Asian Social Studies and
Applied Research (ASSAR)
Published by ASAR Council

Volume 2 Issue 4
November, 2021
ISSN (E): 2709-9229

Career Plateau, Job Satisfaction and Organizational Commitment: An Islamic Work Ethics Perspective

MUHAMMAD ZAINUL ABIDEEN
MS Scholar, Institute of Business Studies and Leadership
Abdul Wali Khan University Mardan.
Email: zainulwr@gmail.com

MUHAMMAD HAROON UR RASHID
Demonstrator, Institute of Business Studies and Leadership
Abdul Wali Khan University Mardan.
Email: haroon@awkum.edu.pk

MUHAMMAD TUFAIL
Assistant Professor, Institute of Business Studies and Leadership
Abdul Wali Khan University Mardan.
Email: tufail@awkum.edu.pk

Abstract

The study focuses on the impact of the Career Plateau on Job Satisfaction and Organizational Commitment. It also tries to find out the moderating role of Islamic Work Ethic between Career Plateau, Job Satisfaction, and Organizational Commitment. Data was collected from 299 Doctors of various hospitals situated in the Malakand Division, Pakistan by using a non-probability convenience sampling method. The mode of data collection was questionnaires. Required tests were conducted by Using SPSS. Multiple moderated regressions were used to analyze the data. The results of the study showed that there is a negative and significant relationship between Career Plateau, Job Satisfaction, and Organizational Commitment. The result also shows that Islamic Work Ethics moderates the relationship between Career Plateau, Job Satisfaction, and Organizational Commitment. This is unique research of its kind and meaningfully contributed to the existing literature on career plateau, Job satisfaction, and organizational commitment. This study suggests that Islamic work ethic can play an important role to reduce the negative impact of career plateau on Job Satisfaction and Organizational Commitment. Implications, limitations, and future research directions are discussed.

Key Words: *Career Plateau, Job Satisfaction, Organizational Commitment, Islamic Work Ethics.*

Introduction

Many unwanted work outcomes come through career plateau (CP) such as low job satisfaction (JS), high stress, poor Job performance(JP), low organizational commitment (OC), and high turnover intention (TI) (Heilmann, Holt and Rilovick, 2008). Roger and Tremblay (2001) turn out that there is no huge difference in terms of general satisfaction between a representative who is already at the height of his career and who has not reached this stage. Clark (2005) conducted that a CP could have a positive effect on workers

in the sense that it would not be in doubt in the form of replacement and/or compensatory liability. This can lead to job satisfaction, job security and job comport.

The first American psychologist presented the main source of CP. After that, the CP becomes the central issue of scholar and business endeavor. CP is the point in a career where the likelihood of additional promotion is very lower (Ference et al., 1977). CP is considered a permanent and chronic obstacle to professional success that leads to irritation and psychological distress (Rotondo and Perrewe, 2000). Different researchers like Rotondo and Perrewe (2000), have concluded that CP is starting when employees feel that the upward moment, promotion, responsibilities, duties, and challenges for work have become to an end in the organization. It is also called "stagnation" where professional growth stops. Traditional careers, which would later offer increments, have been minimized and the recent flat hierarchy structure in the organization has to raise careers plateau. Employees' chances of becoming career plateau are constantly increasing, eventually affecting occupational diseases and expanding the organization (Taniguchi and Yamamoto 2006). Career plateau has been linked with many undesirable outcomes in the organization such as low JS, less OC, low efficiency in work, high stress, and a high level of desiring to leave the organization (Heilmann, Holt & Rilovick, 2008).

On the other hand, Islamic work ethic (IWE) can be described as a set of ethical and moral principles, through which a person can decide what is wrong and what is right (Beekun, 1997). According to Rizk (2008), in the Islamic context, IWE is the setting of direction, through which a person can approach work as a virtue in his/her life. IWE originally came from the Quran and the Hadees (teachings of our Prophet P.B.U.H.) who pointed out that hard work leads to removing his/her sins.

All systems which are dealing with moral issues have a focus on goodness and appeal to evading immoral conduct (Mohammad and Quoquab, 2016). Different studies found that IWE has a significant impact on different outcomes such as OC, JS, employees wellbeing, OCB, and JP (MaazUd Din and Farooq 2019; Ahmad, 2011; Khalil & Abu-Saad, 2009; Khan, Abbas, Gul, & Raja, 2015; Mohamed, Karim, and Hussein, 2010; Murtaza, 2016; Yousef, 2001).

All systems which are dealing with moral issues have a focus on goodness and appeal to evading immoral conduct (Mohammad and Quoquab, 2016). Different studies found that IWE has a significant impact on different outcomes such as OC, JS, employees wellbeing, OCB, and JP (Din et al., 2019; Ahmad, 2011; Khalil & Abu-Saad, 2009; Khan et al., 2015; Mohamed et al., 2010; Murtaza et al., 2016; Yousef, 2001).

Ethical employees are important for any organization Such employees enhance the organizational image while the unethical employees lead to poor working environment and thus result in negative behavior (Mohammad et al., 2018). The concept of work ethics is well developed (Tipu and Ryan, 2016). similarly, more attention was given to protestant work ethics than Islamic work ethics (Mohammad et al., 2016). Both the concepts have focus on honesty and dedication in work place and differentiate between good and bad (Ali, 2010). In the same vein, both reflect job as religious duty (Mohammad and Quoquab, 2016) but IWE has more focus on intentions rather than outcomes (Khan et al., 2015). IWE strictly obeys Islamic principles (Mohammad and Quoquab, 2016). Past studies have been focused on direct and indirect relationship with different job outcomes (Ahmad, 2011), there is need to examine the moderating role of IWE. An IWE emphasis on timely completion of the assigned tasks (Ali and Al-Owaihan, 2008) and can buffer the negative impact on employee attitude and behavior. Thus, the current study focuses on the moderating role of IWE in the link of career plateau with job satisfaction and organizational commitment. IWE has its roots in Qurann (Ali, 2005). Therefore, it can be assumed that employees following IWE may

not think of career plateau and would result in higher degree of JS and OC as the employees would be sure that they are being watched by ALLAH (Javed et al., 2016).

Literature Review

Career Plateau

Career plateauing has been defined as "*the point in a career where the likelihood of additional hierarchical promotion is very low*" (Ference et al. 1977). He further differentiated by two more groups one is an organizational plateau and the second one is a personal plateau. The organizational plateau is the lacking of opportunities in the organization on the other hand personal plateau is the judgment that employees lack the ability and skill for future hierarchical promotion. CP is the point in the employee's career where the employees feel and believe that there is no more possibility of further promotion in the current organization or the hierarchical promotion of employees seems to be very low (Roger, 2004; and Yamamoto, 2006). The most comprehensive definition of career plateau is the point where employees reach and believe that it is the point from where both the upward movement and internal changing of the position are seemed to be very low or seem to be closed (Maydsari 2009).

According to Baoguo (2007), CP is divided into two categories, one is called hierarchical plateauing and the second one is called job content plateau. when the employee's vertical movement or promotion chance in the organization is seen to be low or end then its call hierarchical plateauing, while when employees are getting bored from their task and job then they decrease their commitment to perform their tasks and duties is called job content plateauing. Baoguo et al., (2007) figured out how, this difference is important and suitable in the era of the information economy and flatter organizations as it allows us to discover the causes and effects of the hierarchical plateau and the job content plateauing, correspondingly, which is very useful for the organizational downward and upward movement.

Job Satisfaction

According to Anitha (2007), JS is a general behavior and attitude towards their work, and it is the difference between the actual amount of pay and reword which is received by an individual from its work and the amount of pay and reword they are thinking and believe to receive from the jobs, if there are no differences then the employees will be satisfied with their job, if the differences are high between actual and what they think and believe then the employees will be dissatisfied from their work. It is also the assortment of work and duties and responsibilities frequently given to one person while the other individuals are in the same position in a group, which contains the same duties, responsibilities, skills, and knowledge.

Top et al, (2015) analyzed several aspects of intrinsic and extrinsic factors that are highly connected with job satisfaction such as promotions, salaries, supervision, and leadership styles, working environment, incidental benefits, nature of work, commissions benefits, communication, colleagues, and operational procedures. The emphasis of the study has significant importance because individuals may put various degrees of importance on the different aspects which lead to job satisfaction (Federici and Skallvik, 2012).

Organization Commitment

Organizational commitment is a psychological connection of employees with their organization and that connection can make them do not leave the organization voluntarily (Allen and Meyer 1996, p. 252).

Organizational commitment has significant importance in management, it can play a key role in achieving the organizational goal, OC also plays the main role in the stabilization and invention of an organization, organizational commitment increases the trust between employees, managers, owners, and all other organization units. Meyer and Allen (1990) have presented a three dimensional model of OC, affective commitment, normative commitment, and continuance commitment which is clarifying the various definitions of OC which explain the emotional and physiological relationship of employees with their organization, sense of obligation, and obvious sunk cost in the relationship of employees to the organization, this model has several evaluation and analyzation to improve the model accuracy and validity.

Relationship Between Career Plateau And Job Satisfaction

Nachbagauer and Riedl (2002) conduct a study that the effect of CP on JS, and work performance professionals. The results find out that the outcome variable JS is not only linked to position instability but also the expansion of the working period in the same position has a detrimental effect on the results of the work outcome. The negative effects of low expectations on promotions are mild to progress in work responsibilities. Samuel and Salami (2010) have conducted a study about CP and work attitude. The study finds out that there is a negative association between CP, JS, and OC they also find out that there is a positive association between CP and TI.

Shon Miles et al, (2013) study has been conducted to find the association between JS, perceived plateau, and promotion in media organizations. Their study reveals that changes in job content and career plateau are defined by the career satisfaction score. Gholamali and Arezoo Jamali (2016) conducted a study to test the role of mentoring in content plateauing, JS, and turnover intentions from the Iran Ministry of Industry, Mines, and Trades. The study reveals that monitoring played a moderate role in the connection between job satisfaction and TI. In this study, it has been observed that employees who have received high mentoring do not have a major effect of career plateau on their JS, while employees who have received low mentoring have a substantial effect of CP on their JS. Thus, it is hypothesized that:

H_1: There will be a Negative association between CP and JS.

Relationship Between Career Plateau And Organization Commitment

One of the first studies which explored the impact of career plateau on OC was a longitudinal research examination accomplished in two waves over three years by Stout, Slocum Jr, and Cron (1988). According to the study they created three different groups of people, which was categorized by using objective measures according to they are hierarchically plateaued or not in both waves of the study. The result of the study showed that there is a significant decline in OC in both plateaued groups over the study period. Andreas and Gabriela (2002) conducted a study that the effect of CP on JS, OC, and work performance professionals. The results find out that the outcome variables such as JS and OC are not only linked to position instability but also the expansion of the working period in the same position has a detrimental effect on the results of the work. The negative effects of low expectations on promotions are mild to progress in work responsibilities. Drucker-Godard and Carole (2015) study were conducted to discover the correlation between CP, JS, and OC of French university scholars; they collected data from more than 2000 scholars. The study found that there were negative correlations between CP and OC. Recently, Farooq and Tufail (2017) a study has been conducted at private universities in Peshawar to find out the impact of CP on OC and JP in private universities located in Peshawar city. The results showed that CP had a negative correlation with JP and OC. The study result found that the minimum opportunities for

promotion and job uncertainty can lead to a negative impact on OC and JP. On the basis of this discussion, we developed the following hypothesis.

H_2: There will be a Negative association between Career Plateau and OC.

Islamic Work Ethics

Ethics originally came from a Greek word which is the meaning of custom and habit. Ethics is also drove from the Mores word which has the meaning of morality (Khairunneezam, 2013). According to Muhamed Farah (2012) ethics is the learning of conduct through which individuals can apply their moral principles according to the existing problem, furthermore, it is the study of right and wrong attitude and the individual choices on morality action. The Arabic word Akhlaq possesses fewer and more definitions of ethics. It also refers to the collections of different character traits and knowledge of morals and is translated as ethics, moral philosophy, and moral science (Shukri and Musa, 2012).

The holy Quran and sunnah always demand the best of morals in socio-economic life. The holy Quran says that "The best peoples of Ullah are those who evolved for humanity, they prescribe what is right and they prohibit what is wrong and believe in God" (Qur'ān 3: 110). The other verse of the Holy Quran says " that there be a nation of you who invited all to the goodness, they commanding what is right and they forbidding what is wrong, and that nation will be the successful"(Qur'ān 3:104). Islamic work ethics is highly supported and provide the guideline about hard work, tolerance, effort, commitment to the work, support to subordinate and colleagues, trust on each other, and determination. These factors are linked with the performance of the organization because without these elements the organization cannot achieve its goals and objective.

Islam is a condom and discourages individuals from laziness and wasting of time and Islam strongly encourages individuals to hard work. Quran and sunnah (teaching of Prophet Muhammad PBUH) stress and encourage hard work and prohibit laziness. The holy Quran says "Man will achieve nothing without he works hard" and "Oh, believers! Obey Allah means to obey God and follow the messenger of God, and do not make your deeds vain"(Qur'an, 53:39; 47:33). From an Islamic point of view, hard work also encompasses the concept of regularity in the effort, which means that the individual who strongly follows and adopts an Islamic work ethic will do work hard to achieve the desired limits. For example, Prophet Muhammad (peace be upon him) said: "Do good deeds with honesty and moderation and know that your evil and bad conducts will not admit you to Heaven and that Allah's Most beloved deeds are the most consistent and permanent, even though they were few "(Bukhari, 472). The above indicates prove that there is a solid connection between work ethic and Islam. Islam stress working hard and discourages laziness in the work field because work is considered an asset for every individual and there is a need to keep satiable in his personal and social life.

According to Al-Aidaros et al, (2013), Islam is Comprehensive, truthful, and moderate. Ethics in Islam includes not only religious ethics in specific actions but also all other aspects of human life, such as physical, moral, spiritual, intellectual, emotional, or even experiential (Yaken, 2006). According to Al-Qaradawi (1985), Islam has a moderate view of this life compared to that person who refuses the reality of the afterlife or refuses to live in and develop this life. It also realistic as it considers the competencies of humans as God knows that what is the strength and what are weaknesses of human beings (Al-Qaradawi, 1996).

IWE as A Moderator

A number of research scholars have used Islamic work ethic as a moderator especially in the Pakistani context such as Khan et al, (2015) conducted a study of the moderation role of IWE on the association of organizational justice and employees' outcomes, the study result found that when Islamic work ethic has come as a moderator among procedural justice and JS. According to Yousef (2001), which is the earliest research study about IWE as a moderator, a study reported that when Islamic work ethic is used as a moderator on the positive connection of JS and OC, the study result shows that when IWE is used as a moderator. The study suggested that when IWE interacts with JS then the combined effect of IWE and high level of job satisfaction have to increase the commitment level of employees with their organization. Another argument is that IWE has a positive association with OC and JS which is proved by the number of research scholars such as Yousef (2001) conducted that the was a positive association between IWE and JS. According to Rokhman (2010), who study to find out the effect of IWE on OC and the result of this study found that there was a positive connection between IWE and OC. Rizk (2008) also suggested the Islamic work ethic should provide the foundation for moral excellence and direction of work.

IWE could be a potential moderator in a relationship between career plateau, job satisfaction and job outcomes. recently, IWE has been used as moderator paired with variables which have inverse effect with dependent variables (Tufail et al., 2021; Tufail et al., 2020). Because of the above argument, it is assumed that when Islamic work ethic interacts with CP then the negative impact of CP on JS and OC will reduce just because of IWE use as a moderator. It's mean that those employees who strongly believe and follows Islamic ethical value then the negative impact of CP on job satisfaction and OC on those employees will be low, on the other hand, those employees who ignore and not willing to follow the Islamic ethical value then the impact of career plateau on JS and OC will be high. In simple words the employees who have a strong belief in God and spend his/her life under the role of Quran and Sunnah then their work or job satisfaction and commitment to the organization will be high and the negative impact of CP on JS and OC will be less affected, on the other hands the employees who avoid living under the role of Quran and sunnah then they are highly effected from the negative impact of CP on JS and OC. Therefore, we suppose that:

H_3: IWE moderate the relationship between CP and JS in such a way that the negative connection will be weaker when IWE is high.

H_4: IWE moderate the relationship between CP and OC in such a way that the negative connection will be weaker when IWE is high.

Methodology

Population and Sampling Technique

For the current study, the target population was the doctors/physicians who are currently working in the hospital situated in Malakand Division. Doctors and physicians were selected for the reason that the current Government has implemented new policies that resulted in more resignations of the seniors. To collect the data convenience sampling technique was adopted. The target population was approached by the first author and was requested to record their responses on the distributed questionnaires. 620 questionnaires were distributed among the respondent while 299 fully completed questionnaires were returned. The returned ratio of the questionnaires was 48.2% which is acceptable. Among the returned

questionnaires, most of the respondents (51.8%) were male, 27.1% were in the age group of 46 plus years. 37.1% were MCPS.

Measures

All the variables were measured by using the self-report version of questionnaires. All the responses were accessed by using a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Table 1: Measures and reliabilities

Variable	Author (s)	No of Items	Obtained reliability Value
Islamic Work Ethic	Ali, 1988	17	0.87
Job Satisfaction	Weiss et al., (1967)	20	0.88
Organizational commitment	Allen and Meyers (1990)	9	0.78
Career Plateau	Milliman (1992)	16	0.95

Control Variable

For identification of the control variable, a one-way ANOVA test was applied, according to table 2 only Age was found significant and was used as a control variable for Job satisfaction variable. While for the organization commitment variable the only Experience was found significant thus the experience was used as a control variable.

Table 2: One Way ANOVA

	Job satisfaction		Organizational commitment	
Source of variation	F	P	F	P
Gender	0.33	0.56	0.12	0.72
Age	3.40	0.02	0.25	0.86
Education	0.87	0.42	1.75	0.17
Experience	0.73	0.54	2.79	0.04
Marital status	0.01	0.91	0.74	0.79

N=299

Result and Analysis

The correlation between all the study variables are shown in table 3. The result shows that there is a significant inverse relationship between CP and JS ($r = -0.619$, $p < 0.01$), the table shows that It is also a significant and inverse relationship between CP and OC ($r=-0.585$, $p<0.01$). while IWE is a significant and positive relationship with JS ($r=0.669$, $P<0.01$) and IWE is also positive and significant relationship with OC ($r=627$, $P<0.01$).

Table 3: Pearson correlation matrix for the dimensions of CP and JS

Name of Variable	CP	IWE	JS	OC
Career plateau	1			
Islamic Work Ethics	-.624 **	1		
Job Satisfaction	-.619 **	.669 **	1	
Organizational commitment	-.585 **	.627 **	.674 **	1

N=299, ** Correlation is signification at the 0.01 level

Regression Analysis

For testing the main and the moderation effects, multiple regression analysis was used Table 4 results show that the beta value of the interactive term i.e. (CP X IWE) is -0.10 and the R^2 change is 0.01 the P-value shows that the moderation is significant at 0.05 levels. The negative sign shows that still it has a negative relationship. The result confirms that IWE moderates the relationship between career plateau and JS thus way our hypothesis number H3 is approved.

Table 3 also indicates that the beta value of the interactive term i.e. (CP X IWE) is -0.13 and the R^2 change is 0.01 the P-value shows that the moderation is significant at 0.05 levels. The negative sign shows that still it has a negative relationship. The result confirms that IWE moderates the relationship between career plateau and OC thus way our hypothesis number H4 is approved.

Table 4: Moderation Analysis

	Job satisfaction				Organizational commitment		
	B	**R^2**	**ΔR^2**		**B**	**R^2**	**ΔR^2**
Step1				**Step1**			
Age		0.008	0.008	Experience		0.008	0.012
Step 2				**Step 2**			
CP	-0.23**			CP	-0.21**		
IWE	0.44**	0.52		IWE	0.39**	0.46	
Step3				**Step3**			
CP X IWE	-0.10*	0.52	0.13	CP X IWE	-0.13*	0.48	0.08

N = 299

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

*. Relationship is significant at the 0.05 level (2-tailed).

Discussion

The study found that career plateau and job satisfaction were negatively correlated with each other. According to the Pearson correlation test which showed that career plateau is negatively and significantly correlated with job satisfaction. This means that a significant negative correlation indicated that as one variable tends to move positive direction then the other variable tends to move negative direction. The result of the study supported hypothesis 1. Past study reveals the same result such as Nachbagauer and Riedl (2002) confirmed the same inverse connection between CP and JS. Patrick Chang Boon Lee (2003) also found the same negative correlation between the Career plateau and JS. Ritu and Savita (2015) also confirmed the negative connection between CP and employees' JS.

The result of the study indicates that the combined impact of IWE and CP on Job satisfaction was significant. The study also points out that the effect of CP on JS was moderated by IWE. The study further reported that the connection between CP and JS was significant and negative but when the IWE was entered as moderator and then the interactive or combined effect of both CP and IWE (CPXIWE) reduce the negative effect on JS and the effect was found significant.

The result of the study indicates that the combined impact of IWE and CP on OC was significant. The study also points out that the effect of CP on OC was moderated by IWE. The study further reported that the

connection between CP and OC was significant and negative but when the IWE was entered as moderator and then the interactive or combined effect of both CP and IWE (CPXIWE) reduce the negative effect on OC and the effect was found significant. According to Khan et al, (2015), Muslim employees implement their religious values. All the employees were Muslims and those employees which have a high level of IWE and strong belief to follow the Islamic values and ethics then the negative effect of CP on OC was found low and their commitment with the organization is high while all those employees who ignore to follow the IWE and Islamic value then the negative impact of CP on OC was found high and they were less committed with the organization. In such a domain other studies suggested that IWE moderates the relationship related to work outcomes (see, Murtaza et al, 2016; Khan et al, 2015; Batool et al, 2013).

Managerial Implications

Implications can be suggested for managers working in Islamic countries, from the finding of the current study. According to Khan et al, (2015), managers can play a crucial role in promoting Islamic Work Ethics in their organizations. The organizational codes of ethics are not the same worldwide (Rice, 1999). So, managers in Islamic countries should promote and advise the employees to follow the Islamic code of ethics and not tailor such policies and codes of ethics that are contrary to Islamic values. Continuing business in Islamic countries will require designing such codes of ethics that are acceptable to the Islamic society. If the norms and values of the society will not be followed, the organization will not even be able to survive rather than a profitable business. Career plateau is linked to the organization if an organization fails to handle the career plateau situation then the employees will feel dissatisfied. Organizations need to tailor policies to overcome the negative feelings of the employees to get a high level of job satisfaction.

Limitations and Directions for Future Research

The current study while carried out was followed by some limitations. First, the sample was acquired from the public sector, while a similar model can be acquired with the sample of private sector organizations to expand the generalizability of the research. Second, the sample size comprised 299 respondents only in the health sector; however, with a large sample size, it can be extended to areas such as the banking sector, the agricultural sector, the education sector, the telecommunications sector, the manufacturing, and service sector. Third, future studies may be conducted to explore the effects of CP on job insecurity, job stress, favoritism, organizational politics, and turnover intentions across organizational culture.

References

Ahmad, M.S. (2011). Work ethics: An Islamic prospective. *International Journal of Human Sciences*, 8(1), 850-859.

Al-Aidaros, A. H., & Mohd Shamsudin, F. (2013). Ethics and ethical theories from an Islamic perspective. *International Journal of Islamic* Thought, 4, 1-13.

Ali, A.J. (2005), Islamic Perspectives on Management and Organization, Edward Elgar, Cheltenham.

Ali, A.J. (2010). Islamic challenges to HR in modern organizations. *Personnel Review*, 39(6), 692-711.

Ali, A.J. and Al-Owaihan, A. (2008). IWE: a critical review. *Cross-Cultural Management: An International Journal*, 15(1), 5-19.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, *49*(3), 252-276.

Al-Qaradawi, Y. (1985). The Lawful and the Prohibited in Islam (*Islamic Book Trust, Kuala Lumpur*).

Al-Qaradawi, Y. (1996). The general characteristics of Islam. *Beirut: Darul Al-Ressalh Publication*.

Andreas, G. M., & Gabriela, R. (2002). Effects of concepts of career plateaus on performance, work satisfaction and commitment. *International journal of manpower*, *23*(8), 716-733.

Bao-Guo, K. A. N. G. (2007). Professional Plateau Phenomena" of University Library Librarian [J]. *Shanxi Library Journal,* 2.

Batool, S. M. K., Gul, A., & Shahzad, K. (2013). Combined effects of ethical leadership and Islamic work ethics (IWE) on organizational commitment and job satisfaction. *Journal of Islamic Business and Management*, 219(1238), 1-32.

Beekun, R. I. (1997). Islamic business ethics (No. 2). International Institute of Islamic Thought (IIIT).

Clark, D. A. (2005). The Capability Approach: Its Development, Critiques and Recent Advances.

Din, M. U., Khan, F., Khan, U., Kadarningsih, A., & Astuti, S. D. (2019). Effect Of Islamic Work Ethics On Job Performance: Mediating Role Of Intrinsic Motivation. *IJIBE* (*International Journal of Islamic Business Ethics*), 4(2), 676-688.

Drucker-Godard, C., Fouque, T., Gollety, M., & Le Flanchec, A. (2015). Career plateauing, job satisfaction and commitment of scholars in French universities. *Public Organization Review*, 15(3), 335-351.

Farah, M. J. (2012). Neuroethics: the ethical, legal, and societal impact of neuroscience. *Annual review of psychology*, *63*, 571-591.

Farooq, N. & Tufail, M. (2017). An Empirical Study Of Career Plateau, Organizational Commitment And Job Performance; A Case Of Private Sector Universities In Peshawar City. *City University Research Journal*, 7(2).

Federici, R. A., & Skaalvik, E. M. (2012). Principal self-efficacy: Relations with burnout, job satisfaction and motivation to quit. *Social Psychology of Education*, 15(3), 295-320.

Ference, T. P., Stoner, J. A., & Warren, E. K. (1977). Managing the career plateau. *Academy of Management review*, 2(4), 602-612.

Heilmann, S. G., Holt, D. T., & Rilovick, C. Y. (2008). Effects of career plateauing on turnover: A test of a model. *Journal of Leadership & Organizational Studies*, 15(1), 59-68.

Javed, B., Bashir, S., Rawwas, M.Y. and Arjoon, S. (2016). Islamic work ethic, innovative work behaviour, and adaptive performance: the mediating mechanism and an interacting effect. *Current Issues in Tourism*, 20(6), 647-663.

Khairunneezam, M. N. (2013). *Job satisfaction in malaysia public higher education institutions* (Doctoral dissertation, PhD Thesis, La Trobe University).

Khalil, M., & Abu-Saad, I. (2009). Islamic work ethic among Arab college students in Israel. *Cross cultural management: An international Journal.*

Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic. *Journal of Business Ethics*, 126(2), 235-246.

Lee, P. C. B. (2003). Going beyond career plateau: Using professional plateau to account for work outcomes. *Journal of Management Development*.

Lock, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*, 1297-1349.

Mayasari, I. (2010). Managing career plateau professionally in an organization setting. Available at: http://iinmayasari.files.wordpress.com/2010/01/managing-career-plateauin organization-setting.pdf

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, *1*(1), 61-89.

Miles, S. (2010). Job Satisfaction, Perceived Career Plateau, and the Perception of Promotability: A Correlational Study in Television Media, 8(1), 1–9.

Mohamed, N., Karim, N. S. A., & Hussein, R. (2010). Linking Islamic work ethic to computer use ethics, job satisfaction and organisational commitment in Malaysia. *Journal of Law and Governance*, 5(1).

Mohammad , J., Quoquab, F., Idris, F., Al-Jabari, M., Hussin, N., & Wishah, R. (2018). The relationship between Islamic work ethic and workplace outcome A partial least squares approach. *Personnel Review*. 47 (7), 1286-1308.

Mohammad, J. and Quoquab, F. (2016). Furthering the thought on Islamic work ethic: how does it differ?. *Journal of Islamic Marketing*, 7(3), 355-375.

Mohammad, J., Quoquab, F., Makhbul, Z.M. and Ramayah, T. (2016). Bridging the gap between justice and citizenship behavior in Asian culture. *Cross Cultural & Strategic Management*, 23(4), 633-656.

Murtaza, G., Abbas, M., Raja, U., Roques, O., Khalid, A., & Mushtaq, R. (2016). Impact of Islamic work ethics on organizational citizenship behaviors and knowledge-sharing behaviors. *Journal of Business Ethics,* 133(2), 325-333.

Nachbagauer, A. G., & Riedl, G. (2002). Effects of concepts of career plateaus on performance, work satisfaction and commitment. *International journal of manpower*.

Nazari, G. T. A. J. (2016). Examining the moderating role of mentoring relationship in between content plateauing with job satisfaction and willingness to leave the organization (Case study: Iran ministry of industry, mines and trade). *Indian Journal of Science and Technology*, *9*, 7.

Palmero, S., Roger, A., & Tremblay, M. (2001). Work satisfaction and career plateau of part-time workers. In *EGOS 17th Colloquium Lyon*, 1-18.

Rice, G. (1999). Islamic ethics and the implications for business. *Journal of business ethics*, 18(4), 345-358.

Rizk, R. (2008). Islam and corporate governance. Culture and Corporate Governance Research Series: *Issues in Corporate Behaviour and Sustainability*, Social Responsibility Network, Leicester, UK, 204-14.

Rokhman, W. (2010). The effect of Islamic work ethics on work outcomes. *EJBO-Electronic Journal of Business Ethics and Organization Studies.*

Rotondo, D. M., & Perrewé, P. L. (2000). Coping With a Career Plateau: An Empirical Examination of What Works and What Doesn't. *Journal of Applied Social Psychology*, 30(12), 2622-2646.

Salami, S. O. (2010). Job Stress and Counterproductive Work Behaviour: Negative Affectivity as a Moderator. *The Social Sciences*, 5(6), 486–492.

Stout, S., Slocum, J., & Cron, W. (1988). Dynamics of the career plateauing process. *Journal of Vocational Behavior*, 32(1), 74-91.

Taniguchi, M., & Yamamoto, H. (2006). The relationship between employees' inter-organizational career orientation and their career strategies. *Career Development International*.

Tipu, S.A.A. and Ryan, J.C. (2016). Predicting entrepreneurial intentions from work values: implications for stimulating entrepreneurship in UAE national youth. *Management Decision*, 54(3), 610-629.

Top, M., Akdere, M., & Tarcan, M. (2015). Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*, 26(9), 1259-1282.

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.

Tufail, M., Ghauri, U., Khan, S., & Rahman, I, U. (2021). Interactive effect of Workplace Hazing and Islamic Work Ethics on Knowledge hiding Behavior. *International Review of Basic and Applied Sciences*, 9(3), 122-134.

Tufail, M., Hussain, S., Hayat, M., & Qadir, A. (2020). Workplace Incivility and Organizational Citizenship Behavior: The Role of Burnout and Islamic Work Ethics. *International Review of Social Sciences*, 8(8), 21-31.

Yousef, D. A. (2001). Islamic work ethic–A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel review*. 30(2), 152-169.