. On the other hand, the librarians who perceived more plateauing, has more career fatigue and tendency toward more turn over.

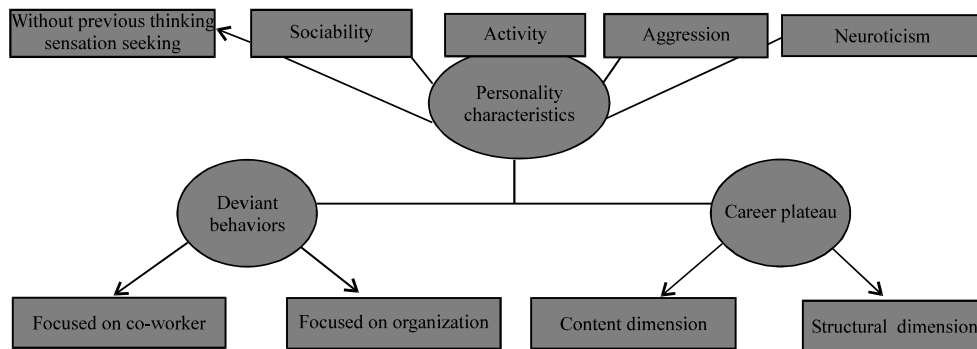


Fig. 1: Conceptual model of this research

Barrack and mount concluded in their research, “the relationship between personality characteristics” that conscientiousness is the best personality characteristic that anticipate the career performance. After it, extrovert and neuroticism have the next priorities respectively.

Rotondo and Perewe investigated the relationship between behaviors against career plateaus and its organizational outcomes toward the personnel according to their research” encountering the career plateau: What does an empirical investigation do? And what it doesn’t do?” The goal of this research was investigating and determining the efficiency of behaviors against career plateaus. The positive activities of the personnel who have been plateaued have a positive relationship with positive attitudes and performances. These positive activities are as following: massive job duties, mentoring, duties and technical career paths, projects or teams. There is no meaningful relationship between the variables of the personnel that were not in a career plateau. There is a positive relationship between the negative behaviors such as blaming superiors or organization, tendency toward turn over, use of alcohol or drug, weaker working attitudes and more stress.

Peterson (2002) showed that there is more correlation between the type of deviant and the space of the organization according to his research” deviant behavior and moral space of the organization”. According to this point when individuals feel that organization pays attention to the welfare of its employees, the possibility of their political deviant behaviors is less than before or when the organizations pays more attention to obligations, the possibility of financial deviants of employees is less than before.

Kreuter showed that static state or plateau in the career path is a part of rule and method of work life

and it points to static state in the sequence of career advancement of person according to his research, "How to find a healthy career plateau".

Mullki concluded that organizational values relates to organizational deviant behaviors, career stress and emotional exhaustion or fatigue by conditional and individual factors according to his research” emotional exhaustion and organizational deviant”.

Diphendert considered the conditional and environmental factors such as stress and insecurity and career dissatisfaction as anticipations of organizational deviant behaviors in the work place according to his research, “the relationship between deviant behaviors and perceived justice and career condition and leadership”. Hurst showed that the perceived plateauing has a negative relationship with organizational citizenship behavior according to his research, “stress, organizational citizenship behavior and opposition: comparing the plateaued employees and un plateaued employees”.

Aziz Choudhry and Mohammad Ramezan Ayeshe, two researchers of the university of Lahore of Pakistan concluded that the career cycle has essential effects on career plateau and we can reduce the content plateau by the career cycle between employees according to his research” strategy of career plateau based on the empirical investigations from the organizations of Pakistan”.

Drucker concluded that the perceived plateauing has a negative relationship with positive career attitudes such as career satisfaction and organizational obligations according to his research, “career plateau, career satisfaction and obligation between the scientists of France universities” show in Fig. 1.

MATERIALS AND METHODS

The present research is practical respect to its goal. It is descriptive based on the nature and the method of research. There is a cross section between the variables according to their correlation and timing. The goal of the present research is investigating the relationship between career plateau and its dimensions and deviant behaviors and the moderating role of personality characteristics by a correlation descriptive method. The statistical society of this research was the personnel of education administration of the province of Isfahan. Sum of the personnel of this administration were about 400 ones according to the estimations. Volume of samples was about 196 ones according to the table of Krejsi and Morgan. These samples were selected accidentally. The instrument of this research is questionnaire. Three standard questionnaires such as the questionnaire of deviant behaviors of Golparvar and the questionnaire of career plateau of Milimen in two structural, content dimensions and the questionnaire of personality characteristics of Zukerman were used in this research; the questionnaire of personality characteristics of Zukerman-Kolman is one of the instruments of estimating the personality characteristics that is based on the framework of substitution of five personality factors of Zukerman. Formal admissibility and contents of these questionnaires were verified by guidance counselor, theme authorities and some of the individuals of the statistical society. The amounts of persistency of these questionnaires were calculated by the coefficient of Cronbach alpha. The amount of persistency of the questionnaire of deviant behaviors, the questionnaire of career plateau and the questionnaire of personality characteristics were as following respectively: 0.81, 0.84, 0.81. The software of SPSS 22, Amos 22 was used for analyzing the data of the research. The descriptive statistics are used for getting the primary data such as mean, the least and the most value, number of data and standard deviation, frequency and the

percent of frequency and also, Kolmogorov-Smirnov Smearnoph, Kruskal-Wallis, Variance Analysis (ANOVA), Mann-Whitney U test, independent t, the coefficient of Pearson and multiple regression were used in inferential statistics (Table 1).

RESULTS AND DISCUSSION

Findings of the Table 2 show that there is a meaningful correlation coefficient between career plateau and deviant behavior. It means that there is a meaningful relationship between career plateau and deviant behavior ($r = 0.365$). The 13.3% of variance of career plateau is as the same as deviant behaviors according to the determination coefficient. So, the main hypothesis of this research has been accepted; according to this hypothesis, there is a meaningful relationship between career plateau and deviant behavior of the personnel of education administration of the province of Isfahan. Figure 1 shows that there is a direct and positive relationship between two anticipating variables of career plateau and deviant behavior of the personnel according to dispersion Fig 1. There is a meaningful relationship between the structural dimension of career plateau and deviant behavior of the personnel of education administration of the province of Isfahan.

There is a meaningful relationship between the content dimension of career plateau and deviant behavior of the personnel of education administration of the province of Isfahan.

Personality characteristics have the ability of anticipating the deviant behaviors (Table 2-7)

Results of the Table 8 shows that the variable dimensions of the personality characteristics have 49.3% of the ability of anticipating of deviant behaviors of the personnel. Also, the statistics of the camera of Watson is about 1.710. This rate is very suitable.

Dependent variable of deviant behavior: As you see in the Table 9 the component of activity which is one of the personality characteristics with the t-value = 1.109 and the meaningful level of 0.269 has not a meaningful ability in

Table 1: Mean of the main variables of the research

Research variables	No	No of questions	Mean of research variables	Deviation criteria	Least value	Most value
Personality characteristics	196	50	2.60	0.317	2.12	3.35
Neuroticism	196	10	2.45	0.360	1.50	3.20
Without thinking sensation seeking	196	10	2.46	0.622	1.22	3.67
Activity	196	10	2.67	0.521	1.88	3.88
Sociability	196	10	2.90	0.543	2.14	4.00
Aggression	196	10	2.55	0.413	1.78	3.44
Career plateau	196	12	2.64	0.596	1.58	4.00
Structural	196	6	2.39	0.638	1.30	4.00
Content	196	6	2.94	0.752	1.67	5.00
Deviant behavior	196	15	1.76	0.661	1.00	4.30

anticipating the variable of deviant behaviors of the personnel but the components of neuroticism (anxiety)

Table 2: The correlation coefficient of career plateau and deviant behavior

Statistics index	Basis variable	Deviant behavior	Values
Anticipation variable	Correlation coefficient	Square root of correlation	0.133
Career plateau	0.365	Meaningful level	0.000

Table 3: The correlation coefficient between structural dimension of career plateau and deviant behavior

Statistics index	Basis variable	Deviant behavior	Values
Anticipation variable	Correlation coefficient	Square root of correlation	0.144
Structural career plateau	0.379	Sig.	0.000

Table 4: The correlation coefficient between content dimension of career plateau and deviant behavior

Statistics index	Basis variable	Deviant behavior	Values
Anticipation variable	Correlation coefficient	Square root of correlation	0.256
Structural career plateau	0.066	Sig.	0.000

Table 5: A meaningful regression model

Model	Sum of				Sig.	
	square roots	df	MS	F-values		
Regression	1	12.940	3	6.470	17.265	0.000
Result of subtraction		72.328	193	0.375		
Total		85.269	195			

1-anticipation variable (fixed no), structural plateau, content plateau

2-dependent variable: deviant behavior of personnel

with the t-value = -3.342 and the meaningful level of 0.0001, sensation seeking with the t-value = 5.197 and the meaningful level of 0.000, sociability with the t-value = -2.959 and the meaningful level of 0.003 and aggression with the t-value = 11.614 and the meaningful level of 0.000 has the meaningful ability of anticipating the variable of deviant behaviors of the personnel in the confidence level of 95% and its regression line equation is as following:

$$\text{Deviant behaviors} = -0.214\text{neuroticism} + 0.189\text{ sensation seeking} - 0.139\text{ sociability} + 0.585\text{ aggression}$$

As it is shown, the components of neuroticism and sociability have a negative and reverse effect on deviant behavior of the personnel and the components of aggression and sensation seeking have a direct and positive on the deviant behavior of personnel. It means that by increasing the level of neuroticism (anxiety) and sociability, the level of deviant behavior of personnel decreases and by increasing the level of sensation seeking and aggression, the level of deviant behavior of personnel increases.

Table 6: Summary of the regression model of third by- hypothesis

Model	Non- standard coefficients		β coefficients		Level	Co- linear statistics	
	β	Criteria error	standard	t-values	Meaningfulness	Tolerance	Co-linear coefficient
Fixed coefficient 1	0.681	0.199	-	0.428	0.001	-	-
Structural plateau	0.089	0.066	0.101	-	0.178	0.782	1.278
Hierarchical plateau	0.344	0.078	0.332	4.247	0.000	0.728	1.278

Table 7: A meaningful regression model

Model	SS	df	MS	F-statistics	Sig.
Regression 1	14.837	-	2.967	38.823	0.000
Result of subtraction	14.522	190	0.076		
Total	29.359	195			

Table 8: Summary of the regression model of fourth by hypothesis

Model	Correlation coefficient	Square root of the moderated correlation	Estimation of the error of the deviation criteria	Statistics			
				F-statistics	First df	2Nd df	Test of watson camera
1	0.711	0.493	0.2764	38.823	5	190	1.710

1-Anticipation variable: (fixed No), neuroticism, sensation seeking, activity, sociability, aggression and hostility

Table 9: Coefficients of the regression model of fourth by- hypothesis

Model	Non- standard coefficients				Co-linear statistics			
	β	Criteria error	Standard β coefficient	t-statistics	Sig.0.080	Tolerance	Co-linear coefficient	
Fixed coefficient	0.361	0.205		1.760	0.080			
neuroticism	-0.214	0.064	-0.199	-3.342	0.001	0.734	1.363	
Sensation seeking activity	0.189	0.036	0.303	5.197	0.000	0.764	1.309	
sociability	0.061	0.055	0.081	1.109	0.269	0.482	2.074	
Aggression(hostility)	-0.139	0.047	-0.195	-2.959	0.003	0.601	1.665	
	0.585	0.050	0.624	11.614	0.000	0.902	1.109	

Dependent variable career plateau of the personnel: As it is shown in the Table 12 the activity dimension with the t-value =1.625 and the meaningful level of 0.106 and the sociability dimension with the t-value = 0.669 and the meaningful level of 0.504 have not the ability of anticipating the career plateau of the personnel meaningfully but the dimension of neuroticism with the t-value = 3.268 and the meaningful level of 0.001, the dimension of sensation seeking with the t-value = 3.730 and the meaningful level of 0.000 and the dimension of aggression with the t-value = 2.971 and the meaningful level of 0.003 in the confidence level of 95% have the ability of anticipating the variable of career plateau of the personnel and its regression line equation is as following:

$$\text{Career plateau of the personnel} = 0.405 \text{ neuroticism} + 0.262 \text{ sensation seeking} + 0.289 \text{ aggression}$$

Coefficients of the estimated effect of the Table 13 show the efficiency or inefficiency of each of the components. The value of the effect coefficient, value of R², standard deviation error, t-statistics and at last, the meaningful level are reported in the first column.

Table 10: The meaningful level of the regression model

Model	SS	df	MS	F-statistics	Sig.
1					
Regression	22.413	5	4.483	15.702	0.000
Result of subtraction	54.242	190	0.285		
Total	76.655	195			

1- Anticipation variable: (fixed No), neuroticism, sensation seeking, activity, sociability, aggression and hostility
2-dependent variable: career plateau

Table 11: Summary of the regression model of fifth by- hypothesis

Model	Correlation coefficient	Square root of the moderated correlation coefficient	Estimation of the error of the criteria deviation	Statistics			
				F-statistics	First degree of freedom	Second degree of freedom	Test of watson camera
1	0.541	0.275	0.5343	15.702	5	190	1.863

1-anticipators: (fixed No), neuroticism, sensation seeking, activity, sociability, aggression and hostility

Table 12: Coefficients of the regression model of the fifth by- hypothesis

Model	Non- standard coefficient			T-statistics	Sig.	Co-linear statistics	
	β	Criteria error	Standard β coefficient			Tolerance	Co-linear coefficient
Fixed coefficient	-0.339	0.397	-0.854	0.394			
Neuroticism	0.405	0.124	0.233	3.268	0.001	0.734	1.363
sensation seeking	0.262	0.070	0.260	3.730	0.000	0.762	1.309
activity	0.172	0.106	0.143	1.625	0.106	0.482	2.074
sociability	0.061	0.091	0.053	0.669	0.504	0.601	1.665
Aggression and hostility	0.289	0.097	0.191	2.971	0.003	0.902	1.109

Table 13: The efficiency or inefficiency of each of the components

Moderating role of the personality characteristic on the relationship between the career plateau and deviant behavior of the personnel		Effect coefficient	R ²	Error of the standard deviation	T- value (critical relation)	Meaningful level
Career plateau	Deviant behavior	-0.23	0.56	0.076	3.49	0.000

As it is shown in the table, the moderating role of the personality characteristics in the relationship between career plateau and deviant behavior of the personnel is <1.96 according to t-value. So, the effect coefficient of-0.23 in the confidence level of 95% is meaningful and also the moderating role of the personality characteristics in the relationship between career plateau and deviant behavior of the personnel is accepted. On the other hand, the personality characteristics will decrease the effect of career plateau on the deviant behaviors of personnel and also they will moderate the relation between career plateau and deviant behavior of the personnel.

CONCLUSION

The results of investigating of this research showed that there is a meaningful correlation coefficient between career plateau and deviant behavior; based on the Table 13) which is about the relationship between career plateau and its dimensions and deviant behavior and the moderating role of the personality characteristics. It means that there is a meaningful relationship between career plateau and deviant behavior (r = 0.365). These results are unidirectional with the results of the researches of Khodayari (2010) This hypothesis explains that when it is attended to independence and self-determination of the personnel, they feel that they are growth. The occupation or career is becoming bored for ones that have not such a mental environment and motivation. So, the labor force reaches a point in the path of career and progress that reduce the likelihood of climbing the ladder of promotion. It is less possible that the person promote

after this point. He/she will experience a kind of static state. The possibility of promotion and growth of the employees that are interested and loyalty to education administration and have a better performance and have the tendency of stay permanently in it is more than others. They less absent and also they have more motivation. Their coordination with the variations of the organization is more than others. Organizations can avoid the mental problems and also they can reduce their deviant behavior and increase the productivity of the organization.

Results of investigating this research which is about the relationship between the structural dimension of career plateau and deviant behavior of the personnel showed that there is a meaningful correlation coefficient between the structural dimension of career plateau and deviant behavior. It means that there is a meaningful relationship between the structural dimension of career plateau and deviant behavior ($r = 0.379$). These results are according to the results of Fayazi and Sadaf (2013). We should state in explaining this hypothesis that in organizations that downsizing and privatization and re planning are executed, there are less opportunities for climbing the traditional promotion ladder so, the employees will experience the static state sooner or accustomed to the present condition. Since the organizational structures are rather horizontal, nowadays, the career progress is a competition and also it is a difficult task. So, most of the employees reach the step of career plateau, before achieving their career goals. Career plateau will become an organizational and managing critical topic that needs a correct management in order to avoid the dissatisfaction of employees. Generally, the employees that are encountered the structural plateau are usually absent. They are less satisfied from their supervisors and they also experience more healthy problems and they have more stress, less confidence, more tendencies toward turn over and more career fatigue and exhaustion. Employees that believe that are encountered the structural career plateau, have less career satisfaction, organizational obligation and less career performance, because being obligated to the organization can increase the organizational nature, mobilize the welfare and equipment and human sources, develop the relations, make self-confidence and at last make the organization have a target.

The results of investigating of this research showed that there is a meaningful correlation coefficient between the content dimension of career plateau and deviant behavior of the personnel; according to the findings of Table 4. It means that there is a meaningful relationship between the content dimension of career plateau and

deviant behavior ($r = 0.256$). These results are according to the results of Fayazi and Sadaf (2013). They concluded that the career path can control the content plateau. This hypothesis explains that the works with less diversity and boring content are in the category of content plateau generally. The personnel of this organization have a wearisome duty and work during many years. They know what others expect they do carefully every day and they don't need to learn any new thing. The personnel experience being void, exhaustion before beginning the work, feeling of disappointment, disillusion and laboriousness in doing the tasks. When, we consider these factors, we will see that deviant behaviors such as uncoordinated absent, hypothyroidism, improper payments of unemployment in non-working time, leave early, not following the orders, instructions and regulations are compensatory response to the feeling of content plateau and not having positive energy and enthusiasm.

Results of investigating shows that the meaningful t-value is equal to 0. This hypothesis state that the dimensions of career plateau have the ability of anticipating the deviant behaviors (according to the Table 5-7. This hypothesis shows that there is a meaningful relationship between dimensions of variable of career plateau and deviant behaviors of the employees and the regression model is a meaningful model and dimensions of the career plateau can anticipate the deviant behaviors of the personnel. These results are as the same as the results of Fayazi and Sadaf (2013). These results showed that there is a high correlation between the type of deviant behavior and the known environment. According to this point, when the employees think that the organization attend to the welfare of its employees, there is less possibility of having engaged in political deviant behaviors or when organizations obey the regulations more than before, the possibility of financial deviants in their personnel is less than before. Hurest and coauthors state that according to this hypothesis, the structural plateau of the personnel of education is because of the restricts of the hierarchy of organizational structure, because when the person achieve the higher ranks of organization, there are more restricted positions or the person has not the necessary skills and abilities of getting the next position. Sometimes there is no higher rank or position in the education organization. More people reach to the career plateau because of the recent social procedures, higher levels of education, increase of the number of graduates. These factors themselves will lead to deviant behaviors in the organization. Another type of the plateauing is content plateau. In this type of

plateauing, the person will proficient to his/ her career completely and has not the option of learning more things.

The results of the ability of personality characteristics in anticipating the deviant behaviors showed that the variable dimensions of personality characteristics have 49.3% of the ability of anticipating the deviant behaviors of the personnel (according to the Tables 8-10). These results are as the same as the results of Khodayari (2010). The results of Khodayari (2010) showed that there is a meaningful relationship between the counterproductive behaviors and organizational pressures because neuroticism (emotional stability) refers to the tendency of the person in experiencing anxiety, stress, pity-seeking, hostility, impulsivity, depression and less self confidence. Also, this factor points to the ability of the person in tolerating stimulants and stressors. Ones who have a safe emotional stability, have self-confidence and, are also loyal and calm. On the other side of this spectrum, we have emotional instability, nervousness and neurosis and the person that are in this spectrum are angry, uncertain, insecure, depressed and anxious. So the people who are in this spectrum, whether in this end or the other end are not interested in changing of the work place so, they are not dissatisfied of their career static state and doesn't behave defiantly. Dimension of sociability describes the tendency of the personnel in having social activities all together. So, we have seen in this research that the components of neuroticism and sociability have a negative and reverse effect on deviant behavior of the personnel of education administration but the dimension of without thinking sensation seeking described not having a plan and program and tendency to act immediately and without previous thinking. Dimension of aggression describes the anti-social and bold behaviors. So, the people who have this type of personality will behave defiantly by increasing their sensation seeking and aggression (hostility) because of their personality characteristics.

Personality characteristics have the ability of anticipating the career plateau. Findings of this research showed that the personality characteristics have about 27.5% the ability of anticipating the career plateau (according to the tables 11-13). These results were as the same as the results of the research of Pasha, Sharifi (2004), Babashahi *et al.* (2012). They concluded that the personality characteristics of openness, extroversion and agreeableness have a negative and meaningful relationship with exhaustion. On the other hand, neuroticism has a positive and meaningful relationship with exhaustion. Researches showed that the personnel,

who are interested and loyal to their organization, have a high career performance and they have more tendencies to stay permanently in their organization. So, organizations can fulfill their goals by recognizing the personality characteristics of their personnel and changing the effective factors. So, the related effective factors should be considered in order to increase the performance and achieving the goals. As it is shown, employees that have more sensation seeking and violence are career plateauing, because these people have not a previous plan or program and they have the tendency of acting immediately and do anything without thinking. Person who is aggressive and has anti-social and bold behaviors, is susceptible of plateauing and also ones who the personality characteristics of neuroticism and sociability are career plateauing because they are more flexible and more satisfied. The results of this research showed that the employees that face the structural plateau are frequently absent, less satisfied of their supervisors, experience more healthy problems have more stress and have less self-confidence, have more tendency of turnover, more career exhaustion, less career satisfaction and organizational obligation and less career performance. Although, these results are under-effect the differences of career attitudes, wish of progress and the fear of recession and the performance of the personnel, the persons that face the content career plateau, have similar feelings. As an example, some of the researchers found that the employees that face the content career plateau have the tendency of having less satisfaction and obligation.

REFERENCES

- Case, J., 2000. Employee Theft: The Profit Killer. John Case and Associates, Del Mar, California.
- Fayazi, M. and H. Sadaf, 2013. Investigating the phenomenon of career plateau and its effect on the career attitudes of the personnel of Bank of Refah. MBA Thesis, University of Tehran, Tehran, Iran
- Khodayari, A., 2010. The relationship between the counterproductive behaviors and organizational pressures and five important factors of personality between the personnel of the rail way of the Islamic Republic of Iran. MBA Thesis, Azad Islamic University of the unit of Khorasgan, Isfahan, Iran
- Peterson, D.K., 2002. Deviant workplace behavior and the organizations ethical climate. *J. Bus. Psychol.*, 17: 47-61.
- Robinson, S.L. and R.J. Bennett, 1995. A typology of deviant workplace behaviors: A multidimensional scaling study. *Acad. Manage. J.*, 38: 555-572.