

The Impact of Career Plateau and Organizational Support on Work Performance Through Organizational Justice and Employee Satisfaction At the Samsat Offices of Pidie and Pidie Jaya Regency

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Abstract

This study aims to examine the impact of career plateau and organizational support on work performance, with organizational justice and employee satisfaction serving as mediating variables, at the SAMSAT offices in the Pidie and Pidie Jaya districts. The research was conducted at the One-Stop Integrated Administration System (SAMSAT) offices in Pidie and Pidie Jaya. The population for this study consisted of all SAMSAT employees from both districts, totaling 113 individuals. The sampling technique employed was Total Sampling, where every member of the population had an equal chance of being selected as a sample. Data were collected using a Likert scale and analyzed using Partial Least Squares (PLS). Descriptive analysis revealed that career plateau, organizational support, organizational justice, employee satisfaction, and work performance at the SAMSAT offices in Pidie and Pidie Jaya were not functioning optimally. The results of direct testing showed that job satisfaction had a significant effect on work performance, while career plateau and organizational support did not directly influence work performance. Organizational justice was found to significantly affect job satisfaction, and organizational support contributed to enhancing perceptions of organizational justice. However, no direct effects of career plateau and organizational support on work performance were identified through the mediating pathways of organizational justice and job satisfaction. The practical implication of these findings is that organizations should prioritize improving employee job satisfaction through career development, enhanced compensation, and strengthening organizational support. Additionally, it is crucial to ensure clear career paths and development opportunities to mitigate feelings of stagnation (career plateau) among employees. By addressing these factors, organizations can enhance employee satisfaction and overall performance.

Keywords : Career Plateau, Organizational Support, Organizational Justice, Employee Satisfaction, Work Performance

1. Introduction

In the increasingly competitive landscape of the modern workforce, employee performance is a critical factor in determining an organization's success. Employees who are capable of making optimal contributions not only assist in achieving the organization's short-term goals but also help establish a solid foundation for long-term growth. Consequently, organizations must foster a supportive work environment that promotes the continuous development of employee competencies, enabling them to deliver maximum performance in fulfilling their duties and responsibilities.

One of the key factors in enhancing employee performance is structured career development. Providing opportunities for skill improvement, promotions, and recognition for exceptional performance can significantly boost employee satisfaction and motivation. In contrast, the lack of career development

opportunities can lead to a sense of stagnation, which may diminish enthusiasm and engagement. Over time, this condition can negatively impact the overall effectiveness of the organization. Therefore, it is crucial for management to design a clear, sustainable career development program to foster long-term growth and performance.

Job satisfaction is closely linked to employee career development. Employees who are satisfied with their jobs are generally more receptive to opportunities for skill enhancement, such as participating in training, mentorship, and guidance programs. On the other hand, employees who are dissatisfied with their work environment often experience a decline in motivation, which leads to a lack of initiative in self-development. As a result, their career growth may be hindered, ultimately impacting the overall productivity of the organization. Therefore, it is essential for organizations to prioritize factors that influence job satisfaction as part of their human resource management strategy.

In practice, not all employees have equal opportunities for career development. One of the common challenges faced in this regard is the phenomenon of career plateau, a condition where an employee encounters stagnation in their career due to limited prospects for promotion or skill enhancement. This issue is prevalent across many organizations and can negatively affect employee motivation, job satisfaction, and productivity. Employees experiencing a career plateau may perceive that the organization is not treating them equitably. They may feel that opportunities for career advancement are not distributed fairly, which can undermine their perception of the overall fairness within the organization (Hu et al., 2022). Therefore, it is essential to implement appropriate policies to address career plateaus, such as offering continuous training programs, providing job rotation opportunities, and establishing a more transparent and equitable promotion system.

In the Samsat Office of Pidie and Pidie Jaya Districts, career plateau represents one of the primary challenges faced by employees. Limited opportunities for promotion and a lack of career development programs contribute significantly to the decline in employee motivation and performance. This issue not only impacts individual employees but also affects the overall quality of public services provided. Therefore, managerial intervention is essential to establish more supportive policies, such as enhancing access to training, offering performance-based incentives, and implementing a more objective and transparent promotion system, all of which are crucial for boosting employee morale.

Alongside career development, organizational justice is a key factor in enhancing employee satisfaction and productivity. Organizational justice encompasses three main dimensions: distributive justice, which pertains to the fair allocation of resources; procedural justice, which emphasizes transparency in decision-making processes; and interactional justice, which reflects the fair treatment employees receive from their leaders and colleagues. These three dimensions directly influence employee loyalty and motivation in performing their tasks. Therefore, organizations must ensure the consistent application of justice across various aspects of human resource management to foster a positive and productive work environment.

Based on the results of employee performance evaluations at the Samsat Office, there has been a consistent increase in productivity over the years. However, several issues persist, such as delays in task completion, suboptimal customer satisfaction levels, and limited innovation among employees. To address these challenges, the organization must enhance its internal management systems, implement more comprehensive training programs, and foster a work environment that better supports career development and employee well-being. By taking these steps, it is anticipated that employee performance will continue to improve, leading to a positive impact on the overall effectiveness and efficiency of the organization.

Given the issues and explanations outlined above, the research on 'The Impact of Career Plateau and Organizational Support on Work Performance Through Organizational Justice and Employee Satisfaction' is

crucial. This study is important due to the significant impact these factors can have on employee performance in public service organizations. Not only can this research help identify challenges in human resource management, but it can also offer strategic recommendations to enhance the quality of service provided to the community and improve the efficiency of organizational operations. With the findings of this study, it is expected that the Samsat Office will be able to implement more effective policies that support employee career development, foster a fair work environment, and improve both employee satisfaction and performance.

2. Literature Review

Work Performance

The performance of individuals or groups within an organization can be defined as the outcomes achieved over a specific period, which can be assessed using a variety of established methods and criteria (Chang et al., 2024). This performance not only reflects the output generated, but also acts as a benchmark for evaluating the effectiveness and efficiency of the ongoing work processes. Furthermore, performance represents an achievement within a system that has been structured according to specific standards and agreements, thereby serving as a foundation for decision-making and continuous evaluation (Edison et al., 2016). Thus, work performance becomes a crucial aspect in assessing individual and group contributions to achieving overall organizational goals.

Based on the various definitions provided, it can be concluded that work performance reflects the contributions made by individuals or groups toward achieving organizational goals. These contributions are evaluated through various indicators, including the quantity and quality of work results, attendance, and the extent to which individuals or groups contribute to the broader organizational objectives. Comprehensive work performance assessments allow organizations to identify the strengths and weaknesses of their human resources, enabling them to develop more effective strategies for enhancing productivity and operational efficiency. According to (Edison et al., 2016) Work performance can be measured through various indicators, including work productivity, service quality, punctuality, adherence to procedures, teamwork capabilities, self-development (training), innovation, initiative, and attendance. These factors collectively provide a comprehensive evaluation of an individual or group's contribution to organizational goals and the overall effectiveness of their performance.

Job Satisfaction

To achieve optimal levels of employee satisfaction, organizations must offer a range of supportive measures, including providing free products and services, fostering a healthy work culture, ensuring fairness in resource distribution, and offering opportunities for career growth along with competitive compensation. These factors are fundamental and directly influence employee satisfaction, contributing to their overall motivation and engagement within the organization (Carvalho et al., 2020). Job satisfaction can be defined as the overall attitude individuals hold toward their work, which results from comparing the rewards they receive with those they believe they should receive. This includes factors such as the nature of the work itself, compensation, opportunities for advancement, supervision, and relationships with colleagues. These elements collectively shape an individual's perception of their job and influence their overall satisfaction and motivation in the workplace (Robbins & Judge, 2017). Job satisfaction is a critical factor in enhancing employee productivity and engagement. Organizations that effectively meet employee expectations by offering sufficient resources, fostering a fair and inclusive environment, and providing opportunities for career growth are more likely to boost job satisfaction. This, in turn, positively influences overall employee performance, as satisfied employees are generally more motivated, committed, and productive in their roles.

Based on various definitions of job satisfaction, it can be concluded that job satisfaction is a subjective assessment that reflects employees' feelings after comparing the work outcomes they have achieved with the expectations or standards they have set. This evaluation involves employees' internal judgment of various work-related factors, including compensation, work environment, career development opportunities, and relationships with colleagues. Job satisfaction arises as an emotional response to the alignment between expectations and reality in the context of the work being performed. According to (Robbins & Judge, 2017) job satisfaction can be measured using indicators such as alignment between personal and organizational values, opportunities for career development, organizational justice, interpersonal relationships at work, and fair compensation and rewards

Organizational Justice

Organizational justice is a concept that refers to the condition in which the treatment of members in an organization is seen as fair and equal. Management and organizational psychology experts define this concept with an emphasis on various aspects that influence the perception of justice in an organization. According to (Greenberg & Baron, 2018), Organizational justice is categorized into three primary dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice pertains to the equitable allocation of resources and outcomes among organizational members, ensuring that individuals receive a fair share relative to their contributions. Procedural justice focuses on the transparency and fairness of the decision-making processes, emphasizing that the procedures used are perceived as impartial and non-discriminatory. Interactional justice, on the other hand, relates to the quality of interactions between individuals within the organization, highlighting aspects such as respect, open communication, and fair treatment by supervisors and peers. These three dimensions are interconnected and serve as a crucial framework for fostering a harmonious work environment, enhancing job satisfaction, and promoting employee motivation and performance.

(Chang et al., 2024) The importance of individual perceptions of fairness in the organizational context cannot be overstated, as organizational justice can only be realized when individuals believe they are being treated equitably in various aspects of the organization. Perceptions of fairness are not solely based on the final outcomes individuals receive, but also on the processes through which decisions are made, resources are allocated, and interpersonal relationships are managed. When employees perceive fairness in these processes, they are more likely to exhibit higher levels of commitment, involvement, and positive behavior toward the organization. On the contrary, perceptions of unfairness can lead to decreased motivation, increased tension, and diminished productivity, ultimately negatively impacting the overall performance of the organization. Therefore, it is essential for organizations to foster and maintain perceptions of fairness among their members to cultivate a more harmonious and productive work environment. Organizational justice is achieved when individuals perceive that they are treated fairly in all facets of the organization (Chang et al., 2024).

This definition of organizational justice underscores the complexity of the concept, as it encompasses various dimensions that shape how individuals perceive the treatment they receive within an organization. The way individuals perceive fairness can profoundly affect their behavior and performance. When employees feel they are treated equitably whether through the fair distribution of outcomes, transparent decision-making procedures, or positive interpersonal interactions they are more likely to be motivated, loyal, and committed to the organization. On the other hand, perceptions of injustice whether distributive, procedural, or interactional can result in dissatisfaction, reduced motivation, and even decreased performance or a desire to leave the organization. As a result, understanding and managing organizational justice perceptions are crucial for creating a productive and sustainable work environment, while also

minimizing the risk of conflicts that can undermine organizational health. According to (Chang et al., 2024) organizational justice can be measured using indicators such as Distributive Justice, Procedural Justice, Interactional Justice, and Informational Justice

Career Plateau

Career plateau, as defined by (Dessler, 2020) , refers to a situation in which an individual encounters stagnation in their career, characterized by a lack of significant progress or further development opportunities, despite not having the intention to leave the organization. This condition typically arises when employees perceive their current role or position as no longer offering new challenges or avenues for growth, yet they remain within the organization due to reasons such as comfort, stability, or emotional connections to the work or colleagues. Career plateau can have detrimental effects on an individual's motivation and job satisfaction, which, in turn, can diminish productivity and overall performance, while also reducing employee engagement in organizational activities. As such, it is crucial for organizations to establish clear career development pathways and offer fresh challenges to prevent employees from reaching a career plateau.

(Greenhaus et al., 2018) define career plateau as a condition in which an individual faces barriers to achieving desired career progression within an organization, despite having the necessary qualifications and performance that meet job requirements. This phenomenon highlights that even individuals with adequate potential and achievements may be unable to advance in areas such as responsibilities, salary, or promotions. Similarly, (Chang et al., 2024) describe career plateau as a situation where individuals perceive a lack of progress in terms of responsibility, income, or promotion opportunities. Career plateau often arises when individuals feel that their career trajectory has stagnated or is obstructed, which can lead to decreased motivation, reduced commitment, and lower job satisfaction, while potentially contributing to higher turnover rates within the organization.

These definitions highlight that career plateau represents a situation where individuals feel restricted in their ability to achieve career growth or advancement, despite possessing adequate skills and performance. This sense of being stagnant or trapped can have a significant negative impact on both motivation and job satisfaction. When individuals experience a career plateau, they may feel undervalued or unrecognized by the organization, which can diminish their commitment to their work. As a result, their performance may decline, as individuals who perceive limited opportunities for growth are less likely to be motivated to make significant contributions. Therefore, effective career management and the provision of career development opportunities are crucial to prevent or address the career plateau phenomenon in organizations. According to Dessler, (2020) career plateau can be measured using indicators such as progress in responsibility, salary or compensation stagnation, lack of promotion opportunities, lack of skills development or learning gaps, job dissatisfaction, and unclear career paths

Organizational Support

Organizational support refers to the efforts made by organizations to assist employees in achieving their individual goals by providing necessary resources and support, as well as fostering an environment that promotes the coordination and integration of work activities. In this context, the organization ensures that employees have the support needed to perform their tasks efficiently, feel valued, and receive fair treatment. Such support may include providing training, rewards, appropriate facilities, and cultivating a positive and equitable work culture. When employees perceive strong organizational support, they are more likely to be motivated to contribute effectively, which enhances overall productivity and the quality of the organization's

performance. Therefore, organizational support not only influences individual well-being but also plays a vital role in the achievement of organizational goals and success (Eisenberger et al., 2020)

Organizational support can be defined as the perception employees have regarding the extent to which the organization addresses their needs and demonstrates concern for their well-being (Sun, 2019). In this context, organizational support encompasses a range of actions, policies, and practices implemented by the organization to provide assistance, motivation, and support to its employees. The primary goal of this support is to help employees achieve their individual and team-based objectives (Saleem & Amin, 2013). Organizational support can take various forms, including the provision of necessary resources, fostering an inclusive work environment, offering opportunities for professional development, and recognizing employees' achievements. When an organization demonstrates a genuine commitment to the well-being of its employees, it enhances employee loyalty, motivation, and performance, ultimately contributing to the successful attainment of organizational goals. According to (Eisenberger et al., 2020) organizational support can be measured using indicators such as: appreciation for employees, support from superiors, supportive working conditions, employee welfare, and fulfillment of employee needs.

Research Model

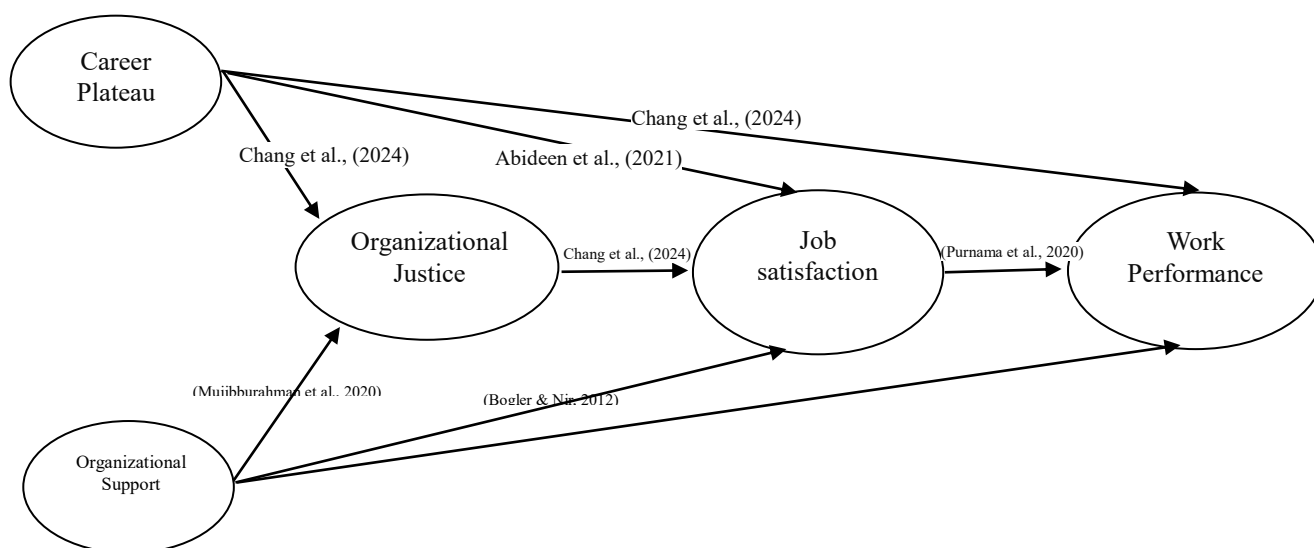


Figure 1. Research Framework

Descriptive Hypothesis:

H1 : Career plateau, Work Organization Support, Organizational Justice, Job Satisfaction and Work Performance at the SAMSAT Office of Pidie and Pidie Jaya Districts are good.

Verification Hypothesis:

H₂ : Job satisfaction has a direct impact on work performance.

H₃ : Career Plateau has a direct impact on work performance

H₄ : Organizational support has a direct impact on work performance.

H₅ : Organizational justice has a direct effect on job satisfaction.

H₆ : Career Plateau has a direct impact on job satisfaction.

H₇ : Organizational support has a direct impact on job satisfaction.

H₈ : Career Plateau has a direct impact on organizational justice.

H₉ : Organizational support has a direct impact on organizational justice.

H₁₀ : Career Plateau influences work performance through organizational justice and job satisfaction.

H₁₁ : Organizational support influences work performance through organizational justice and job satisfaction.

Novelty

The novelty of this study lies in its in-depth exploration of the impact of Career Plateau on employee job satisfaction and performance within the public service sector, particularly at the Samsat Office of Pidie and Pidie Jaya Districts. This topic has been underexplored in previous research. Additionally, the study investigates the role of organizational support and organizational justice in mitigating the negative effects of Career Plateau and enhancing employee satisfaction and performance, with a specific focus on the public sector, which is characterized by bureaucratic structures and limited career development opportunities. By concentrating on a localized context, this research provides new insights into how these factors interact to influence the quality of public services, while also offering strategies that could improve employee performance in the Samsat environment an area that has received limited attention in prior studies..

3. Research Methodology

The research was conducted at the One-Stop Integrated Administration System (SAMSAT) Office of Pidie and Pidie Jaya Districts, with the main focus on the variables of career plateau, organizational justice, job satisfaction, and Work Performance . The population for this study consisted of all employees at the SAMSAT Office of Pidie and Pidie Jaya Districts, as outlined in Table 1 below.

Table 1. Number of Employees at the SAMSAT Office of Pidie and Pidie Jaya Districts

No	Field of work	Number of Employees		Amount
		Pidie	Pidie Jaya	
1	BPKP Employee	30	28	58
2	Police	27	20	47
4	Prosperous Service	3	3	6
5	Bank Aceh Syariah	1	1	2
Total		61	52	113

Source: Personnel of the SAMSAT OFFICE of Pidie and Pidie Jaya Districts (2024)

In this study, the population consisted of 113 individuals. Therefore, the sampling technique employed was Total Sampling, meaning that every individual in the population had an equal opportunity to be included as a sample (Sugiyono, 2017). In data collection, this study utilized a questionnaire with question items tailored to the variables being studied, which were distributed to employees of the Pidie and Pidie Jaya Regency SAMSAT Offices. Data were measured using a Likert scale. Descriptive hypothesis testing was performed based on the analysis of respondents' perceptions of the variables, facilitated by SPSS statistical software. To test both direct and indirect hypotheses, Partial Least Squares (PLS) analysis was employed..

4. Result

Descriptive Hypothesis

This test is conducted to prove the descriptive hypothesis. Where in this study provides a hypothesis that Career Plateau, Organizational Support, Organizational Justice, Job Satisfaction, and Work Performance are not good. To prove its significance, a One Sample t-test was conducted at a test value of 3.41 and a significance of 0.05. The test results are shown in the following table.

Table 2. One-Sample Test

	Test Value = 3.41						
	Average	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Career Pleteau	3.31	41.321	112	.000	16.43071	15.6428	17.2186
Organizational Support	3.36	46.512	112	.000	13.40416	12.8332	13.9752
Organizational Justice	3.17	51.777	112	.000	40.90858	39.3431	42.4741
Job satisfaction	3.39	36.046	112	.000	13.52805	12.7845	14.2717
Work Performance	3.44	55.318	112	.000	24.12982	23.2655	24.9941

Source: SPSS 25 Output Results (processed)

H1 : Career Pleteau, Organizational Support, Organizational Justice, Job Satisfaction and Work Performance are not good yet.

Based on the results of the descriptive hypothesis test using the One Sample t-test with a Test Value of 3.41 and a significance value (Sig.) of 0.000 for all variables tested, it can be concluded that the significance value is less than 0.05 ($\alpha = 0.05$). This indicates that Ha1 is accepted and Ho1 is rejected for all the variables tested (Career Plateau, Organizational Support, Organizational Justice, Job Satisfaction, and Work Performance). Therefore, it can be inferred that the respondents' perceptions of these variables are not favorable, as the mean score (\bar{X}) for each variable is lower than 3.41, suggesting that these variables do not meet the standard expectations according to the respondents.

Direct Effect

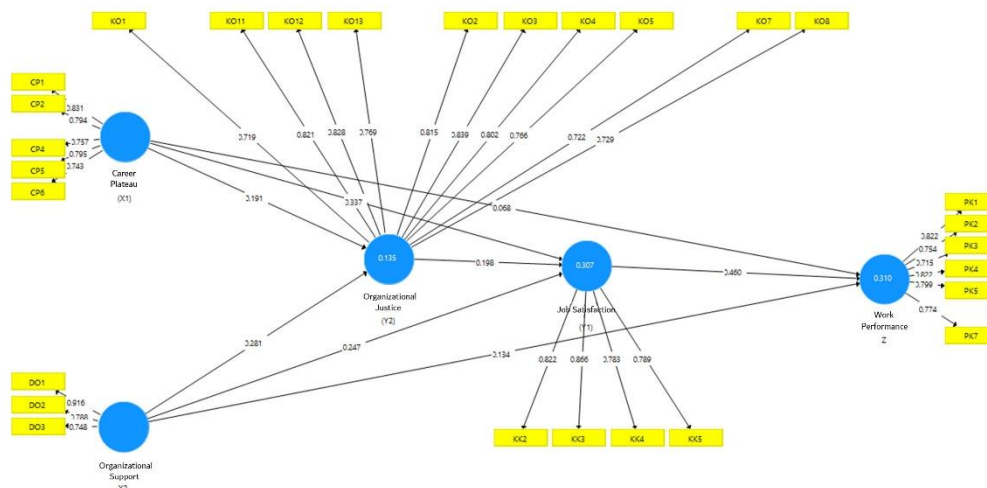


Figure 2. Path Coefficient

To present the significance of the coefficient of the influence path of each variable.

Table 3. Direct Hypothesis

The Influence of Independent Variables on Dependent	Original	T Statistics	P Values
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	Variables	Sample (O)	(O/STDEV)	
H2	Job Satisfaction _(Y1) -> Work Performance _Z	0.460	4.729	0.000
H3	Career Plateau _(X1) -> Work Performance _Z	0.068	0.731	0.465
H4	Organizational Support _{X2} -> Work Performance _Z	0.134	1.512	0.131
H5	Organizational Justice _(Y2) -> Job Satisfaction _(Y1)	0.198	2.050	0.041
H6	Career Plateau _(X1) -> Job Satisfaction _(Y1)	0.337	3.934	0.000
H7	Organizational Support _{X2} -> Job Satisfaction _(Y1)	0.247	2.828	0.005
H8	Career Plateau _(X1) -> Organizational Justice _(Y2)	0.191	1.661	0.097
H9	Organizational Support _{X2} -> Organizational Justice _(Y2)	0.281	2.733	0.006

Source: SmartPLS output (processed)

H₂ : Impact of Job Satisfaction on Work Performance.

The T-Statistics value of 4.729 is greater than 1.960, with a p-value of 0.000, indicating a very significant influence between Job Satisfaction and Work Performance . This demonstrates that the higher the level of Job Satisfaction, the better the Work Performance exhibited by employees. The results of this study are consistent with the findings of previous studies conducted by (Purnama et al., 2020), (Odedokun, 2020), (Haryono et al., 2019), and (Sembiring et al., 2020), which all concluded that job satisfaction significantly impacts employee work performance. Employees who are satisfied with their jobs tend to be more productive, motivated, and enthusiastic about completing their tasks efficiently (Odedokun, 2020).

Job satisfaction is often linked to improved output quality, as satisfied employees tend to be more conscientious, detail oriented, and committed to producing high-quality work. Furthermore, employees who are content with their jobs exhibit greater organizational commitment, higher loyalty, and lower turnover rates, which fosters a stable and positive work environment. Job satisfaction also encourages creativity and innovation, as employees feel more empowered to contribute new ideas and find innovative solutions to problems, ultimately benefiting organizational performance. Additionally, satisfied employees typically experience lower levels of stress, manage work pressure more effectively, and maintain better mental and physical health, all of which contribute to enhanced performance.

H₃ : Impact of Career Plateau on Work Performance

The T-Statistics value of 0.731, which is less than the critical value of 1.960, along with a p-value of 0.456, indicates that the influence of Career Plateau on Work Performance is not statistically significant. This suggests that Career Plateau does not have a direct impact on Work Performance in this particular model. These findings align with those of (Hu et al., 2022) and (Chang et al., 2024), who note that the impact of career plateau—where employees experience a lack of advancement opportunities—can vary. However, in many cases, it significantly affects employee performance. Employees who feel trapped in career stagnation, without prospects for promotion or development, often experience dissatisfaction and decreased motivation. This dissatisfaction frequently leads to lower productivity, as employees may no longer exert the same effort or efficiency as they did previously. Consequently, this not only affects individual performance but can also negatively impact the overall performance of the team or organization. The reduced motivation and engagement of employees experiencing a career plateau can lead to a less dynamic work environment, which, in turn, hampers work results and the achievement of organizational goals.

H₄ : Impact of Organizational Support on Work Performance.

The T-Statistics value of 1.512, with a p-value of 0.131, suggests that the relationship between Organizational Support and Work Performance is not statistically significant. This implies that

Organizational Support does not have a direct impact on Work Performance within the framework of this model. These findings, however, contrast with the work of (Bogler & Nir, 2012), who argue that organizational support is crucial in fostering a conducive work environment to optimize performance. According to their research, organizations that provide sufficient support tend to see improvements in employee motivation, commitment, job satisfaction, and performance quality. This support can take the form of policies that nurture a positive work environment, as well as recognition for employees' contributions. Therefore, organizations are encouraged to establish conditions that facilitate employee development and enable them to perform at their best.

However, the results of this study indicate that organizational support does not have a direct effect on Work Performance within the context of the model tested. This finding suggests that while organizational support is generally expected to motivate employees, other factors such as job satisfaction or career development clarity may play a more dominant role in influencing employee performance. Therefore, organizations may need to re-evaluate the types of support they provide and consider how these factors interact to produce a more substantial impact on employee performance. This highlights the importance of a comprehensive approach that integrates various elements of employee well-being and career progression.

H₅: The impact of organizational justice on job satisfaction.

The results of this study indicate a significant influence between organizational justice and job satisfaction, with a T-Statistics of 2.050 and a p-value of 0.041, which confirms the importance of a sense of fairness in the organization to enhance employee job satisfaction. This finding aligns with previous research by (Purnama et al., 2020), which also demonstrated that organizational justice significantly influences employee job satisfaction. When employees perceive that the rewards they receive are commensurate with their efforts and contributions, they tend to be more satisfied with their jobs, as explained by (Kalay, 2016). Perceived distributive justice, in particular, enhances employees' belief that they are fairly rewarded by the organization, a point supported by studies from (Imran et al., 2015) and (Purnama et al., 2020).

In addition, procedures that are perceived as fair such as transparent decision-making and open processes foster trust and respect for management, leading to greater employee involvement in decision-making, as noted by (Chang et al., 2024). Fair treatment in the workplace also strengthens interpersonal relationships, creating a more positive and supportive work environment. When employees feel respected and treated fairly, as suggested by (Yang et al., 2018), they tend to experience significant increases in job satisfaction. Therefore, these findings affirm that organizational justice plays a crucial role in cultivating a work environment that enhances employee satisfaction.

H₆: The impact of career plateau on job satisfaction.

The T-Statistics value of 3.934 with a p-value of 0.000 indicates that the influence of Career Plateau on Job Satisfaction is very significant. This means that Career Plateau has a substantial effect on Job Satisfaction, highlighting the importance of this relationship in the model. The results of this study corroborate findings from several researchers related to career plateau, a condition in which an employee feels their career has reached a saturation point and there are no further opportunities for growth or advancement within the organization. As explained by (Chang et al., 2024), the impact of career plateau on employee motivation and satisfaction can vary, with some employees experiencing a strong sense of stagnation, while others may adapt differently. (Abideen et al., 2021) also found that career plateau tends to lower employee job satisfaction, as employees feel that their prospects for growth or advancement are blocked. This sentiment is further reinforced by (Hu et al., 2022), who suggested that when employees perceive a lack of opportunities for growth or promotion, they experience decreased job satisfaction and may feel undervalued or

unappreciated by the organization. This sense of stagnation can lead to dissatisfaction, where employees feel their contributions are neither recognized nor adequately rewarded, ultimately impacting their engagement and performance. Consequently, the findings underscore the importance of organizations providing clear career paths and development opportunities. This can prevent employees from becoming stuck in a state of career plateau, which in turn can positively influence their job satisfaction and overall performance.

H₇: The Impact of Organizational Support on Job Satisfaction.

The T-Statistics value of 2.828 with a p-value of 0.005 indicates a significant influence between Organizational Support and Job Satisfaction. This result demonstrates that the support provided by the organization plays a crucial role in enhancing employee Job Satisfaction. The findings are consistent with those of (Bogler & Nir, 2012), who emphasized that strong organizational support, which includes creating comfortable and safe working conditions, as well as providing necessary resources, is essential for improving employee satisfaction. Employees who feel supported by the organization in terms of physical facilities, work tools, and a conducive work atmosphere tend to report higher job satisfaction. Moreover, organizational support also extends to recognizing employee contributions, which can be expressed through bonuses, salary increases, or verbal acknowledgment from superiors. When employees feel their efforts are valued, their satisfaction with their jobs increases. In addition, social support such as assistance in completing tasks and fostering positive working relationships with both superiors and coworkers further strengthens job satisfaction. Opportunities for professional development, including training programs and promotion prospects, also contribute significantly to satisfaction by providing employees with a clear career trajectory. Finally, job security and stability within the organization further enhance employee satisfaction by fostering trust and a sense of belonging. As explained by (Saleem & Amin, 2013), the combination of these factors creates a positive work environment that supports employee well-being, thereby increasing overall job satisfaction and, consequently, employee performance.

H₈: The impact of career plateau on organizational justice.

The results of this study indicate that the influence of Career Plateau on Organizational Justice is not significant, with a T-Statistics value of 1.661 and a p-value of 0.097. This suggests that there is insufficient evidence to support the notion that Career Plateau conditions directly affect employee perceptions of organizational justice. This finding contradicts research by (Chang et al., 2024), which suggests that Career Plateau conditions—where employees perceive a lack of opportunities for career advancement can impact their perceptions of fairness and justice within the organization. According to the theory proposed by (Chang et al., 2024), employees experiencing career stagnation are more likely to feel that the organization is treating them unfairly. When employees cannot see a clear career path or feel there are limited prospects for growth, they may perceive the organization as neglecting their needs and contributions, leading to feelings of injustice. In this study, however, the absence of a significant relationship between Career Plateau and Organizational Justice suggests that other factors may be more influential in shaping employees' perceptions of fairness in the workplace. This highlights the complexity of organizational dynamics and the need to explore other factors that may contribute to perceptions of justice in the workplace, such as organizational culture, leadership style, and the transparency of decision-making processes

Indeed, the results of this study suggest that although employees may feel they are experiencing a career plateau, it does not directly affect their perceptions of organizational justice. This finding implies that perceptions of justice within the organization may be influenced by a broader set of factors beyond the stagnation or limitations employees feel in their careers. One possible explanation for this is that factors such as management policies, the quality of interpersonal relationships at work, and the recognition of

employee contributions could play a more significant role in shaping employees' perceptions of fairness and justice within the organization. For example, employees who feel valued and acknowledged for their efforts, even in the absence of career advancement, may not perceive their situation as unjust. On the other hand, employees who experience a lack of recognition or feel unsupported may have negative perceptions of organizational justice, even if they have clear career development opportunities. Additionally, organizational justice is often influenced by the transparency of decision-making processes, consistency in how rules are applied, and the fairness of reward distribution. If an organization is seen as equitable in its practices, employees may be more likely to feel that their contributions are recognized and fairly compensated, regardless of whether they feel stuck in their career progression. This highlights that while career development is an important factor in employee motivation and satisfaction, the overall organizational environment, including fairness, recognition, and relationships, may have a more substantial effect on employees' perceptions of justice. Therefore, organizations should focus on creating a holistic work environment where both career growth opportunities and fair, transparent practices contribute to fostering positive perceptions of justice.

H₉: Impact of Organizational Justice Organizational Support.

The results of this study reveal a significant relationship between Organizational Support and Organizational Justice, with a T-Statistics value of 2.733 and a p-value of 0.006. This finding is consistent with the theory put forward by (Mujibburahman et al., 2020), which posits that organizational support plays a crucial role in enhancing employees' perceptions of organizational justice. Organizational support encompasses fair policies, transparent decision-making procedures, equitable resource distribution, and objective performance evaluations. When employees perceive support from the organization, they are more likely to view these processes as fair and impartial. This aligns with procedural justice theory, which suggests that fairness in procedures, such as performance assessments and promotion decisions, fosters greater trust in management and the organization as a whole.

Effective organizational support, especially when provided by superiors, cultivates a positive environment in which employees feel appreciated and treated justly. Such support is linked to positive outcomes, including increased organizational commitment, job satisfaction, and loyalty. As employees perceive greater fairness within the organization, their trust and engagement are strengthened. Therefore, sustained and impactful organizational support not only enhances the employee-organization relationship but also fosters perceptions of justice, ultimately leading to improved employee performance and overall well-being

Indirect Effect

To assess the presence of a mediation effect, it is essential to examine whether all relationships involved are statistically significant and to determine whether the mediation serves a full or partial role in the relationship between the independent and dependent variables.

Table 4. Sequential Mediation Hypothesis

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Career Plateau_(X1) -> Organizational Justice_(Y2) -> Job Satisfaction_(Y1) -> Work Performance_Z	0.017	0.988	0.324
Organizational Support_X2 -> Organizational Justice_(Y2) -	0.026	1.322	0.187

> Job Satisfaction _(Y1) -> Work Performance _Z			
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Source: SmartPLS output (processed)

Based on the results of the multiple mediation test shown in the table, we can describe the results of this multiple mediation test in detail:

H₁₀ : The impact of career plateau on Work Performance through organizational justice and job satisfaction.

The results show that the T-Statistics value is 0.988 and the p-value is 0.324, indicating that the direct and indirect influence of Career Plateau on Work Performance through the mediating variables of Organizational Justice and Job Satisfaction is not statistically significant. With a p-value greater than 0.05 (0.324), it can be concluded that the multiple mediation effect is not significant. Although Career Plateau may affect Organizational Justice and Job Satisfaction, the influence is not substantial enough to significantly impact employee Work Performance through this mediation pathway.

One possible explanation for this insignificance is that while Career Plateau may influence Organizational Justice and Job Satisfaction, Work Performance could be more strongly affected by other factors, such as individual motivation, the quality of interpersonal relationships, or deeper work environment conditions. Moreover, although Organizational Justice and Job Satisfaction have significant direct effects on Work Performance, the multiple mediation pathway lacks sufficient strength to produce significant effects on Work Performance.

H₁₁ : The Impact of Support on Work Performance through Organizational Justice and Job Satisfaction.

The T-Statistics value is 1.322 with a p-value of 0.187, indicating that the result is not significant. This test was conducted to examine whether Organizational Support affects Work Performance through two mediating variables: Organizational Justice and Job Satisfaction. The test results show that the p-value is greater than 0.05 (0.174), suggesting that this multiple mediation pathway is not significant. While Organizational Support does influence Organizational Justice and Job Satisfaction, it does not have a significant impact on Work Performance through this mediation path.

The insignificance of these results may be attributed to the fact that while Organizational Support positively influences Organizational Justice and Job Satisfaction, Work Performance could be more influenced by other factors, such as individual capabilities and personal competence. Organizational Support may not have a sufficient impact on Job Satisfaction to yield significant improvements in Work Performance. Moreover, the multiple mediation effect involving Organizational Justice and Job Satisfaction may not consistently lead to significant changes in Work Performance, as other external factors could play a more substantial role.

5. Conclusion

The respondents' perceptions of all these variables are unfavorable, as the average score for each variable falls below 3.41, indicating that these variables do not meet the respondents' standards of excellence. The test results reveal that Job Satisfaction has a significant direct influence on Work Performance, suggesting that employees who are satisfied with their jobs are more likely to exhibit better performance.

There was no significant evidence to suggest that Career Plateau directly affected Work Performance, implying that even though employees may perceive their careers as stagnant, this perception did not directly influence their performance. Similarly, Organizational Support did not have a direct effect on Work

Performance, indicating that while organizational support is important, other factors may play a more significant role in determining employee performance.

Organizational Justice has a direct and significant effect on Job Satisfaction, suggesting that employees' perceptions of fairness within the workplace play a crucial role in determining their level of job satisfaction. Similarly, Career Plateau directly impacts Job Satisfaction, indicating that employees who perceive a lack of career development opportunities are more likely to experience lower levels of job satisfaction.

Organizational Support has been found to significantly affect Job Satisfaction, meaning that employees who perceive strong support from the organization are more likely to experience higher job satisfaction. Additionally, no significant direct effect was found between Career Plateau and Organizational Justice, suggesting that perceptions of career stagnation do not directly influence employees' views on workplace fairness. However, Organizational Support does have a direct effect on Organizational Justice, indicating that organizational support plays a key role in enhancing employees' perceptions of fairness within the workplace.

Career Plateau does not influence Work Performance through Organizational Justice and Job Satisfaction. This suggests that while Career Plateau impacts Job Satisfaction, its effect on Work Performance is not mediated through these factors. Similarly, Organizational Support does not affect Work Performance through Organizational Justice and Job Satisfaction, indicating that despite the importance of organizational support, its impact on Work Performance is not mediated by these variables.

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