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Evaluation and Analysis of the Effect of Occupational Structural Plateau with the Mediating Role of Biological Plateau on Job Aspirations of Employees of Non-Profit Higher Education Institutions in the West of Mazandaran Province

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ABSTRACT

The main purpose of this study was to evaluate and analyze the effect of occupational structural plateau with the mediating role of biological plateau on job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province in the academic year *2019-20*. This research is in the field of applied research in terms of purpose and in terms of research method, correlation is based on structural equations and the statistical population is the staff of non-profit higher education institutions in the west of Mazandaran province. 236 people were selected as a statistical sample. Data collection tools included a valid questionnaire of Foster et al. (2004) structural plateau with reliability (0.847) and a valid questionnaire of Billiardi's career aspirations (2005) with reliability (0.863). From the confirmatory factor analysis, the general structure of the research questionnaires has been validated by the construct and the validity of the questionnaires has been well evaluated and confirmed. The data analysis method was used using descriptive statistics and inferential statistics and the structural equation method was used using Amos software to confirm or reject the research hypotheses. Findings indicate that the structural plateau has a significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province. Also, the structural plateau has a significant effect on employees' job aspirations through the mediating role of the biological plateau. The results showed that by reducing the level of structural plateau in employees, their job aspirations can be increased.

Keywords: Structural plateau, Biological plateau, Job aspirations

Introduction

Nowadays, organizations have realized that their most important asset is human resources, which is an important factor in their success and development, without which no organization can achieve all its goals [1]. Research shows that in the next decade, job burnout will be one of the most important challenges for human resources in organizations. What is important is the importance and necessity of addressing this important issue in organizations, because neglecting the job structural plateau causes behaviors It will be destructive and reduce the performance and efficiency of employees [2]. In order to change the environment of organizations, restructuring, downsizing and organizational justice, the issue of job structural flattening is raised as a serious issue for the coming decades. According to Hillman (2018), from 2015 onwards, employees will experience a greater sense of job burnout than in the past 30 years [3]. It can be acknowledged that, like all organizations, higher education institutions are faced with the issue of structural structural collapse and inevitably need to manage it in order to suffer the least damage from its disadvantages. Occupational structural flattening occurs when a person feels that he or she is having problems in his or her career path and cannot be promoted in the

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organizational hierarchy or that his / her promotion is slow [4]. In general, research results have shown that increased absenteeism, stress, willingness to leave the service, increased levels of burnout, decreased levels of job satisfaction and organizational commitment, role conflict, decreased self-esteem, lack of ability to adapt to change Low level of job participation and lack of practical initiative will be the inevitable consequences of structural job demolition [5]. Although the phenomenon of plateau leads to a kind of negative mental inference, it is not necessarily a negative experience. Actually; This level of time or interruption may be useful for people's growth and development. Healthy and mature development depends on a period of stability and continuity, as well as a period of change and discontinuity. Periods of stability and stillness allow people to master work skills, pursue predictable family life, and gain some mental energy to insure transition periods. Thus, the job structure plateau may be both personal and professional and efficient for individuals [6].

Table 1

Types of job plateaus

Job plateaus	Its meaning in the organization
Structural plateau	It is the time when people reach the highest organizational level they can.
Biological plateau	It involves feeling compelled to do things that one has been committed to doing in the past and no longer feels a sense of belonging to.

Research has been done on the consequences of job burnout, including reducing employee job satisfaction, poor performance, low job commitment on the part of employees, and a tendency to retire [6]. On the other hand, according to research results, an issue that is important in the field of employee issues and is affected by the job plateau is the job aspirations of employees. Career aspirations are a conscious effort to know one's skills, tendencies, values, opportunities, limitations, choices, and achievements [7] Also identify job-related goals and determine a plan to achieve those goals [8]. When career aspirations are formed based on a person's professional life, it acts as a stabilizing force, leading the person on a career path in career choices, the decision to change the organization or institution of the workplace, and the individual's views on his or her future career. Takes [9].

So far, many researches in the field of variables studied in this research have been done in scientific journals inside and outside the country, but the research that has been done to investigate the effect of two variables of job structural plateau and job aspirations is less seen. Therefore, considering the importance of two variables of job structural plateau and job aspirations in advancing the goals of the organization and that so far no such research has been conducted in non-profit higher education institutions in western Mazandaran province. Analyze the effect of job structural plateau with the mediating role of biological plateau on job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province and answer the question: What is the causal relationship between job structural plateau and job aspirations?

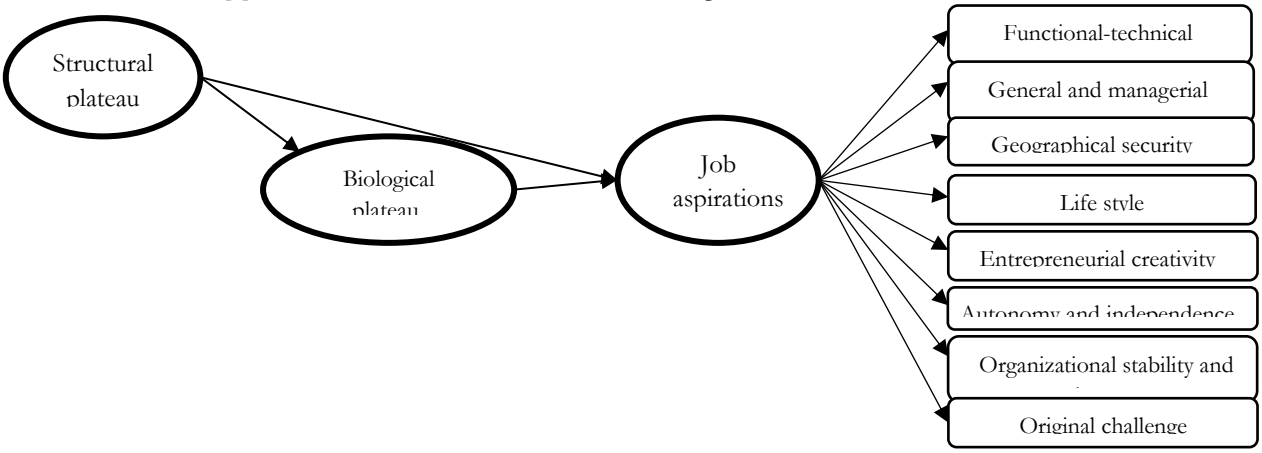

Figure 1. Conceptual model of research [10]

Definition of Research Terms

Structural plateau

Conceptual definition: According to Barovik (1986), a structural plateau is when individuals reach the highest organizational level they can. The structural plateau is due to the constraints in the hierarchy of the organizational structure because the higher a person goes to the organization, the more limited positions

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there are or the person does not have all the necessary skills and abilities to go to the next level; In some cases, there is no higher post at all [4].

Operational Definition: This component includes questions 1 to 6 of the Foster et al. (2004) Job Plateau Questionnaire and is the score given by respondents.

Biological plateau

Conceptual definition: These factors go back to a person's life. When a person's life does not change much in general and he suffers from daily life and the person does not feel any interest or pleasure in life, he suffers from a biological career plateau [4].

Operational definition: This component includes questions 12 to 16 of the questionnaire and is the score given by the respondents.

Job aspirations

Conceptual definition: Career aspirations include career paths that give continuity, order and meaning to employees' work life. These aspirations are sources of self-knowledge and stability in the career path [11].

Operational Definition: The score given by respondents to questions 1-20 of the Billiard Career Aspiration Questionnaire (2005), which consists of 8 components.

Theoretical Foundations of Job Burnout

Occupational flattening first appeared in the organizational behavior literature in 1977 and mainly referred to the failure of vertical promotion in the organizational hierarchy, but over time the problems of promotion and horizontal displacement in organizational work also spread. In general, job flattening is related to the lack of success in developing and advancing in the career path [12].

Burke and Mickelson (2006) proposed three types of occupational burnout: structural, content, and personal. Structural flattening means the end of the possibility of individual promotion in the organizational hierarchy. Bardwick (1986) states: The plateau of work life is a psychological state through which a person feels committed to respecting the obligations that he has accepted in the past and no longer feels a sense of belonging to those obligations, and this state is reinforced by the feeling that the future It is nothing but a continuation of the present. Job plateau and working life are two independent structures; The first relates to progress within the organization; While the latter is related to progress and promotion in the specialty. Actually; Employees are changing the orientation from "career jobs" to "success jobs". While most researchers believe that holding a job for 3 to 5 years is a job plateau, Tremblay and Roger (1995) divide the causes of job burnout into three categories: 1. Individual reasons, including age, Rank, External Control Center, 2. Family reasons including spouse's job occupation, family workload 3. Organizational reasons including previous success in the organization, desire for advancement, operational position, supervisor evaluation and commitment to work. It is possible for a person to be affected by several types of plateaus at the same time. Really; One type of plateau may cause another type in a person. When flatulence occurs, the tendency to grow, which will be the main dough for announcing one's existence, decreases. As a result, one's identity, sense of self-esteem, interpersonal relationships, personal performance, and future are shaken [13]. It is possible for a person to be affected by several types of plateaus at the same time. Really; One type of plateau may cause another type in a person. McLee (2006) in his study confirms the possibility of several types of plateau simultaneously, stating that employees who experience structural plateau are more likely to be affected by the negative consequences of content plateau. When flatulence occurs, the tendency to grow, which will be the main dough for announcing one's existence, decreases. As a result, one's identity, sense of self-esteem, interpersonal relationships, personal performance, and future are shaken [13].

If we want to achieve a comprehensive classification of the consequences of this phenomenon on job performance and personal life of employees, we can study these consequences in four areas: 1. Organizational commitment; 2. Job satisfaction; 3. Sustainability in the organization; 4. Psychological burnout. Organizational commitment is defined as the psychological bond between employees and the organization that reduces the likelihood that employees will leave the organization voluntarily [14]. According to Allen and Meyer's three-component theory, organizational commitment has three dimensions: "emotional commitment", "continuous commitment" and "normative commitment". Also, due to the fact that a person spends a lot of time and energy in the organization and development of his / her job skills in a continuous commitment, and neglects some other aspects of life, when a person suffers from structural flattening, the plateau of working life Will also be inevitable [15]. Job satisfaction is a positive or pleasant emotional state that is the result of a person's job evaluation or experience. Now, considering that job satisfaction is the result of employees' perception of job scope and amount of job responsibilities, and on the other hand, job diversity and challenge, it is expected that the occurrence of structural flatness in a person will have a negative impact on his job satisfaction level [16].

Bardwick lists three main types in occupational plateau typology: structural plateau, content plateau, and work life plateau. Structural flattening means the end of the possibility of individual promotion in the organizational hierarchy. As organizational structures move toward flat structures, the path to career advancement through the upgrade path in the vertical pyramid of the organizational hierarchy becomes more difficult, with vertical upgrades becoming more competitive [17].

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When a person suffers from structural flatulence in the course of his career, on the other hand, he feels dissatisfied in his personal life, and in a way suffers from emotional exhaustion, which provides the ground for the flattening of work life. In such a situation, the psychological exhaustion takes over the person [18]. The plateau in the job process is in a psychological sense and in a sense due to environmental factors and our interactions between the individual and the organization. Another point is that this category is not limited to specific societies or societies and is an international phenomenon that encompasses various professional and organizational environments. The following are some of the causes of the job plateau: 1. Reward system 2. Success 3. Imaginary stillness 4. Impact and situation 5. Job indifference.

Some of the ways out of the job plateau are briefly reviewed below:

1. Career counseling: In the last decade of the twentieth century, Hornadi believed that adapting individual beliefs to a career path on a regular basis is a great help in relieving the symptoms of the job plateau [19].

2. Educating people: Many people are even unaware of their interests and have not received the necessary training to discover themselves, so training these people should be purposeful because targeting the workforce to avoid stagnation determines the organizational growth strategy.

3. Job relocation: Half of human resources are mainly interested in job mobility and environmental diversity. Job transfer is simply a change of job within the organization or a change of career path and even going in a different direction [20].

4. Creating interests outside the workplace: Encouraging employees to find a sense of happiness and joy outside the workplace can also be helpful. Many people cope with plateau interests by pursuing interests outside the workplace.

5. Recognize individual limitations: This issue is a kind of invitation to the management of the organization to reflect on human resources and not to insist on believing in certain people, and in a sense, to invite people to reflect on themselves and individual capabilities [21].

Theoretical Foundations of Career Aspirations

Edgard Sheen was one of the first to comprehensively attempt to define job aspirations by designing a questionnaire. He then first defined his model and career aspirations for the first time in 1974 in a study of 44 graduates of the School of Management at the Massachusetts Institute of Technology. Sheen and his students continued to extract eight references or career aspirations by conducting 14 interviews with different groups of an average of 23 people by 1987 [22]. According to Sheen (1974), career aspirations represent a process over time that reflects a person's desires, motivations, and future in relation to work and activities that are widely believed to provide financial incentives and conditions for individuals. Employment leads, in simpler terms, job represents two definitions from the perspective of people in society and the individual himself, the results of which justify doing it for the person throughout life. Therefore, Maslow's motivational theories can be useful in classifying job internal references (job aspirations) [23].

In a nutshell, Shin's early research in the 1970s showed that the evolved self-concept of individuals is reflected in five categories of values, motivations, and basic needs: 1. Independence and autonomy. - Security and stability 3- Technical competence - Performance 4- Managerial competence 5- Entrepreneurship creativity.

Feldman and Bolino (1996) divided Shine's eight career paths into three distinct groups: 1)need-based career path 2)value-based career path 3)talent-based career path. Career-driven career path includes independence, security and lifestyle. Career-based career path including service and challenge. Talent-based career paths including functional technical competence, general management competence, and creativity and innovation Figure (3) give us a community map of the concepts of career path anchors [24].The term job aspirations for a person in the organization is the self-concept of the person, which consists of three main categories: 1) talents and self-perception abilities 2) basic and important values 3) evolved sense of motivation and needs Which is related to the career path. The first two are related to real experiences in the workplace, while the third is individual reactions to norms, principles, and values that we encounter in different work and social successes [25].One of the organizational challenges for people's jobs is the lack of proper insight into the capabilities and incentives that make potential career success possible. In fact, people do not have a good understanding of their career aspirations. Failure to pay attention to job aspirations by managers leads to forced work in the organization, that is, managers employ people regardless of their skills, interests and motivations, and this causes a gap between individual and organizational goals, and People are likely to show reluctance in their jobs [26].

Career path leads to a person's progress during his years of service. Organizations must make the necessary plans for the career advancement of employees and guide them along the way. A correct and fair career path can lead to job satisfaction, their commitment to the organization and things like that. Therefore, by creating a suitable career path for employees, organizations help not only the development of the organization but also the development of individuals. Many people misinterpret the term career path in the organization, but in a broader sense, it should be defined as a "sequence of attitudes and behaviors in the field of activities and experiences related to work over a lifetime." Career

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path or career aspirations include a series of careers that a person took to achieve a career goal [27].

Although the metaphor of the career path is taken from the work of the workers (in the mine), today moving up the ladder means the success of all people [28]. Hall (2002) defines a career path as a perceptual sequence of individual attitudes and behaviors related to work-related experiences and activities over a lifetime [29]. The traditional career path is defined in terms of structure as follows: The career path is a job-related succession in the organizational hierarchy through which people move up the levels in sequence. Reasons for the importance of career path development include the following: First, the career path attitude proposed by the organization seems to have a significant impact on employee outcomes such as commitment, satisfaction, and intention to stay. Second, from an organizational point of view, career path movement can develop partnerships between different functional units and departments, because horizontal movements across the organization can blur boundaries in large organizations [29].Kung et al. (2011) know that career path management includes three activities: career path path evaluation, career path path development, and career path path training [30].

The main steps in determining the path of career advancement are as follows:

Step 1 - Determine the need: This task requires reviewing the current state of the organization to determine sensitive needs or problem areas.

Step 2 - Determining the Outlook: In order to make the connection between the needs of the career path system and subsequent events, a definition of the desired career path development system must be in place. This vision or strategic plan is formed by thinking of new paths and possibilities for organizations and using the results in determining the goals of the career plan and actions that will be effective.

Step 3 - Develop an action plan: From the very beginning, it is necessary to obtain the consent of the managers and to establish a consultative group to gather real information from various sources and build the plan on it.

The consulting team works with staff's staff to establish a practical design and provide a pilot career path plan to gain support.

Step 4 - Execution and implementation: In order to maintain the career path plan, it is necessary to link it with the organization's job training strategy. On the other hand, the program should be reviewed and the support of the top management of the organization should be sought [31].

Neg et al. (2005) argues that they distinguished between objective and subjective career path success, using pay, and promotion compared to career path satisfaction. Success is a mental career path as a person's perception of success in terms of progress, future prospects, cognition and satisfaction. The success of an internal career path can be compared to the success of a mental career path, and it is based on an individual's internal evaluation of the reality of his or her career path. The success of the external career path is related to the external reality (salary and employment status).

Background Research

Table 2

Summary of research background

No.	Research fellow	Year	Title	Result
1	Quinton	2016	Organizational study of job aspirations	Age, gender and length of service have a significant effect on the level of job aspirations of employees.
2	Antonioni	2017	Survey of job aspirations among women in the IT workforce	Women differ from men in technical / functional competence and managerial competence.
3	Herbach	2017	Changes in the career aspirations of managers in business environments	Managers who were younger tended to be more focused on their skills, while managers who were older tended to be more aware of the limitations of their role in the organization.
4	Toarmina	2018	Investigating the levels of job aspirations and its relationship with the job success of public sector managers (implementation department)	Job aspirations are not significantly related to objective job success such as gross monthly income and promotion.

Research Purposes

The objectives of this research are as follows:

The main purpose of this study is to investigate and analyze the effect of job structural plateau on job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province.

The sub-objective of the research is to investigate and analyze the effect of the biological plateau on the job aspirations of the employees of non-profit higher education institutions in the west of Mazandaran province.

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Hypotheses

The hypotheses of this research are as follows:
The main research hypothesis
Job structural plateau has a significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province.
Research sub-hypothesis
The biological plateau has a significant effect on the job aspirations of the employees of non-profit higher education institutions in the west of Mazandaran province.

Research Methods

The method of the present research is in terms of purpose in the field of applied research and in terms of method; Correlation is based on structural equations. The statistical population includes the staff of non-profit higher education institutions in the west of Mazandaran province (including formal, informal, administrative and non-administrative staff and personnel) in the academic year of 2019-20, whose number is 616. In the present study, in order to have equal chances for all members of the sample, stratified random sampling method was used using the Georgian and Morgan table and 236 people were selected as the statistical sample. Various methods have been used to collect the data required for this study. These methods fall into two different categories, which are:
1- Library studies: In this research, in order to collect information in the fields of theoretical foundations and literature of subject research, a library source, Persian and Latin articles, books, etc. have been used.
2- Field method: In the present study, a questionnaire was used to collect data and information. To measure the job plateau, the valid job structural questionnaire of Foster et al. (2004) is used, which consists of 3 components and 16 items.
To assess job aspirations, Bilgerdi (2005) valid questionnaire of job aspirations, which consists of 8 components and 24 items, is used. Statistical methods in the form of descriptive statistics and inferential statistics are used to analyze the collected data using research questionnaires. Data at the descriptive level are described by frequency, mean, and standard deviation using tables and graphs. At the inferential level, first Kalmogorov-Sminoroff is used to normalize the situation of research variables and then the method of structured equations using Amos software is used to confirm or reject the research hypotheses.

Research Findings

Individual characteristics
Among the total respondents, 127 were male and 109 were female, with the highest percentage being men with more than 53%.

Table 3
Frequency distribution of the sample group by gender

Gender	Abundance	Frequency percentage
Male	127	53.73
Female	109	46.27
Total	236	100

Among the total respondents, the highest frequency is related to people with more than 10 years of service, which includes 132 people and constitute 86.13% of the sample size. 7 respondents are people with less than 1 year of service, which is the lowest frequency of 3.28%.

Table 4
Frequency distribution of the sample group according to service history

Years of service	Abundance	Frequency percentage
Less than 1 year	7	3.28
1to 5 years	37	15.52
6to 10 years	60	25.07
More than 10 years	132	56.13
Total	236	100

Among all respondents, the highest frequency is related to people with a bachelor's degree, which includes 146 people and make up 61.79% of the sample size. 19 respondents are people with associate degree, which is the lowest frequency of 8.35%.

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Table 5
Frequency distribution of the sample group according to the level of education

Education rate	Abundance	Frequency percentage
Associate degree	19	8.35
Bachelor	146	61.79
Masters	71	29.86
Total	236	100

Descriptive analysis of research data and information
The results of Table 6 show that the highest mean is related to the job aspiration variable with an average of 4.052 with a standard deviation of 0.391 and the lowest mean is related to the job plateau variable with an average of 1.939 and a standard deviation of 0.427.

Table 6
Statistical characteristics of research variables

Variables	The lowest amount	The maximum amount	Average	Standard deviation	Number
Occupational structural plateau	1.111	3.156	1.939	0.427	236
Job aspirations	2.927	4.885	4.052	0.391	236

The results of Table 7 show that the highest mean is related to the biological plateau component with an average of 2.236 with a standard deviation of 0.576 and the lowest average is related to the structural plateau component with an average of 2.030 and a standard deviation of 0.593.

Table 7
Statistical characteristics of occupational plateau variables

Variables	The lowest amount	The maximum amount	Average	Standard deviation	Number
Occupational structural plateau	1.000	3.833	2.030	0.593	236
Biological plateau	1.000	3.600	2.236	0.576	236

Testing hypotheses
Confirmatory factor analysis and Amos software are used to determine the fit of the model, and we also use the structural equation model to confirm or refute the hypotheses.

Table 8
Structural model estimates

Test result	Direction			Non-standard estimates	Standard error	Critical ratio	Standard coefficient	Significance level
Confirmation	Biological plateau	<	Occupational structural plateau	0/460	0/068	6/744	0/599	0/0001
Confirmation	Job aspirations	<	Biological plateau	-0/441	0/092	-4/788	-0/404	0/0001
Confirmation	Job aspirations	<	Occupational structural plateau	-0/428	0/058	-7/368	-0/510	0/0001

The main hypothesis of the research: Job structural plateau has a significant effect on job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province.
H0: Job structural plateau has no significant effect on job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province.
H1: Occupational structural plateau has a significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province.
According to the results of Table (8), the mean level value was 0.0001 and less than 0.05. Since the coefficient of this effect was estimated at 0.510 percent and the coefficient sign is also negative. As a result, it can be said that the null hypothesis and the research

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hypothesis on the negative impact of the structural plateau on the job aspirations of the employees of non-profit higher education institutions in the west of Mazandaran province are confirmed.

Sub-hypothesis of the research: The biological plateau has a significant effect on the job aspirations of the employees of non-profit higher education institutions in the west of Mazandaran province.

H0: Bio Plateau has no significant effect on job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province.

H1: The biological plateau has a significant effect on the job aspirations of the employees of non-profit higher education institutions in the west of Mazandaran province.

According to the results of Table (8), the mean level value was 0.0001 and less than 0.05. Since the coefficient of this effect was estimated to be 0.404% and the coefficient sign is also negative. As a result, it can be said that the null hypothesis and the research hypothesis that the negative impact of the biological plateau on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province is confirmed.

Also, the results of the indirect relationship using the bootstrap method with the number of re-sampling 2000 are given in Table (9). As Table (4-12) shows, the significance level of indirect path is less than 0.05 and shows the significance and thus confirms the mediating role of the biological plateau in the effect between the structural plateau on employees' job aspirations. In addition, the indirect path confidence intervals indicate that zero is not in this distance and thus confirms the mediation relationship.

Table 9

Indirect path coefficients and investigation of mediation hypothesis

Hypothesis	Effect rate	Significance level	Low limit	Upper line	Result
Structural plateau - Bio plateau -Career aspirations	-0.203	0.0001	-0.308	-0.125	Confirmation

Conclusion

According to the results obtained from data analysis, it can be seen that the main hypothesis of the research has been confirmed. In other words, the hypothesis of the present study was that the structural plateau has a significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province. This hypothesis was tested and the findings showed that the structural plateau has a negative and significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province. The results of the present study with the results of the research of Hemmatian and Doaei (2017) entitled Analysis of the consequences of job burnout and Ebrahimpour (2018) entitled The study of the relationship between career aspirations and career success and Rajabi Farjad et al. (2018) Investigating the Relationship between Job Adjustment and Occupational Plateau and Rasouli and Mohebian (2018) entitled Investigating the Relationship between Occupational Plateau and Staff Performance and Ghanbari and Rahmani (2019) entitled What and Why Occupational Plateau in the Organization and Presenting a Practical Solution to Reduce It Is consistent.

Therefore, in explaining the above hypothesis, it can be said that job burnout occurs at a time when the job feels that it can not be promoted or greatly promoted in its career path, and this is achieved with problems when the growth rate of organizations. As the number of educated workers with high performance expectations increases, so does the waiting time for career advancement, and the prospect of people being promoted or relocated within the organization is impaired. This trend intensifies as organizations move toward horizontal organization, resulting in increased structural flattening. Such conditions can lead to failure in individuals and reduced job motivation. Job aspirations are self-conscious efforts to become aware of one's skills, attitudes, values, opportunities, limitations, choices, and accomplishments, as well as to identify career goals and determine a plan for achieving them. To these goals. Therefore, by improving and promoting job aspirations, it is possible to reduce job burnout.

Also, the sub-hypothesis of the present study was that the biological plateau has a significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province. This hypothesis was tested and the findings showed that the biological plateau has a negative and significant effect on the job aspirations of employees of non-profit higher education institutions in the west of Mazandaran province. The results of the present study are consistent with the results of the research of peers and prayers (2017) entitled Analysis of the consequences of occupational plateau and Ghanbari and Rahmani (2019) entitled what and why occupational plateau in the organization and provide a practical solution to reduce it.

Therefore, in explaining the above hypothesis, it can be said that biological plateau includes the feeling that satisfaction will not be achieved in any area of life. Flatulence in life involves feeling compelled to do

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things that one has done in the past and no longer feels attached to; In other words, biological plateau describes a kind of individual feeling, in which people are caught up in a task outside of their work. These factors return to the life and life of the person, when the person suffers from everyday life and does not feel any interest or pleasure in personal life. When both management and employees do not see their goals in line with the goals of the organization, as a result, both morale and work are low and organizational success is ignored. In some cases, organizational goals are so at odds with individual goals that no positive progress is made. As a result, huge losses or depletion of capital are usually seen, and in fact, for these reasons, organizations are leaving the field every day. Therefore, by reducing and controlling the biological plateau, people's job aspirations can be improved.

According to the results of the present study, it can be said that the structural plateau through the mediating role of the biological plateau, has a significant effect on job aspirations of employees, so by reducing the level of job plateau in employees can increase their job aspirations.

Suggestions arising from the research

Based on the research findings and based on the obtained results, it seems that he presented the following recommendations and suggestions:

- Since the plateau has a direct impact on the performance of individuals, managers, understand the position of employees and adopt appropriate methods to deal with them.
- There is a difference between jobs by showing the importance of all jobs in the organization so that people do not feel.
- Holding training courses required by individuals with the aim of increasing the level of skills and abilities to be in managerial positions
- Introduce the consequences and dangers of job burnout and the correct ways to deal with such employees in the form of meetings and training courses to senior managers and managers who appoint managers.
- Creating a strong human resources information system in which the limitations, interests, abilities of individuals, etc. are collected and maintained.
- Controlling formal and informal groups within the organization rationally and encouraging and guiding them in advancing organizational goals in order to build trust

Suggestions for future research

- It is suggested that the model used in this study be measured in other statistical communities and its results be compared with the present study to achieve more accurate results in this field and the results can be generalized.
- Since the results of this study are limited to this time period, so conducting this research in different time periods can help managers and employees of non-profit higher education institutions to improve staff job aspirations and reduce staff burnout to More accurate results can be achieved in this regard.
- It is suggested that a mixed research (qualitative and quantitative) be done in relation to the effects of job flattening on job aspirations in order to achieve newer indicators and cases.

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