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THE IMPACT OF EMPOWERING LEADERSHIP ON
THE CAREER PLATEAU: AN ANALYTICAL STUDY OF
THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE
GENERAL DIRECTORATE OF EDUCATION OF THE
FIRST KARKH

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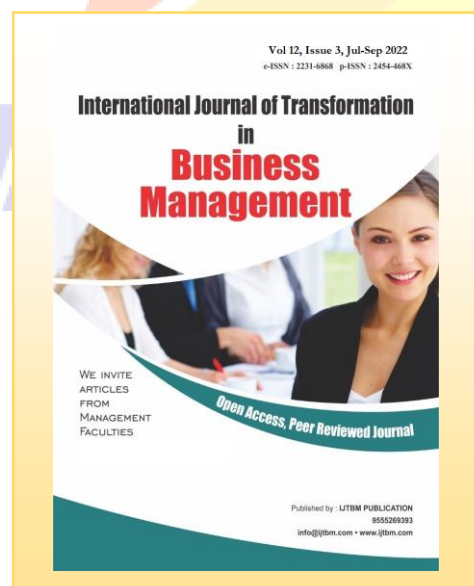
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ABSTRACT

The current research aims, though, to verify the impact of empowering leadership as an independent variable in the career plateau as a responsive variable, in the General Directorate of Education in Baghdad, Karkh First and all its departments in the city of Baghdad, and trying to come up with a set of recommendations that contribute to strengthening the practice and adoption of variables in the organizations under study. Proceeding from the importance of the research topic for society, and for the organizations surveyed and their members, the reconnaissance-analytical approach was adopted in the completion of this research, the place of application of the General Directorate of Education in Baghdad, Karkh first, while the research sample was represented by (the director general and his assistants, heads of departments, directors of people and units at the level of the directorate and its departments) as a sample Intentionally for the research community represented by the General Directorate of Education in Baghdad, Karkh First and all its departments in the city of Baghdad and in a comprehensive inventory, as the researcher distributed (282) questionnaires for the research sample, and then collected data from (275) respondents from the surveyed community by adopting the questionnaire that included (48) paragraphs, and supplemented it with interviews. Personal and field observations as tools to help strengthen it. The research adopted the program (Amos V.23, SPSS V.28) with the adoption of descriptive and inferential statistics methods (normal distribution test, confirmatory factor analysis, building models of variables, arithmetic mean, percentages, standard deviation, relative importance, coefficient of variation, correlation coefficient Pearson, simple regression coefficient, path analysis, Sobel test, Aroian test, and Godman test) to test his hypotheses. The most prominent results of the research were represented in the presence of a clear negative impact of the empowering leadership on the career plateau by granting the employees independence from bureaucratic restrictions.

Keywords: *empowering leadership, career plateau.*

INTRODUCTION

Empowering leadership is one of the recent trends and relatively positive patterns of leadership in the field of administrative sciences, which have emerged on the scientific scene recently. Feeling powerless like bureaucracy and allowing them as much freedom and flexibility as circumstances require, in addition to providing a more robust and dynamic underlying environment, and carrying out actions without direct supervision or interference. Contemporary organizations mainly because of the increasing evidence of their effectiveness.

Organizations are currently facing internal and external environmental complications that have led to increased pressures and conflicts on and between employees, and the most important thing that resulted from this was what was termed the career plateau, which apparently derived from the individual standing on barren land without movement while the group to which it is joined continues to rise, and whatever the matter, the choice of management scholars for this term is subject to change Dead was simply referring to a state of obstruction in the field of employees' career ladder and the halt in

their promotions, which negatively affects their performance and efficiency, and one of the main reasons for this is the organizational structures. It is personal, including structural, and environmental conditions, and the consequences of the plateau are negative for the employee and the organization.

THE FIRST AXIS IS THE METHODOLOGICAL FRAMEWORK OF THE RESEARCH

First: The Research Problem

The research problem becomes clear, in its general context, is related to the limited awareness of the relationship between the effect of empowering leadership on the career plateau and the extent to which the General Directorate of Education Karkh first applies these practices as an important factor that can be taken care of and which tries to affect the career plateau. The theoretical problem has been embodied through continuous research in (Empowering leadership, and career plateau) Through previous studies, and out of concern for human resources, the current research sheds light on a problem caused by the nature of hierarchical organizational structures in most organizations in the Iraqi environment, which expands at the base and narrows at the hierarchy and what was brought about by the legal legislation that determined the career hierarchy For all employees in the surveyed

directorate, and with the increasing number of employees making career progress difficult and competitive, most employees cannot reach the upper or middle management levels despite their possession of capabilities and skills, which made most of them fall into the career plateau of various types, which represents a real problem in Iraqi organizations from During what was confirmed by those concerned in the General Directorate of Education of Karkh First, and the observation of a For a researcher as one of its members for a period of time not short, the career plateau is a phenomenon related to employees when they reach a job level in which there are no opportunities for horizontal and vertical promotion, and he feels that he has reached the plateau stage for a variety of reasons, including reaching the highest possible level in the organization, or feeling the limitation of the job role , or not feeling challenged and repetitive at work, meaning that the individual will continue for a long time at a certain administrative level or a specific job grade without promotion or promotion, which may cause problems that are reflected on the behavior and performance of employees and thus the performance of the organization. It reduces the impact of the career plateau of all kinds, which most researchers emphasized on its negative effects.

Therefore, the problem was generated and formulated in the form that appeared in the

title of the research (the effect of empowering leadership on the career plateau), so the research problem lies in answering the main question of the research: (What is the impact of empowering leadership on the career plateau), and from here the theoretical research problem can be represented by questions the following-:

- 1- What is the level of interest of the surveyed directorate in the independent variable empowering leadership?
- 2- What is the level of the career plateau phenomenon in the studied district?
- 3- What is the nature of the interrelationships between the research variables (empowering leadership, career plateau) in the surveyed directorate?
- 4- Does empowering leadership affect the career plateau in the surveyed directorate?

Second: The Importance of Research

The current research derives its importance from the nature of the variables that will be examined, if they focus on the statement of the intellectual and philosophical foundations of the topics (empowering leadership and the career plateau), which can contribute to increasing intellectual enrichment and knowledge accumulation for researchers in the field of study variables, and supplying scientific libraries with a recent study that attempts to link Between two important topics in the field of leadership and human

resource management, as it will be applied in the Iraqi education sector because of its great importance in society, the study derives its importance through the results that will be reached, which determine the nature of the relationship between empowering leadership and the career plateau, and the extent to which the surveyed directorate benefits from These results are in building its future plans and strategies, identifying current opportunities and investing them in the surveyed directorate, which qualifies it to establish an empowering leadership to reduce the career plateau.

Third: Research Objectives

The current research seeks to achieve a number of goals, as follows:

- 1- Providing a theoretical framework for the research variables, by presenting the contemporary literature that dealt with empowering leadership and the career plateau, identifying its intellectual contents and extracting the most prominent useful indicators from them
- 2- Determining the nature of the relationship between the empowering leadership and the career plateau in the surveyed directorate.
- 3- Determining the level of impact of empowering leadership with its dimensions on the career plateau with

its dimensions in the district under study.

- 4- Submitting proposals to the researched directorate in light of the results of the study, as well as to researchers in general.

Fourth: The Hypothesis of the Research

The hypothetical scheme of the research shows the picture that expresses the basic idea of the research, and explains the nature of the correlation and influence relationships between the main and sub-variables, as the review of the scientific literature related to the study’s main and sub-variables resulted in the design of a hypothetical scheme that shows the nature of the relationships (correlation, influence) between those

variables, supporting Thus, the problem of the study, achieving its objectives and clarifying its hypotheses and intellectual and philosophical premises. Figure (1) shows the hypothetical scheme of the study, which consists of two main variables:

- 1- The independent variable: represented by the empowering leadership in its dimensions (enhancing the meaning of work, granting independence from bureaucratic constraints, confidence in high performance, improving opportunities for participation in decision-making).
- 2- The dependent variable: represented by the career plateau with its dimensions (structural plateau, job content plateau, professional plateau, personal plateau).

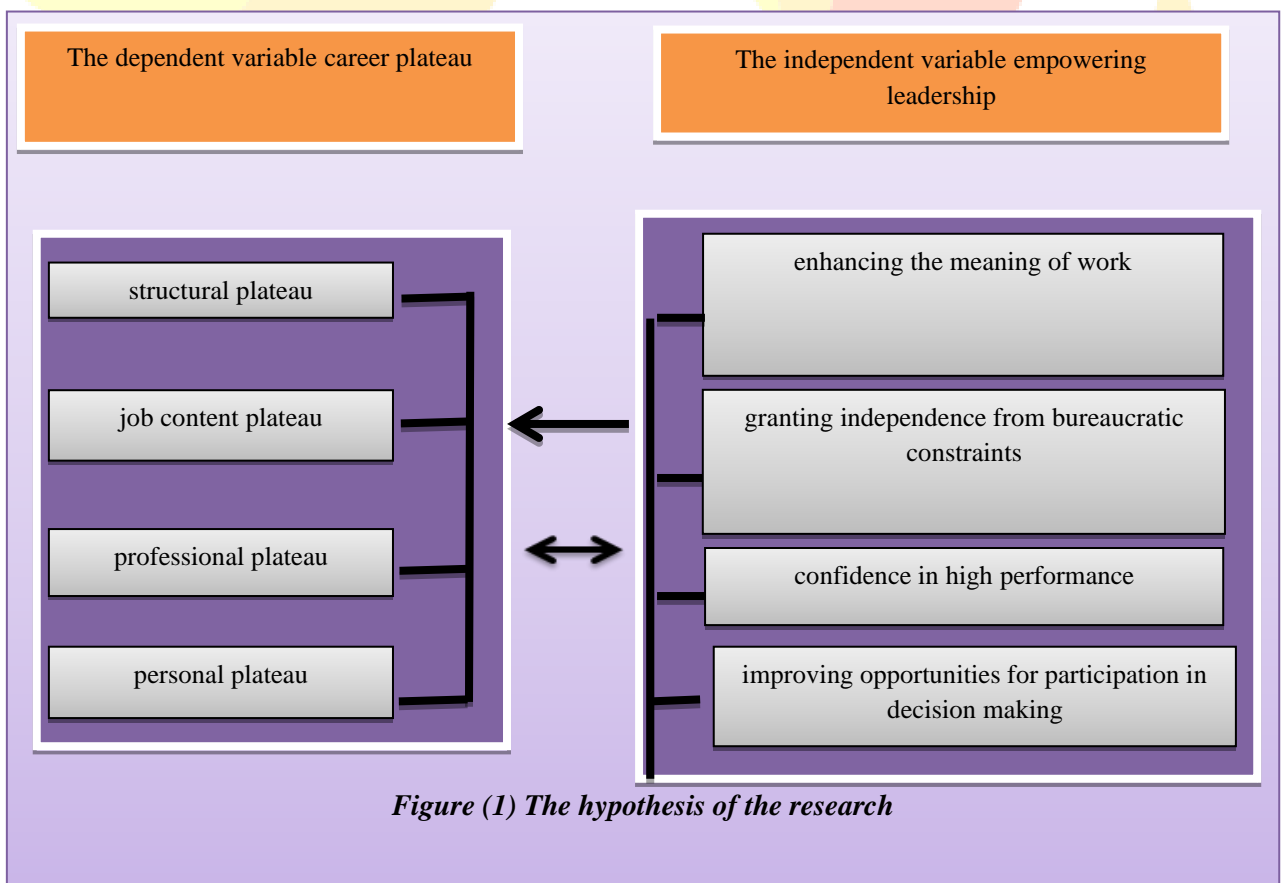


Figure (1) The hypothesis of the research

Fifth: Research hypotheses

Based on the research problem and within the framework of its hypothetical scheme, the main and secondary research hypotheses were formulated as follows:

The main hypothesis (impact hypothesis): (there is a significant effect of empowering leadership on the career plateau, with its dimensions (enhancing the meaning of work, granting independence from bureaucratic constraints, expressing confidence in high performance, improving opportunities for participation in decision-making in the career plateau). And its dimensions, and in order for the researcher to verify the validity of the hypothesis or not, the multiple linear regression model was implemented using the (BACK WARD) method according to the following sub-hypotheses:

- 1- The dimensions of empowering leadership collectively affect the structural plateau in a significant way.**
- 2- The dimensions of empowering leadership collectively affect the job content plateau in a significant way.**
- 3- The dimensions of empowering leadership collectively affect the professional plateau in a significant way.**
- 4- The dimensions of empowering leadership collectively affect the**

personal plateau in a significant way.

1. Empowering leadership

Empowering leadership is a behavioral pattern of the leader that seeks to enhance the independence of his followers and give them broad responsibilities by sharing power with them, encouraging them to express their opinions and ideas and participating in decision-making in cooperation with them through information exchange and teamwork. Its impact on the performance of subordinates, as authorized employees are more willing to benefit from the experience of their leaders to provide the best performance, expand additional behaviors, and enhance positive attitudes toward the organization and toward their jobs (Tung, 2014:33), as leaders share power, knowledge, and control with their followers, under the appropriate organizational framework (i.e. a decentralized organizational structure with extensive control spans), the leader gives a high degree of freedom of decision-making and action Trust in Followers An empowering leader provides the right framework for highly skilled employees and leadership to thrive because of their high degree of success Self-determination and independence, the intrinsic motivation associated with the task can increase, which in turn increases the capacity for creativity and innovation (Furtner, 2019:9). as employee empowerment has a

major role for the leader in the workplace to enhance employee productivity and improve Their performance, delegating responsibilities, is one of the strategies implemented by leaders to empower employees and create a competitive work environment. It is also an important concept that must be considered by leaders. If the leader does not empower his followers, the motivation and productivity of employees will be low. Therefore, empowering employees can be considered an effective way to increase their performance. It is the duty of a leader to provide employees with the necessary methods and resources to be able to achieve success in their work (Setiawan et al., 2020: 445).

2. The dimensions of empowering leadership

As the research adopted dimensions in measuring the empowering leadership as it is compatible with the application environment, in addition to the presence of previous studies that applied it in the Iraqi environment and in various organizations, so the current research agreed with it, which are as follows:

1. Enhance the meaning of work

It is the extent to which the leader improves the employees' awareness of the meaning of the work they are doing, through a set of behaviors carried out by the leader, such as

defining the goals that inspire them and its link to the overall effectiveness of the organization. Its objectives The employee must realize the value and importance of his work as well as dealing with others (Marzouk and others: 2017: 220), prepared by (Torabi, 2017: 38) as an expression of the employees' awareness of the meaning of their work and who aspire through it to achieve a social, economic and psychological status, as well as One of the goals of empowering leadership is to give employees a sense of the meaning of their work, which gives them the time and space to decide for themselves how to perform the tasks and the support needed to effectively deal with additional responsibility and encourage their self-development (Ahearne, 2005: 25).

2. Grant autonomy from bureaucratic constraints

Independence is one of the main dimensions of empowering leadership because it is based on giving employees the freedom to dispose of the work related to the tasks they accomplish, as it is a freedom of action in itself because it gives employees wide powers in multiple areas, restructuring work, distributing it and forming self-managed work teams, and therefore employees will decide Work details, division of tasks, improvements, and control of their working times (Al-Nusairi: 2018: 36). 2010:433) Subordinates who enjoy more independence

and less control over supervision are more motivated to work and take initiatives in their workplace (Audenaert et al., 2019:577)

3-Expressing confidence in high performance

And that a leader who believes in the capabilities and skills of employees at work, considering them trustworthy and competent, and encourages and enhances mutual trust between them feelings of appreciation and recognition that they are important as psychological resources (Schaufeli & Taris, 2014) and (Stephen, 2005; 45) indicates that confidence in performance is The emotional balance that employees have within the organization, which helps them to reach an agreement in order to achieve the goals of all parties in the organization, and leaders try to take advantage of the results reached by employees because it will affect their behavior at work as well as their attitudes and high performance through the trust granted to them by their managers (Hakimi, 2010:703).

4- Improving opportunities to participate in decision-making

The degree to which subordinates are allowed to exchange their thoughts and feelings in the framework of the formal meeting and whenever the environment in which they work is safe, is considered to have an impact on the capabilities, attitudes

and behaviors of employees (yoerger et al., 2015: 7), and it is also considered the process that contributes In which employees participate in designing, supervising, drawing up and implementing the policies of the organization to which they belong, meaning that decisions are not restricted to one person or a small group of people who possess powers and authorities, but the decision-making circle must be expanded to include the largest possible number of employees (park, 2017: 9) There are also two distinct levels of employee participation in the decision-making process. The first level expresses a high degree of participation. It is referred to as complete decentralization, meaning that almost all levels participate in the decision-making process. The second level represents a low degree of participation or centralization and includes members Senior management only.

The Career Plateau

Over the past several decades, job stability has become more common and has received increasing interest from researchers and practitioners due to rapid changes in the work environment, including advances in technology, downsizing, and flattening of organizational structures (Yang et al., 2019:287). The concept of a career plateau was first proposed in the late 1970s by Ference et al., 1977:14, and he defined it as “a point in an occupation at which the

probability of further hierarchical promotion is very low.” A career plateau is often viewed as stress in a place Work because it is linked to professional transformations (Greenhaus, 2003: 520), and can lead to negative job attitudes and behaviors (Hu et al., 2021: 2). In which the individual is challenged due to the lack of new job responsibilities (Yang, 2016:30), and (Choudhary et al., 2013: 712) describes it as a feeling of frustration and psychological weakness of employees after a temporary or permanent halt in their career progression (Padma, 2016: 44) as It is the stage in which employees find less opportunity to advance in the ladder of promotions and lose interest in the work they are doing, as there is a very long time gap between them and their job promotions.

Fourth: The Dimensions of The Career Plateau.

There are many approaches that dealt with the career plateau in organizations, and based on the previous literature and concepts of the career plateau and the agreement of most researchers and writers on it that it consists of four dimensions, which is more comprehensive, applied and in harmony with the Iraqi environment, which are as follows.

1-

Structural plateau (hierarchical)

A structural or hierarchical plateau occurs when employees have the ability to perform

well in higher-level jobs but are unable to do so due to a lack of job opportunities and/or management believes that employees lack the required skills (Kabeti, 2011:11), and organizational trends Over the past decades such as downsizing and outsourcing of recruitment have also reduced the possibility of hierarchical progression through promotion (Heslin, 2005:377), as it occurs as a result of the individual reaching the highest level in the organization, due to limitations in the hierarchical organizational structure, because even If the individual goes to the higher level in the organization, the jobs that they can achieve will be more limited, the skills and knowledge of the individual are not necessary to move to the next level, in most cases there are no longer jobs, as well as the increase in the number of potential competitors as we go higher in the organizational structure, i.e. The structural plateau results when there is little opportunity for more vertical movement within the organization (Qadid et al. 2021:655), and it is also the point in the career life of employees, as employees see only a small opportunity for more Vertical movement within the organization (Wei Su et al., 2017 : 191)

2-

Job content plateau

Researchers place great importance on the job content as an important factor in the career life of employees, as it means a

significant decrease in the challenge, meaning, learning or interest at work and thus a decrease in the career level, and it can be a result of the structural plateau. Changes in tasks and responsibilities increase their likelihood of experiencing a job content plateau (Miles & Storlie, 2013: 5). The accumulation of new knowledge, experience, and job skills occurs at a rapid pace when an individual is on the job. When an individual performs the same role and possesses experience, it becomes difficult to obtain more of new responsibilities and challenges, and therefore employees may lose motivation and enthusiasm and decrease their productivity at work (Jiange et al., 2018: 61), and Salami (2010: 49) emphasizes that it is facing a significant decrease in the level of challenge, learning and interest in work, so the individual remains in his work or His current job, but time passes without changing that job or its responsibilities and tasks, so he feels bored, monotonous and unchallenged until he becomes frustrated and despairing

3-

Professional Plateau

Occupation is the total experience that employees develop throughout their life in relation to work, including attitudes and behaviors (Greenhaus & Wormley, 1990:65). work experience, but it consists of life itself (Jiang et al., 2019: 339). Therefore, career development as one of the functions of traditional human resource management was

treated as critical (McLagan, 1989:50). In the early days, career development focused on the pursuit of vertical movement within the organization and this predetermined the stability of the profession for the life of the career. For employees, as the rapid obsolescence of acquired skills and knowledge makes it difficult for an individual to maintain a stable career in one organization or one job, when the rate of career development does not keep pace with the rate of obsolescence, there may be job stability. It has become a new normal, that employees in organizations suffer from job stability and intense competition, which increases the spread of the occupational plateau (Wang et al., 2021: 17) .

4-

Personal Plateau .

A personal plateau occurs when employees do not want to get a job with high standards, because they do not have the required professional or technical skills, or they are organizationally unaware and prefer to stay in their current job for a long time and they need to be monitored by their organizations, or it may occur Despite their ability to do this, they do not want to bear the burden of additional tasks and responsibilities to obtain promotions (Kabetei, 2011: 7), and both (Ramlal & Sree, 2017:655) believe that employees do not want to obtain higher job levels. Because they do not have the required professional and technical skills or because

of the deviations in their previous career paths, and there are some employees who may not want to promote more even if they have the skills and abilities and this kind of plateau is caused by employees.

THE THIRD AXIS: THE PRACTICAL FRAMEWORK

Descriptive Analysis of Research Variables

First: Presentation, analysis and diagnosis of the first independent variable Empowering leadership

The independent variable measured empowering leadership through four dimensions (enhancing the meaning of work, granting independence from bureaucratic constraints, expressing confidence in high performance, improving participation in decision-making) through (20) paragraphs and through answers (275) viewing a sample of workers in the Directorate The first Karkh education, as the independent variable empowering leadership obtained an arithmetic mean of (3.75) at a high level, indicating the existence of a leadership style recognized by the sample and issued by their leaders when they invite them to participate in the decision-making authority by giving them confidence and emphasizing the meaning and importance of their current work, and improving participation opportunities In decision-making, in addition

to granting them independence and removing the routine bureaucratic constraints they face in the course of their daily work in order to achieve high levels of performance, the empowering leadership obtained a standard deviation (0.588), a relative interest (75%) good, and a relative coefficient of difference (15.68%). Refers to the consensus on its availability and practice from the point of view of a sample of workers in the first Karkh Education Directorate. And to rank the relative importance of the dimensions of the empowering leadership variable, as it came after enhancing the meaning of the work in the first order in terms of the dimensions of the empowering leadership variable with an arithmetic mean (3.97) high level, and it receives relative attention (79.40%) good and with a standard deviation (0.694), and a relative coefficient of difference (17.48%). Whereas, after expressing confidence in high performance, it ranked second in terms of the dimensions of the empowering leadership variable to get a high arithmetic mean (3.85), and it is practiced with relative interest (77%) good in the extent to which the manager enhances his confidence in the high performance of his subordinates in the future and encourages them to improve When errors occur and manage his job requirements with a standard deviation (0.702), and a relative coefficient of variation (18.23%). On the other hand, after improving participation in decision-

making, it ranked third in terms of the dimensions of the empowering leadership variable with a high-level arithmetic mean (3.56), as it received a good (71.20%) relative interest in encouraging followers to participate in decision-making at all levels in the directorate and take the opinions of And the ideas and suggestions of its employees, with a standard deviation (0.734), and a relative coefficient of variation (20.61%). Finally, it came after granting independence from bureaucratic constraints in the fourth rank in terms of dimensions of the empowering leadership variable B. It won a high-level arithmetic mean (3.62), as it

received a good relative interest (72.40%) in giving subordinates independence and removing routine bureaucratic constraints that confront them and hinder their work. And allow them to perform work according to the appropriate method, participate in decision-making and provide the best services to their clients. These results indicated agreement on availability with a standard deviation of (0.770), and with a relative coefficient of variation (21.27%). As shown in the results of Table (7), my agencies

Table (7) Presentation and Analysis of Empowering Leadership Data (n = 275)

Priority	Coefficient of variation%	importance% Priority	Standard deviation Relative	Arithmetic mean	vertebrae	ت
first	17.48	79.4	0.694	3.97	Enhance the meaning of work	1
fourth	21.27	72.4	0.770	3.62	Granting autonomy from bureaucratic constraints	2
twice	18.23	77	0.702	3.85	Expressing confidence in high performance	3
third	20.61	71.2	0.734	3.56	Improving participation in decision-making	4
<u>15.68</u>		<u>75</u>	<u>0.588</u>	3.75	Empowering Leadership Variable	

Second: Presentation, analysis and diagnosis of the dependent variable functional plateau:

The responsive variable was measured according to the title of the research and the hypothetical scheme, the functional plateau across four dimensions (the structural plateau, the job content plateau, the professional plateau, the personal plateau) and through (28) paragraphs and through (275) answers. Overall, on a calculated mean of (3.25) of moderate level, to indicate the existence of a phenomenon that is perceived and diagnosed by the employees of the Directorate and is related to them when they reach a functional degree in which there are no opportunities for horizontal or vertical promotion in the Directorate. The functional plateau in general obtained a standard deviation (0.206), a relative interest (65.8%), a mean, and a relative coefficient of variation (6.33%) indicating agreement on its moderate and actual presence in the first Karkh Directorate of Education. In order to rank the relative importance of the dimensions of the functional plateau variable, as after the structural plateau first when it aims to strengthen the functional plateau, I obtained in total an arithmetic mean (3.12) of moderate level, and a

relative interest (62.4%) is medium in the presence of a point from which employees cannot progress further due to the lack of Vacancies in the top positions within its organizational structure, with a standard deviation (0.313), and with a relative coefficient of variation (10.03%). While the personal plateau came in the second order, so that the dimension obtained an arithmetic average (3.20) at a moderate level, and it leads with a relative interest (64%) average in the employees' unwillingness to obtain higher job levels even if they possess technical and professional skills, in order to avoid additional responsibilities based on their personal desire, with a standard deviation (0.396). While the job content plateau came in third place in terms of the dimensions of the functional plateau changer as a result of obtaining a high-level arithmetic mean (3.69), a standard deviation (0.463), and a relative coefficient of variation (12.54%). Finally, the occupational plateau came in the fourth order, as a result of obtaining an arithmetic mean (2.97) of moderate level, so that the dimension obtained a standard deviation (0.449), and a relative coefficient of difference (15.11%). As shown in the results of Table (8)

Table (8)
Presentation and analysis of the functional plateau selection data (n = 275)

Priority	Coefficient of variation%	importance% Priority	Standard deviation Relative	Arithmetic mean	vertebrae	ت
first	10.03	62.4	0.313	3.12	structural plateau	1
third	12.54	73.8	0.463	3.69	Job content plateau	2
fourth	15.11	59.4	0.449	2.97	professional plateau	3
twice	12.37	64	0.396	3.20	personal plateau	4
	6.33	65	0.206	3.25	Choosing a career plateau	

Second: Testing the research hypothesis

Verification of the second hypothesis: There is a significant effect of empowering leadership on the functional plateau

The results of Table (15) showed the presence of a prototype with a calculated value (F) of (6.710) and a determination coefficient (0.090), and a corrected determination coefficient (0.077), while the best model obtained an interpretation coefficient (0.072) with a probability value (0.000), while the value of Corrected Interpretation Coefficient (0.069), as (the dimensions of enabling leadership combined) were able to explain (6.9%) of the changes that occur in the functional plateau, while the remaining percentage (93.1%) is attributed to other variables that were not included in the tested model, as it is considered a model The

interpretation is a weak model and it can be adopted in the interpretation, and it was found that the value of (F) calculated for the model (21.213) with a probability value of (0.000) significant of the model, which is greater than its scheduled value (3.878).

It was found that there is a negative adverse effect of granting independence with high performance in the functional plateau as a whole, amounting to (-0.072) with a probability value (0.000), and with a calculated (-4.606) value, as all the calculated (T) values exceed their tabular value (1.969) with a value of (-4.606). Probability (0.05) and degree of freedom (274), as the researcher notes the dependence of the Karkh First Directorate of Education on granting independence from bureaucratic restrictions in limiting the functional plateau, without investing in enhancing the meaning

of work, expressing confidence in high performance, and improving participation in decision-making due to the fact that Its value is not significant, as these results lead to the acceptance of the second main hypothesis

(the dimensions of empowering leadership collectively affect the functional plateau significantly), according to the following equation:

Table (4) The overall effect of enabling leadership on the functional plateau (n = 275)

career plateau							independent variable
F	T	Sig	A R ²	R ²	β	α	
6.710	-1.602	0.110	0.077	0.090	-0.033	2.897	Enhance the meaning of work
	-3.048	0.003			-0.061		Granting autonomy from bureaucratic constraints
	-1.397	0.164			-0.039		Expressing confidence in high performance
	-1.706	0.089			-0.043		Improving opportunities to participate in decision-making
The best model for the impact of the dimensions of enabling leadership on the functional plateau							
21.213	-4.606	0.000	0.069	0.072	-0.072	2.985	Granting autonomy from bureaucratic constraints

CONCLUSIONS

1-The interest of the General Directorate of Karkh Education first appeared in enhancing the meaning of work through its directors setting clear goals for their subordinates, as well as helping them to increase inspiration in the value and meaning

of the goals and to increase their desire to achieve them.

2-The General Directorate of Karkh Education first adopts granting independence from bureaucratic restrictions to its employees because they monitor themselves and know the limits of their actions without the need to impose oversight on

them, as well as they act according to the information they possess to solve problems and make decisions without consulting the direct manager.

3-The General Directorate of Karkh Education supports the expression of confidence in high performance because its managers feel that their subordinates are able to achieve the set goals, as well as that they are able to remedy their mistakes and not repeat them in the future.

4-The General Directorate of Karkh Education first adopts improving opportunities for participation in decision-making through its directors granting their subordinates freedom and authority and adopting alternatives to solve problems and make decisions, as well as giving them the opportunity to submit proposals for the development of the Directorate.

5-The General Directorate of Education of Karkh First is concerned with the structural plateau because employees have the intention to leave work as soon as they reach the functional or legal retirement age, in addition to the fact that nepotism affects their transition to higher levels.

6-The General Directorate of Karkh Education supports the job content plateau through its directors constantly developing the capabilities and knowledge of their subordinates according to the requirements of their work, as well as their belief that they will gain late positions in their job.

7-The General Directorate of Karkh Education is concerned with the professional plateau through the expectation of employees that their current tasks and activities will become routine for them in the future, as well as their feeling of underestimation of the work they do.

8-It was found that the General Directorate of Karkh Education first paid attention to the personal plateau, because employees prefer moving to a higher job level than staying at the current level, in addition to their belief that promotions to higher positions require the availability of additional skills and capabilities that they do not possess.

9-The General Directorate of Karkh Education was able to invest in empowering leadership practices in limiting the functional plateau by relying on granting independence

from bureaucratic constraints as well as

A - Employing granting independence from bureaucratic constraints and improving opportunities for participation in decision-making to reduce the career plateau.

B - Adopting independence from bureaucratic constraints, improving opportunities for participation in decision-making, expressing confidence in high performance to reduce the functional plateau,

C - Investing in the expression of confidence in high performance and enhancing the meaning of work to reduce the functional plateau.

D - Employing the promotion of the meaning of work in reducing the functional plateau.

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