

Rethinking Job Content Plateau and Organizational Commitment Relationship: A Study of Private Banking Managers and Officers in Peshawar

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Abstract

The purpose of the current study was to examine the relationship between job content plateau and organizational commitment among private banking managers and officers in Peshawar. Using a cross-sectional survey design, data were collected from employees of the 11 largest private banks who had worked for at least 2 years at the same bank. A total of 278 managers and officers completed the structured Likert-scale questionnaire. Correlation and regression analyses revealed a positive relationship between perceptions of job content plateau and organizational commitment. This indicates that managers and officers who perceived job content plateau were still committed to their organization. These findings challenge the prevailing assumption that job content plateau negatively affects an employee's organizational commitment. Instead, the findings suggest that in a context where employment opportunities are scarce and job security is highly valued, plateaued employees may remain committed to the organization despite routine, non-challenging job roles. For practical implications, the study suggests that management should not consider plateaued employees disengaged or less committed. Banks should boost their commitment through organizational support, recognition, and skill-building workshops. This research contributes to the limited literature on job content plateau in the South Asian banking context by demonstrating how economic and cultural factors can shape employee attitudes differently from those in a Western setting. Notably, this study's scope is limited to private banks in a single city, thereby limiting its generalizability. Future research should include longitudinal data and a broader regional sample to ensure greater representativeness.

Keywords: Career plateau, job content plateau, organizational commitment, private banks, employee engagement

Introduction

Career plateauing refers to a stage in an employee's career where further promotion is improbable, and there is a possibility that further tasks of increased responsibility and challenges will not be assigned to them in the same job (Ference et al., 1977; Lin & Chen, 2020; Xie & Xia, 2010). Researchers have commonly recognized two types of plateaus: a hierarchical plateau, where further promotions are unlikely, and a job content plateau, where the current role is no longer challenging or lacks learning opportunities. This study focuses on the latter – the job content career plateau – defined as the point in one's job where no additional tasks of greater responsibility or skill are expected, the employee is unchallenged by the job content (Ference et al., 1977; Huaman-Ramirez & Lahlouh, 2022). At a job content plateau, an employee does not need to acquire new knowledge or skills to perform the job effectively. Prior studies have found that career plateaus result in various negative work outcomes, such as reduced job satisfaction, lower engagement, higher turnover intention, and decreased organizational commitment (Slocum et al., 1985).

Organizational commitment is a force, a psychological state, and an emotional attachment that binds an individual to a relevant course of action and evokes the achievement of the established goals (McCormick & Donohue, 2019). Highly committed employees are loyal, adaptable, effective, and efficient in their duties within an organization, and are willing to help the organization succeed, and are ready to accept almost any type of job assignment to keep working for the current organization (Allen & Meyer, 1990; Stewart, 1961).

The study of literature shows that the relationship between career plateaus and organizational commitment is not straightforward. Most studies have found that experiencing a career plateau is associated with lower organizational commitment (Foster et al., 2011; McCleese & Eby, 2006). Bangladeshi private sector plateaued employees reported reduced commitment and increased turnover intentions (Hossain, 2018). Chinese employees, likewise, reported that perceived career plateau was linked to lower commitment and lower satisfaction (Xie & Xia, 2010). These findings show that a plateaued career is associated with poor organizational commitment across almost every industry and context. However, not all findings are consistent. Some studies suggest that a job content plateau does not always have negative effects on employees' attitudes. Interestingly, when certain conditions were met, job content plateaued employees remained satisfied and committed to the organization (McCleese & Eby, 2006). For instance, lower role ambiguity leads to higher job satisfaction and commitment; non-challenging job content provides certainty and peace in their roles. This indicates that some employees may prefer a plateaued role to enjoy stability and clarity in expectations.

Although literature presents mixed findings, most studies conducted in Western settings conclude that a job content plateau negatively affects employee organizational commitment. However, this relationship has been insufficiently explored in non-Western contexts such as **Peshawar, Pakistan**, where cultural, economic, and organizational factors may produce different outcomes. This highlights a clear **contextual research gap** that warrants further investigation. According to the Pakistan Institute of Development Economics (PIDE), as of 2022, approximately 31% of the educated population is unemployed (Nadeem Ul Haque & Durr-e-Nayab, 2022). Thus, managers and officers in private banks in Peshawar prioritize job security. They react differently to career plateaus than those in previously studied populations.

Addressing this gap, the current research formulates two research questions to investigate the plateau-commitment relationship among private banking managers and officers in the context of Peshawar:

- (1) Do managers and officers in private banks perceive job content plateau in the context of Peshawar?
- (2) Is the perception of a job content plateau negatively associated with organizational commitment among private bank managers and officers?

The answers to these questions will validate the established theories in a new setting and guide local bank managers in understanding their employees' development needs and commitment levels. Based on prior research (e.g., Hossain, 2018; Ozcelik & Vidan, 2020) where job content plateauing is common in banking and often has a negative impact on the organizational commitment of employees, the current study proposes the following hypotheses

H1: Managers and officers in private banks perceive a job content plateau in the context of Peshawar

H2: A perception of job content plateau is negatively associated with managers' and officers' organizational commitment.

These hypotheses reflect the predominant expectation in the literature (especially H2), while allowing for the possibility that the Peshawar context could yield different results. Thus, the current study seeks to explore the impact of a job content career plateau on the organizational commitment of managers and officers in private banks. It seeks answers to the questions: if an employee perceives a 'job content plateau', then what is his commitment level? Is the employee more or less committed to the organization?

Next, the relevant literature on career plateau and organizational commitment is reviewed to ground the research hypotheses.

Literature Review and Research Hypotheses

Career Plateaus – Concepts and Effects

Career plateau is a point in a manager's career where further promotion is improbable, and additional tasks of increased responsibility and challenge are least expected in the same job (FERENCE et al., 1977; VEIGA, 1981). Subsequent researchers like ALLEN et al., (1998) BURKE & MIKKELSEN, (2006), and SALAMI, (2015) described two primary forms/ dimensions of career plateaus employees might perceive: hierarchical plateau (no promotion upward) and a job content plateau (no growth in the current job). When an employee has little or no chances of further vertical promotion due to organizational structural constraints within an organization, then a hierarchical career plateau occurs (ALLEN et al., 1998; BURKE & MIKKELSEN, 2006; SALAMI, 2015; SALAMI, 2010). A job content plateau occurs when an employee finds the job content non-challenging. The job contents do not require an employee to extend their abilities and knowledge constantly (HUAMAN-RAMIREZ & LAHLOUH, 2022; NACHBAGAUER, 2015). A lack of skills, abilities, and training, and the unavailability of promotional positions, are the causes of career plateaus (HUAMAN-RAMIREZ & LAHLOUH, 2022; OZCELIK & VIDAN, 2020). The current study focuses solely on the job content plateau among managers and officers in private banks in Peshawar.

Job Content Career Plateau: a general context

In general, employees across organizations may perceive their careers as a content plateau, regardless of the nature of the work. A job content plateau occurs when an employee does not find a job challenging anymore, and does the same work repetitively for an extended period (BURKE & MIKKELSEN, 2006) and the task does not require a variety of skills. The job does not provide opportunities to learn while performing the job activities (DRUCKER-GODARD et al., 2017; OZCELIK & VIDAN, 2020; XIE & XIA, 2010). A job content plateau can often lead to feelings of boredom and dissatisfaction with one's career (HUAMAN-RAMIREZ & LAHLOUH, 2022; XIE & XIA, 2010). When an employee reaches a point where the job is no longer interesting or challenging, or does not find anything more to learn, then they lose interest in the job and consequently the task performance is downward (CHOY, 1998; NACHBAGAUER, 2015).

The current research identifies only the 'job content plateau'. Then it measures its impact on the organizational commitment of managers and officers in private banks in Peshawar.

Job Content Career Plateau in the banking context

In the Turkish context, a study on the causes and consequences of a job content plateau in the banking industry found that a significant number of employees were no longer able to learn new skills or advance any further in their current roles (Ozcelik & Vidan, 2020). A job content plateau is a considerable problem for employees who work for the same bank in the same position for a long time (Lin & Chen, 2020).

In a banking context, when banking service officers (BSOs) or cashiers realize they do not need to expand their job-related knowledge, skills, and abilities, they may perceive their careers as plateauing in terms of job content. Job specialization also leads to stagnation and a lack of interest in the job content. Banking employees in Turkey who perceived job content plateau were more likely to be dissatisfied with their job, and less committed to the organization (Ozcelik & Vidan, 2020). Thus, the perception of being career plateaued can lead to frustration among banking managers and officers, as they feel less productive for the organization.

Causes of Job Content Career Plateau

An employee's age, job tenure (Allen et al., 1998; Choy, 1998; Grzeda, 2016; Lin & Chen, 2020), and the repetitive nature of the work (Nachbagauer, 2015; Veiga, 1981) can be among the potential causes of job content plateau. A senior employee faces a job content plateau because of a lack of up-to-date work-related skills to perform the task innovatively (Devi & Basariya, 2017). Further, a variety of factors, such as downsizing (Drucker-godard et al., 2017), monotony of tasks, limited scope for advancement, lack of job challenge, and limited learning opportunities can also cause a job content plateau (FERENCE et al., 1977; Powell & Meyer, 2004). A career plateau also occurs within an organization when an employee consistently progresses and sees all aspects of a job, and does not find it interesting and challenging (Appelbaum & Santiago, 1997). Baby boomers in senior roles experience job content plateaus due to evolving job demands and a lack of updated work-related skills.

Consequences of Job Content Career Plateau

A job content career plateau can affect employee behaviors, including job satisfaction, turnover intentions, and organizational commitment (Su et al., 2017). Plateaued employees report higher levels of job burnout, stronger intentions to quit, and lower organizational commitment (Bai et al., 2023). When the employee's career is perceived to be plateaued, the employee's behavior and job performance start to change negatively (Chang et al., 2024; Kour et al., 2024), and they report less attention and are likely to be less committed to the organization (Aaron, 1993; Drucker-Godard et al., 2017; Foster et al., 2011). Job content plateaued employees disengage themselves from their job responsibilities, usually underperform, and/or report greater work-

related stress (Burke, 1989; Burke & Mikkelsen, 2006; Near, 1980; Slocum et al., 1985).

However, contrary to most of the findings, although job content plateaus generally negatively affect organizational commitment, in some contexts they may still show a positive association with both commitment and job satisfaction, indicating a complex relationship (S. Salami, 2015).

Organizational Commitment

Organizational commitment has been extensively studied since 1960 as a key outcome in the field of organizational behavior (OB) and has remained an interesting topic in the administrative, management sciences, and organizational behavior (Suliman & Al-Junaibi, 2010). Organizational commitment is the extent to which an individual employee identifies with and is involved in the organization and is unwilling to leave it for any other motives or available opportunities in the job market (Badiane, 2020). It is a force, a psychological state (McCormick & Donohue, 2019), a psychological attachment to the organization (Angle & Perry, 1981) willingness to give their energy to the roles and loyalty to the organization (Kanter, 1968) and an emotional attachment (N. J. Allen & Meyer P, 1990) to the established goals of the organization.

Highly committed employees are practical and efficient in their duties within an organization (Stewart, 1961). It is a positive judgment of the organization built by the employee, and the intention to work toward its goals (Sheldon, 1971), a degree of belongingness or loyalty towards an organization (Lee, 1971) and the unwillingness to leave the organization for increments in pay, status, or professional freedom (Hrebiniak et al., 1972). Organizational commitment is the willingness of an employee to put higher levels of effort into their job duties to achieve the overall organizational goals (Buchanan, 1974). More precisely, commitment is an employee's desire to remain with the organization and contribute to organizational goals. A committed employee accepts major organizational goals and values, and accepts almost any type of job assignment to help the organization be successful.

Job satisfaction, organizational support, and trust are antecedents of organizational commitment (Celep & Yilmazturk, 2012). Organizational commitment is the extent to which employees consider themselves an important part of the organization and feel attached to it (Kanning & Hill, 2013).

Relationship between Job Content Career Plateau and Organizational Commitment

Job content career plateau (IV) can negatively affect an employee's organizational commitment (DV) (Drucker-Godard et al., 2017; Huaman-Ramirez & Lahlouh, 2022; Mowday, Steers, 1979; Nachbagauer, 2015; Ozcelik & Vidan, 2020; Hossain, 2018; S. Salami, 2015). Interestingly, a job content career plateau does not always have negative effects on the employee attitudes (McCleese & Eby, 2006).

However, most previous studies have shown that a job content plateau negatively affects employee behaviors, including organizational commitment.

The results are inconsistent for the relationships between job content plateau and organizational commitment. Notably, in most cases, a job content plateau negatively impacts an employee's organizational behavior. It is fairly concluded that a job content plateau may negatively affect employees' organizational commitment.

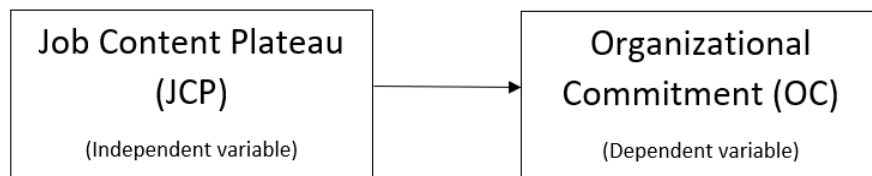


Figure 1. *Theoretical Framework showing Job Content Plateau (independent variable) predicting Organizational Commitment (dependent variable).*

Methodology

Research Design and Sample

This research adopted a cross-sectional survey design to investigate the correlational relationships between job content plateau perception and organizational commitment. The target population included managers and officers of major private banks in Peshawar, Pakistan. Using Yamane (1967) formula for sample size determination with a 95% confidence level, a sample of approximately 278 was targeted from an estimated population of private banking employees. Respondents were selected through convenience and purposive sampling to ensure representation from multiple banks and job levels. Data were collected from the managers and officers of the 11 largest private banks. A total of 278 usable responses were obtained. Participants were assured of confidentiality and completed the survey anonymously, with informed consent. All participants had at least 2 years of work experience in banking, as the concept of job content plateau was deemed more applicable to those with some work experience. The respondents were in positions such as Banking Services Officer (BSO), Customer Services Officer (CSO), and operations or branch managers. This mix of respondents allowed the study to capture perceptions across different hierarchical levels. However, the focus was not on comparing levels but rather the overall presence of plateau feelings in the workforce.

Table 1
Sampling Units

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BDO	40	14.4	14.4	14.4
	BM	39	14.0	14.0	28.4
	BSO/CSO	77	27.7	27.7	56.1
	GBO/PBO	18	6.5	6.5	62.6
	OM	57	20.5	20.5	83.1
	RM	10	3.6	3.6	86.7
	Teller/Cashier	37	13.3	13.3	100.0
	Total	278	100.0	100.0	

Data Collection Tools

A structured Likert-scale questionnaire was used to collect responses from private banking managers and officers in Peshawar. To assess perceptions of job content career plateau, a 6-item scale developed by Milliman (1992) was used. This scale measures employees' perceptions of reduced challenge and limited learning opportunities in their current job roles (e.g., "My job responsibilities have become routine for me"). To evaluate organizational commitment, a 9-item scale by Mowday & Steers (1979) was used, focusing on emotional attachment, identification, and involvement with the organization (e.g., "I am willing to put in a great deal of effort beyond what is normally expected to help this organization be successful"). All items were rated on a 5-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Higher average scores indicated stronger perceptions of job content plateau and higher levels of organizational commitment, respectively.

Both measurement sets are widely validated in organizational research. In this study, their internal consistency was assessed using Cronbach's alpha, yielding values of 0.746 for job content plateau and 0.887 for organizational commitment. Since values above 0.70 are generally considered reliable, these results indicate that the items in each scale effectively measure the same underlying construct.

Data Collection Procedure

A structured Likert-scale questionnaire was distributed in person to managers and officers during work breaks, with voluntary participation. Out of 350 questionnaires distributed, 278 were returned completed and valid, with a satisfactory response rate (about 86%). The basic demographic data (age, gender, education, and tenure) were collected over 4 weeks.

Table 2
Response Rate

Questionnaire Sent	350
Unanswered	(47)
Answered	303
Response Rate	86%

Data Analysis

The Statistical Package for the Social Sciences (SPSS) was used to analyze and display data, including graphs, charts, correlations, and regressions. The research hypotheses were tested through Mean and Regression for Hypotheses 1 and 2, respectively.

Statistical tests

The current study performed the following statistical tests for its hypotheses and other purposes:

- i. A simple Mean was calculated to test hypothesis 1, where the mean was calculated to identify whether the employees perceive a 'job content plateau' or not. The mean was 3.9, thus the employees perceive a 'job content plateau'.
- ii. Regression was calculated for hypothesis 2 to measure the impact of a job content plateau on the organizational commitment of the private banking employees in Peshawar. There was no negative impact on the organizational commitment of private banking employees.

Correlation and Descriptive Statistics

The study achieved an 86% response rate: 350 questionnaires were distributed, 303 returned, and 278 were valid after exclusions. To test the internal consistency of the variables, Cronbach's alpha was run. The Cronbach alpha for the six-item job content plateau was .746, and for the nine-item overall organizational commitment, .887.

Table 3
Reliability Test

Variables/Constructs	Cronbach Alpha
Job Content Plateau	0.746
Organizational Commitment	0.886

Hypotheses Testing

The table signifies the total number of respondents and the mean of the data of job content career plateau. The result revealed that the mean of the job content plateau is 3.96. Hence, it shows that the majority of the responses were agree and the hypothesis is accepted. The first objective of the research is achieved by identifying whether the private banking managers and officers are ‘job content plateaued’ or not. The hypothesis is accepted and it concludes that the managers and officers of the private banks in Peshawar perceive their careers as job content plateaued.

Table 4

Hypothesis 1: Descriptive statistics

	N	Mean	Std. Deviation
Job_Content_Plateau	278	3.9670	.63081
Valid N (listwise)	278		

After identifying that private banking managers and officers are ‘job content plateaued’, the study’s second research objective was to determine whether their perception of job content plateau has as significant impact on their organizational commitment. For this purpose, this hypothesis was tested. The SPSS outputs are shown below:

Table 5

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error. of the Estimate
1	.524 ^a	.274	.272	.61201

a. Predictors: (Constant), Job_Content_Plateau

This table shows the R-value that indicates a correlation between the dependent variable (Organizational Commitment) and the independent variable (Job Content Career Plateau), the R square value that indicates variation in the dependent variable due to the independent variable, and the Adjusted R Square value that indicates the same responses. Hence, this shows that R = 52 % job content plateau is positively correlated with organizational commitment. Furthermore, R square = 27% variations happen in organizational commitment due to job content plateau, and Adjusted R square = 27% are the same responses.

Table 6
Hypothesis 2 – ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.069	1	39.069	104.307	.000 ^b
	Residual	103.379	276	.375		
	Total	142.448	278			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job Content Plateau

This ANOVA table shows the df value, F value, and significance value. Hence result revealed that the degree of freedom (df) value is 1, the F value is 104.322 and the significance value is 0.000 that indicating the research model is fit because the significance value is less than 0.05.

Table 7
Hypothesis 2 – Path Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
(Constant)	1.403	.234		5.993	.000
1 Job Content Plateau	.595	.058	.524	10.213	.000

a. Dependent Variable: Organizational Commitment

This coefficient table shows the ‘significance value’ and t value that indicates whether the hypothesis is accepted or rejected. The significance threshold is 0.05. If the significance value is less than 0.05, it indicates that the independent variable's impact on the dependent variable is statistically significant. Hence, the result revealed that the t value is 10.213 and the significance value is 0.000, which is less than 0.05, indicating a positive impact of job content plateau on organizational commitment. The hypothesis of this study was rejected because perceived employee Job Content Career Plateau (JCP) has a positive impact on the Organizational commitment (OC) of private banking managers and officers in Peshawar.

Discussion

The results of this study offer meaningful insights into how employees in Peshawar's private banking sector perceive their careers and commitment. As the first hypothesis is confirmed, the findings show that employees perceive their careers as job content plateaued. It means their job role is less challenging for them. This finding is consistent with what earlier research has shown—that workers in highly structured and process-

oriented industries, such as banking, often face repetitive tasks that limit opportunities for new learning or skill development (Appelbaum & Santiago, 1997; Burke & Mikkelsen, 2006). Banking managers and officers find their job roles boring and much predictable due to routine work. Hossain, (2018) and Milliman, (1992) found that routine accounting tasks or calculations can lead employees to feel stagnant. In the current study, the majority of the respondents reported the same perception of stagnation and boredom.

Theoretically, job content plateau perception can negatively affect an employee's motivation and reduce the employee's efforts for personal development (Georgia, 1990; Lee, 1971). However, the second finding of the current study is insightful and interesting, where job content plateaued managers and officers remained committed to their organization (bank). These findings are opposite to the previous studies, where job content plateaued employees reported reduced organizational commitment and motivation (Hossain, 2018; S. Salami, 2015; Yao et al., 2007). The current study reported that job content plateaued managers and officers in Peshawar, were still willing to work harder in their roles despite the perception that their roles lack challenge and learning. This finding or a behavioral outcome challenges the traditional theory that job content plateauing reduces an employee's organizational commitment.

The unprecedented findings might be due to the following reasons:

(i). Job security is highly valued in Pakistan due to the lack of job opportunities. Specifically, after the COVID-19 pandemic, job market circumstances changed rapidly, and job insecurity increased among the jobholders (Tanima Ahmad, 2023). Many organizations downsized, and employees began to prioritize job security over career growth. Being a job holder only motivated employees, and they did not have higher career goals. This finding supports the argument that job content plateau does not always lead to negative behavior outcomes when it provides an employee with a sense of job security (McCleese & Eby, 2006). Further, in Pakistan, and more specifically in Peshawar, staying with an organization for the long term is often considered a commitment; employees who do so are perceived as loyal and committed to the organization. Thus, the private banking managers and officers remain committed to the organization despite the perception of being job content plateaued.

(ii). Personal choices may also explain why employees remain committed to the organization despite the perception of job content plateau. Employees who prefer a structured work routine and predictability may choose to stay in the same role. McCormick and Donohue, (2019) argued that employees may respond to plateauing differently based on their personal values and job orientation. Employees with a job

orientation usually prefer routine, predictability, and a job role that is not highly challenging. Thus, the current study's respondents appear to be predominantly job-oriented and remained committed to the organization (bank).

(iii). Organizational support and recognition can minimize the negative effects of job content plateau perceptions (Zhenjing et al., 2022). In addition, managerial and coworker support can also help employees maintain commitment and reduce job content plateau perceptions (Huaman-Ramirez & Lahlouh, 2022). Similarly, in the banking context, a friendly workplace, a stable salary, and a respectful status can help employees feel committed to the organization despite perceiving their careers as having plateaued and facing limited career growth opportunities.

The above explanations are sufficient to justify the positive relationship between a job content plateau and organizational commitment in the context of Peshawar. This finding suggests that the plateau-commitment relationship may be affected by contextual factors such as job market conditions, personal choices, and organizational culture. Although previous studies have reported a negative relationship between a job content plateau and organizational commitment, the situation in Peshawar appears different. In a country where job security is highly valued due to limited employment opportunities, employees who experience job content plateau feel grateful and committed to the organization. Many employees perceive their non-challenging and repetitive job roles as sources of peace rather than dissatisfaction. Thus, the current study highlights that the meaning and impact of job content career plateau can differ across contexts.

Practically, the current research findings are both encouraging and cautionary for banking management. The commitment of employees indicates their dependability and willingness to contribute to organizational success despite limited promotion opportunities. However, banking management should work to maintain employee commitment and engagement. For instance, McCormick & Donohue (2019) suggest that organizations should engage employees who perceive job content plateau through job rotation, skill-building workshops, and/or special projects.

Limitations and Future Directions

The current cross-sectional research design explores the relationship, not causation. Therefore, the exact causes of perceptions of job content plateau remain unidentified. For instance, for the first hypothesis, it is unknown why employees perceive job content plateau, whether due to age, work tenure, or the nature of their job roles. A longitudinal research design can help to examine the determinants of plateau

perceptions. Second, focusing only on private banks in a single city also limits the generalizability of the results. Third, the study focused on only one dimension of plateau. To explore the personal reasons behind employees' perceptions of job content plateau, measuring hierarchical plateau perceptions could be more helpful. Qualitative studies can help identify how employees interpret job content plateaus and why this perception does not negatively affect their commitment.

Future research should expand the sample to include cities across Pakistan to improve generalizability. Testing moderating factors such as age, personality traits, or perceived organizational support will help identify which groups are more affected by job content plateau. Perception of hierarchical and content plateaus can have different effects on employee behavior; thus, studying both forms of plateauing can be more helpful. Finally, using a mixed-methods research design combining surveys with interviews can help understand the emotional and motivational processes behind why some plateaued employees remain committed while others are less committed.

Conclusion

The current study's findings challenge the prevailing assumption that perception of plateau reduces employees' organizational commitment. In the context of Peshawar's private banks, managers and officers remained committed to the organization despite their feelings of content plateau. Economic and cultural factors, such as job security and employment scarcity, shaped their attitudes, inconsistent with the existing literature. Thus, the impact of a career plateau is contextual. It does not affect everybody in every context equally. Further, to test the sustainability of this positive plateau-commitment relationship, a longitudinal research design is recommended, with a larger regional sample. Overall, the study demonstrates that economic conditions and cultural values can significantly influence employee behavior, and that career plateau and strong organizational commitment can indeed coexist.

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