

PSYCHOLOGICAL RESILIENCE ON CAREER ANCHORS

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ABSTRACT

Globalization and rapid evolution in technology have brought about intense competition among organizations to meet their customers' ever-changing demands. Attitudes and behaviors that employees exhibit in a stressful competitive environment are extremely important, it influences both their own career planning and the growth of their organization. Indispensable for the enterprises, the moods of individuals determine their resilience and directly affect the efficiency, effectiveness and competitive power of the organization. This quantitative research investigated the effects of psychological resilience on the career anchors of employees in organizations. Data were collected from 359 randomly selected employees of private security service providing companies and analyzed by using the Structural Equation Modelling technique. It was determined that there was a significant and positive relationship between psychological resilience and career anchors. Results revealed that employees' family, social environment, friendship, self-confidence and future perception are very influential on their own career anchors.

Keywords: Psychological resilience, career anchors, private security, service sector

Jel Codes: M12

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PSİKOLOJİK DAYANIKLILIĞIN KARIYER ÇAPALARINA ETKİSİ**ÖZ**

Küreselleşme ve teknolojideki hızlı deęişim, sürekli deęişen müşteri taleplerini karşılamaya çalışan işletmeler arasında yoğun bir rekabetin yaşanmasına sebep olmaktadır. Çalışanların stresli rekabet ortamında sergiledikleri tutum ve davranışlar hem kendi kariyer planlarını hem de işletmelerin büyümesini etkilediğinden son derece önemlidir. İşletmeler için vazgeçilmez olan çalışanların ruh halleri, onların dayanıklılıklarını belirler ve bu da doğrudan işletmenin verimini, etkinliğini ve rekabet gücünü etkiler. Bu nicel arařtırmada, psikolojik dayanıklılığın çalışanların kariyer çapaları üzerindeki etkisi arařtırılmıştır. Özel güvenlik hizmeti veren şirketlerden rasgele seçilen 359 çalışandan veri toplanmıştır. Veriler, Yapısal Eşitlik Modellemesi tekniğı kullanılarak analiz edilmiştir. Arařtırmada, psikolojik dayanıklılık ile kariyer çapaları arasında anlamlı ve pozitif bir ilişki olduğu tespit edilmiştir. Sonuçlar; çalışanların özellikle ailesi, sosyal çevresi, arkadaşları, kendi özgüveni ve gelecekle ilgili beklentilerinin kariyer çapaları üzerinde yüksek etkiye sahip olduğunu ortaya koymuştur.

Anahtar Kelimeler: Psikolojik dayanıklılık, kariyer çapaları, özel güvenlik, hizmet sektörü

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INTRODUCTION

Individuals increasingly face with psychological problems such as depression, burnout, stress, and loneliness in their daily life. To overcome such problems, they develop various defense mechanisms. However, the level of response to the negativities varies from person to person. Being able to recover easily from difficult life conditions and adjusting to the situation while coping with uncertainty is proof that employees have high psychological resilience. Individuals with a high level of resilience become more willing to achieve career goals which provide them with a job and organizational alignment.

The success of a person is an essential element of the organization that affects the success of the organization. Yet, sometimes employees experience a fall in success, business performance, activities and productivity due to intensive work tempos. Even with intense work, stress and burnout, in face of adverse situations, the level of an individuals' psychological resilience affects individuals' career choice.

Employees either leave their job due to various problems or continue to work even if they don't want. When an individual's job is not guaranteed they get stressed and unhappy thus harms themselves and their surroundings. In this quantitative research, the impact of psychological resilience on the employee career orientation (career anchors) was investigated.

1. CONCEPTUAL FRAMEWORK

1.1 Psychological Resilience

Psychological resilience is the resistance, resistivity, quick healing power, ability to overcome difficulties and flexibility. Researchers defined the word "resilience" as psychological endurance, robustness and self-healing power. Psychological resilience is a complex concept with many definitions. At the heart of most definitions it says that the concept of psychological resilience includes the idea of overcoming distress successfully and events we do not want to suffer, and adapting to change with uncertainty and inconvenience (Mcewen, 2011: 2; Mowbray, 2011).

There is no standard definition about "psychological resilience" in the literature. Resilience has become an "umbrella term" which covers many different aspects such as overcoming distress and ensuring harmony with the environment (McCubbin, 2001: 2). The concept of psychological resilience was first used by Suzanne Kobasa in 1979. The study at Illinois Telephone Company put forth individuals with high psychological resilience who have a lower rate of illness compared to people with lower levels of psychological resilience. In her study in 1982, she noted that individuals' with psychological resilience experience stressful events that reduced the likelihood of harmful effects of stress (Budak, 2015: 27). Kobasa described psychological resilience using three components (Shepperd and Kashani, 1991: 748): self-confidence and commitment to work, the sense of personal control and output on one's experience, and the perception that change would be a problem and therefore should be seen as an opportunity to grow beyond a threat. So, psychological resilience is

expressed as a tendency toward personality to reduce the impact of stressful life events with optimistic cognitive evaluations and decisive coping actions (Kobasa and Puccetti, 1983: 840; Morrissey and Hannah, 1987: 393).

Psychological resilience can be defined as an ability that moderates the negative effects of stress and promote adaptation (Oshio, Taku, Hirano, Saeed, 2018: 54), achieves good results in spite of serious threats to adaptability or development (A. S. Masten, 2001: 228; A. Masten and Coatsworth, 1998: 206; Luthans, Vogelgesang, Lester, 2006: 27), a balance between risk factors and protective factors (Stewart, Reid, Mangham, 1997: 22), an ability of the individual to return to their original state after stress (Klein, Nicholls, Thomalla, 2003: 3).

Psychological resilience is the ability to maintain your personal identity, sense of purpose and belief in your own competence when circumstances are not on your side. (Macconville and Rae, 2012: 146). In addition, it is defined as the result of the ability to provide optimistic notion on improvement, the ability to work with emerging difficulties and individual tenacity (Lee, Shen, Tran, 2008: 11). Resilience is also defined as “an ability of individuals to cope successfully in the face of significant change, adversity, or risk” (Stewart et al., 1997: 22; Luthans, 2002: 702).

Psychological resilience has become a popular structure covering many different variants including the development of other related constructs such as compliance, risk, protective factors and endurance, dealing with problems and personality traits (Mccubbin, 2001: 2). The concept of psychological resilience is a sub-dimension of psychological capital. In this context, Psychological capital explains an individuals' development in a positive psychological state.

Psychological capital is related with self-sufficiency, optimism, hope, and resilience. Self-sufficiency is about showing effort and self-confidence to succeed in challenging tasks and positive beliefs about the skills that they have (Erkus and Findikli, 2013: 304). Optimism is a positive loading to success at present and in the future. It can be defined as the belief that individuals attribute positive events to internal, permanent and common causes, and negative events to external, temporary, and specific situations (Avey, Luthans, Jensen, 2009: 681). Hope is working with determination towards the goal and when necessary, redirecting the roads heading to targets for success and it is defined as an intention based on determination of goals and ways to achieve success (Snyder et al., 1991: 571; Jensen and Luthans, 2006: 261). Resilience is going beyond the problems to achieve success when surrounded by problems and trouble and maintaining flexibility in the face of problems (Luthans, Avolio, Avey, Norman, 2007: 542). However, two judgments are needed to define psychological resilience; firstly, an important event that threatens the individual, usually due to a high risk situation (e.g.: having a single parent in poverty who has not completed high school education), severe distress and exposure to trauma (e.g.: domestic violence, war or parental death); and secondly, good quality of coherence and development (A. Masten and Coatsworth, 1998: 206).

Resilience has its roots in psychological and human development theories (Stewart et al., 1997: 22). The concept of psychological resilience was derived from the existentialism approach, which took account the individuals behavioral tendencies, attitudes and beliefs that emerged after stress have risen (Lambert Jr and Lambert Jr, 1999: 11). Psychological resilience consists of attachment, control and challenge dimensions (Terzi, 2008: 2). The attachment dimension reflects an individual's tendency when participating in various life segments, the sense of purpose and self-understanding. The control dimension is associated with self-control, success motivation, autonomy and enthusiasm; and the challenge dimension includes optimism, determination, enjoyment of change, openness to innovation and perseverance (Gençöz and Motan, 2009: 3).

Friborg, Barlaug, Martinussen, Rosenvinge and Hjemdal (2005: 30) grouped psychological resilience construct to five dimensions as personal competence, social competence, personal structure, family coherence and social support. They examined the dimension of personal competence as self-perception and the sense of future. In this study, the concept of psychological resilience was examined in six dimensions.

The self-perception expresses a person's perception on themselves and their thoughts about who they are (Çetin and Basım, 2011: 83). It includes positive self-esteem, self-efficacy, self-awareness, internal control center, optimism, motivation and curiosity. According to this context, individuals with high self-perception are aware of their strengths and weaknesses and therefore are constructive even in cases of pain and distress (Sipahioğlu, 2008: 15). The sense of future shows the person's viewpoint towards the future and with a positive perspective it plays an important role in the psychological resilience process (Çetin and Basım, 2011: 83). Personal structure is related with the individual's ability to sustain, plan and organize daily affairs (Bitmiş, Sökmen, Turgut, 2013). Social competence is related with social support, while family coherence is in accordance with the person's closest connection (Çetin and Basım, 2011: 83). Social support is expressed as the support from someone close such as close friends and relatives (Bitmiş et al., 2013: 30).

1.2 Career Anchors

The French rooted concept "carrière" is defined as career, profession and professional life (Babylon Sözlük, 2015). The concept of career is defined as the stage, success and expertise; achieved with time and work in a profession. Career anchors refers to personal needs, values, and abilities which shape an individual's decisions (Jiang and Klein, 1999: 221). The concept of career anchor is an individual's career orientation (Çerik and Bozkurt, 2010: 84), it forms a unique synthesis of the individual's perceived image, career motivations, values and real work experiences (Nowak and Bonner, 2013: 3). Schein describes career anchors as talents, motifs, and values that guide, constrain, stabilize, and integrate a person's career (Crepeau, Crook, Goslar, Mcmurtrey, 1992: 147). In essence, career anchors constitute of self-concept, self-image and self-perception of an employee as to where he/she goes career-wise (Wechtler, Koveshnikov, Dejoux, 2017: 280). For this reason, career anchors

represent goal oriented intentions and needs driven by values and motives that individuals do not want to give up in pursuit of their career (Coetzee, Mogale, Potgieter, 2015: 439) .

The career anchor concept is based on a 13-yearlong study by Schein (1978) on 44 students who graduated with a Masters' Degree at the Sloan School of Management at Massachusetts Institute of Technology (Schein, 1990: 3). The career anchor is expressed as the values, needs and motivations (stability forces) that individual will not give up when they are forced to make choices (Schein, 1996: 36). Career anchor affects individual's career choices, shapes their career desires and affects the individual's response to work experience by determining his / her future viewpoint (Jiang and Klein, 1999: 221). According to Schein (1978), Career anchors consist of individual's concept of professional self, which reflects an individual's perceived abilities and qualities (based on real achievement in various fields), own perceived motives, needs, attitudes and values (Schein, 1996: 36). Career anchors influence career choice decisions, shape career aspirations, set the individual's future vision and increase employee reactions to work experience (Bigliardi, Petroni, Ivo Dormio, 2005: 427). In addition, he defines career anchors as a concept reflecting talent and abilities, motives and needs, and attitudes and values (Schein, 1996: 80; Lazarova, Cerdin, Liao, 2014: 11). Research shows that individuals' career motivations and values are defined as career anchors that influence individuals' career decision-making processes and their psychological commitment to their profession (Coetzee, Schreuder, Tladinyane, 2007: 66). A career anchor expresses self-perceptive needs, values, and abilities that shape the individual's career decisions. It can be thought of as a central component of the self-concept that an employee is unwilling to relinquish, even when forced to make a difficult choice (Igbaria and Baroudi, 1993: 132).

Career anchor was examined by Edgar H. Shein and De Long in five sub-dimensions in the 1970s, and later three more dimensions were added by De Long (Steele and Francis-Smythe, 2007). Career anchors consist of general managerial competence (interpersonal competence, analytical competence and emotional stability), technical and functional competence, security (geographic security and organizational stability), creativity, autonomy and independence sub-dimensions (Schein, 1974). De Long (1982) added the dedication/serving for a certain purpose, unlimited struggle and lifestyle sub-dimensions hence a total of 8 of sub-dimensions of career anchors were used (Nowak and Bonner, 2013: 4; Tremblay, Dahan, Gianecchini, 2014: 823).

General managerial competence: clearly expresses the basic motivations for achieving competencies in complex activities that constitute individuals' management ideas. The most important components of this concept are; (1) Interpersonal competence: the ability to control, manipulate, supervise, manage, control and influence individuals to reach organizational goals more effectively, (2) Analytical competence: the ability to identify and solve conceptual problems in the absence of sufficient knowledge and in uncertainty conditions, (3) Emotional stability: is expressed as the ability to take action and carry a high level of responsibility by dealing with interpersonal and emotional

problems instead of remaining weak and exhausted (Schein, 1974: 8). Technical and functional competence is related with building a career in a particular area and developing personal competence and expertise (Kilimnik, De Oliveira, Sant'anna, Barros, 2011: 150). Functional competence is explained by the desire of employees to apply specific skills and abilities in their careers and to become a specific field expert (Wechtler et al., 2017: 282). Safety / stability; De Long (1982) explains in addition to the original work of Schein in 1960-70, that with his work the security sub-dimension represents organizational stability and geographical security. In this context, while geographical security is defined as balancing life and wanting to work in a place where the individual has stayed for a long time, organizational stability refers to the security of duty and work (Ramakrishna and Potosky, 2001: 83). Creativity is creating a new business by developing a new product or service (Bigliardi et al., 2005: 428). Individuals with an autonomy and independence anchors are concerned with their independence and freedom distant from organizational constraints (Kilimnik et al., 2011: 150). According to the sense of service anchor employees are dedicated to help other people (Jiang and Klein, 1999: 222) and contribute to organizational goals (Çerik and Bozkurt, 2010: 86). The unlimited struggle anchor can be expressed as individuals' ability to win in the face of extremely challenging opponents, the desire to solve almost unsolvable problems and the ability to motivate and overcome major obstacles (Danziger, Rachman-Moore, Valency, 2008: 8). The lifestyle anchor is related with individuals engaging in self-development, these individuals are concerned with developing a lifestyle that balances their family, personal and career life in a healthy way (Bigliardi et al., 2005: 428; Igbaria and Baroudi, 1993: 133).

2.3 Psychological Resilience and Career Anchors

Impact of intense competition in organizations affects individuals' behaviors and attitudes displayed in the work environment made up the steps of their careers. Employees are increasing their values, motivations, talents and experiences for their career by not giving up in the face of negativities, troubles and events that they don't want to experience. Psychological resilience that an individual has as a result of patience, solidity and self-confidence will be directing their career. This research focuses on employees' relationship between psychological resilience and career anchors. Human beings are indispensable and create importance in the organization, they help to improve the organization with their talents, attitudes, values and features (Çetinkaya and Karaçelebi, 2017). Employees' moods and psychological resiliencies are important for improving the effectiveness, efficiency and competitiveness of the organization. Individuals with high psychological resilience have an active role in achieving organizational goals by working, enduring and controlling under stress and burnout while they have an important experience for their careers. So, the aim of this study was to examine whether employees' psychological resilience affects their career anchors or not.

In the literature the relationship between psychological resilience and burnout, stress, social support etc. was researched. Furthermore, the relationship between career resilience and career

anchors has been investigated (Van Vuuren and Fourie, 2000; Coetzee et al., 2015). Individuals may encounter problems and adverse events. In such situations, an individuals' psychological sense of resilience has an influence on their decisions making process. When employees confronted with less than the optimal career conditions, they become upset, sad, and find the work difficult (Van Vuuren and Fourie, 2000: 54). The career choice is an important decision individual made in their lives. Therefore, an individuals' psychological resilience is thought to affect their career anchors. Thus, in this research, the answer for the question "does employees' psychological resilience affect their career anchors?" was sought. The hypotheses of the research was;

H₁: Employee psychological resilience affects their career anchors in positive direction.

3. RESEARCH METHOD

This is an empirically designed research. A questionnaire was developed to collect data. The questionnaire has three parts as a psychological resilience scale, career anchors scale and demographics.

The psychological resilience scale; developed by Friborg et al. (2005) and translated in Turkish by Basım and Çetin (2011) was used. It consisted of 38 items and 6 dimensions as a family cohesion, social resources, personal strength, social competence, perception of self, and communication. Six items of the measure were removed since they had a lower in the scale reliability (Cronbach Alpha) analysis. The reliability of the scale was calculated as $\alpha = 0.93$ with 32 items.

The career anchors scale; developed by Schein (1990) and translated in Turkish by Ünal and Gizir (2014) was used. The career anchors scale had 34 items and 9 dimensions as a general managerial competence, technical- functional competence, autonomy- independence, work security, dedication to service, pure challenge, entrepreneurial creativity, geographic safety and life style. Two items of the measure were removed since they had a lower score in the scale reliability (Cronbach Alpha) analysis. The reliability of the scale was calculated as $\alpha = 0.92$ with 32 items.

The workers of the private security firms comprise the sampling group of the study. In such firms, employees work under stress, which requires high resilience. To get data, 400 questionnaires were distributed to employees working in security service firms in Istanbul, Turkey by using a random sampling method, and 378 questionnaires returned (95% return rate). By removing 22 inadequate questionnaires, data analysis was conducted with the remaining 359 valid responses.

The contents of the measuring instrument were discussed among five experts in the management field to be sure that they were on the same understanding and comprehension of items used in the questionnaire. A pilot test was conducted with 30 valid responses. Based on the comments and contributions of the experts combined with data analyzed by the pilot investigation, relevant changes have been made to improve the validity and reliability of the questionnaire before starting the final data collection process.

3.1 Demographic Characteristics

The findings of the employees' demographic characteristics are displayed in Table 1 below. According to the demographic data; majority of the respondents were male, married, held high school degrees and were of age group 30-39 years. Majority of the participants were working in existing organizations for the period of 1-3 years. Most of the participants were at the employee status. Majority of the companies have been operating for the group of 1-3 years. More than half of the companies surveyed had more than 250 employees.

Table 1: Demographic Findings (n = 359)

		f	%		f	%	
Gender	Male	269	74,93	Experience in the Firm	Less than 1 year	73	20,33
	Female	86	23,96		1-3 years	203	56,55
	Missing	4	1,11		4-6 years	63	17,55
	Total	359	100		7-9 years	1	0,28
Marital Status	Married	164	45,68		10 years and over	4	1,11
	Single	128	35,65		Missing	15	4,18
	Missing	67	18,66	Total	359	100	
	Total	359	100	Position in the Organization	Top Executive	1	0,28
Age	18 years and below	3	0,84		Middle Level Manager	18	5,01
	Between 18-24 years	38	10,58		Lower Level Manager	17	4,74
	Between 25-29 years	106	29,53		Employee	281	78,27
	Between 30-39 years	145	40,39		Other	19	5,29
	Between 40-49 years	27	7,52		Missing	23	6,41
	Between 50-65 years	11	3,06		Total	359	100
	Missing	29	8,08	Total	359	100	
Level of Education	Primary School	4	1,11	Operating year of the Firm	Less than 1 year	44	12,26
	Middle School	27	7,52		1-3 years	139	38,72
	High School	193	53,76		4-6 years	82	22,84
	Vocational High School	20	5,57		7-9 years	4	1,11
	Associate Degree	46	12,81		10 years and over	57	15,88
	Bachelor Degree	51	14,21	Missing	33	9,19	
	Master's Degree	5	1,39	Total	359	100	
	Doctorate Degree	1	0,28	Total Number of Employee	Less than 10	3	0,84
	Missing	12	3,34		10 - 49 years	14	3,90
Total	359	100	50 - 99 years		24	6,69	
			100 - 249 years		57	15,88	
			250 and more		221	61,56	
			Missing	40	11,14		
			Total	359	100		

3.2 Explanatory Factor Analysis for the Psychological Resilience Measure

Exploratory factor analysis was used to determine measurable variables into fewer latent variables that had a common variance and observed variables (Bartholomew, Knott, Moustaki, 2011). It groups variables into a limited set of clusters based on shared variance (Yong and Pearce, 2013a, 2013b). In order to test the suitability of the data set for the factor analysis Kaiser-Meyer-Olkin measure of sampling adequacy test (KMO) and Bartlett's Test of Sphericity were applied. The KMO value was calculate 0.888, indicating that the data set was suitable for the explanatory factor analysis. Bartlett's Test of Sphericity was significant at 0.05 level ($\chi^2 = 2349.628$, $df = 210$, $p < 000$). This revealed that the correlation matrix of variables was meaningful.

In this research, to determine the dimensions of the psychological resilience construct, an explanatory factor analysis executed by using 'principal components' extraction and varimax rotation methods (Table 2). Components having eigenvalues 1 and above were taken into consideration.

Explanatory factor analysis suggested 5 components for the measure of psychological resilience. The items numbered 15,19,21,22,24,25,26, and 31 were removed from the analysis since these items had factor loadings in more than one component simultaneously, or they had less than 0.40 factor weights.

Table 2: Explanatory Factor Analysis Results for the Psychological Resilience Measure

Name	Item	Factor Loading		
Family Support	I feel very happy with my family.	0,698		
	My family is characterized by healthy coherence in difficult periods.	0,651		
	I get support from my friends.	0,612		
	My family's understanding of what is important in life is very similar to mine.	0,610		
	My close friends / family members can encourage me.	0,604		
	Facing other people, our family acts loyal towards one another.	0,563		
Personal Strength	Whenever an unexpected event occurs, I always find a solution.	0,738		
	Know how to achieve my future goals.	0,710		
	Achieving my plans for the future is possible.	0,698		
	Know how to solve personal problems.	0,621		
	I feel very good when I have a clear goal I want to achieve.	0,565		
Family Coherence	My close friends / Family members admire my talents.	0,737		
	In my family we like to do things together.	0,712		
	I try to cope with the events that I can't control in my life.	0,574		
	I'm good at planning my time.	0,510		
Perception of Self	My judgements and decisions I trust completely	0,714		
	I believe so much in my skills.	0,701		
	In difficult periods I have a tendency to find something good that help me thrive	0,512		
	It's easy for me to find subjects to talk about with others.	0,508		
Social Competence	I'm good to meet new people.	0,834		
	New friendship is something I can easily do.	0,814		
Method: Principal Component Analysis & Varimax with Kaiser Normalization (converged in 29 iterations)				
Name	Eigen value	Variance (%)	α	Item
Family Support	7,049	33,568	0.809	6
Personal Strength	1,435	6,834	0.787	5
Family Coherence	1,342	6,389	0.731	4
Perception of Self	1,239	5,899	0.725	4
Social Competence	1,054	5,019	0.747	2
Total	---	57.710	---	21

The Cronbach's Alpha coefficients were used to calculate the internal consistency of the component items. The results of this reliability analysis were ranged from 0.73 to 0.81. Compound variables were created for each component, and named as family cohesion, personal strength, family coherence, perception of self, and social competence. Compound variables were considered for the further analysis.

3.3 Explanatory Factor Analysis for the Career Anchors Measure

An explanatory factor analysis performed for the measure of career anchors to determine the univariability of the dimensions of the measure by using "principal components" extraction and

“varimax” rotation methods. These findings of the KMO value was calculated 0.898, and the Bartlett’s Test of Sphericity was significant ($\chi^2 = 3094.196$, $df = 351$, $p < 000$). These results revealed that the data set was suitable for the explanatory factor analysis, and the correlation matrix of variables was meaningful.

When the reliability of the career anchors sub-dimensions was analyzed, it deemed necessary to subtract items 3,6,8,11 and 19 from the analysis due to low or simultaneous factor loadings. Explanatory factor analysis suggested 6 components, that have eigenvalues 1 and above, for the measure of psychological resilience (Table 3).

The Cronbach’s Alpha coefficients revealed the internal consistency of the component items, which ranged from 0.62 to 0.78. Compound variables was created for each component, and named as general managerial competence, technical-functional competence, autonomy-independence, geographical security, dedication to service or work security, and pure challenge and entrepreneurial creativity. Since only two items formed the component, pure challenge was combined with entrepreneurial creativity, and dedication to service was combined with work security. These created compound variables were considered for the further analysis.

Table 3: Explanatory Factor Analysis Results for the Career Anchors Measure

Name	Item	Factor Loading
Security	I want to work in an institution that guarantees social security and a good pension scheme.	0.623
	I want to work in an institution that can provide a long term and stable job.	0.610
	I want a career in which I can make real contributions to humanity.	0.570
	I want to work in an institution that can give me confidence and stability.	0.518
	I want a career in which I can connect to an important goal and dedicate myself to this.	0.462
	I want a career where I can raise to managerial position.	0.447
Challenge	I want a career in which I can face difficult problems and solve them.	0.672
	I want a career that provides conditions where I will face hard problems.	0.596
	I want a career where I can work on difficult problems.	0.586
	I want a career where I can co-ordinate and manage the work of other employees at an organization.	0.442
	In my career I want to rise up to a position where I can direct other employees in my organization.	0.430
Functional Competence	I want a career where I can specialize in my own field instead of promoting a field outside my specialization.	0.770
	I want a career where I can constantly improve my skills only in the field of my specialization.	0.678
	I want to stay in my area of expertise throughout my career.	0.605
	Rather than being promoted to any management, I want a career that I can specialize in.	0.598
	I want a career in which I can manage only on my specialty.	0.516
Entrepreneurship	I want to search for ideas that will enable me to build my own business.	0.784
	I want to build and improve my business.	0.727
	I want a career where I can create or produce something that is my own idea.	0.405
Creativity	I want a career where I can always devote equal time to my family and work.	-0.734
	I want a career in which there are many products and ideas that I have directly involved in production.	-0.612
	I want a career where I can balance my personal and family needs and career needs.	-0.584
	I want a career where I can make decisions that can affect other employees in the organization.	-0.571
Dedication to Service	I want a career in which I can serve for the people’s welfare.	0.775
	I want a career that makes me feel a sense of trust and stability.	0.453

	I want a career that allows me to pursue my private life and work life in a harmonious way.	0.431		
	I want a career where I can use my skills for the benefit of others.	0.426		
Method: Principal Component Analysis & Varimax with Kaiser Normalization (converged in 29 iterations)				
Name	Eigen value	Variance (%)	α	Item
Security	8,335	30,870	0.771	6
Challenge	2,317	8,583	0.733	5
Functional Competence	1,453	5,381	0.748	5
Entrepreneurship	1,287	4,767	0.651	3
Creativity	1,059	3,921	0.735	4
Dedication to Service	1,006	3,725	0.733	4
Total	---	57.247	---	27

3.4 Covariance Analysis

Compound variables of the psychological resilience measure and the career anchors measure were correlated with each other by using covariance analysis to determine the status of the interrelationship among them. Covariance analysis used to minimize the error variance and increase the strength of the model (Akıcı, 2013: 22). It removes the systematic error which could affect the results and it is also clarifies the differences between the results of certain characteristics of groups (Burgazoğlu, 2013: 19).

Table 4 depicts the mean, standard deviation and Pearson's correlations of the compound variables.

Table 4: Mean, Standard Deviation and Pearson's Correlations (n = 359)

	Mean	Std. Dev.	1	2	3	4	5	6	7	8	9	10	11
Family Support	4,152	0,657	1										
Personal Strength	4,152	0,657	1,000**	1									
Family Coherence	4,087	0,659	,574**	,574**	1								
Perception of Self	4,108	0,618	,555**	,555**	,571**	1							
Social Competence	3,997	0,860	,421**	,421**	,437**	,500**	1						
Security	4,364	0,515	,371**	,371**	,481**	,515**	,312**	1					
Challenge	3,823	0,694	,301**	,301**	,450**	,456**	,380**	,471**	1				
Functional Competence	4,088	0,647	,350**	,350**	,341**	,432**	,235**	,516**	,462**	1			
Entrepreneurship	3,953	0,755	,187**	,187**	,246**	,251**	,266**	,358**	,508**	,332**	1		
Creativity	3,963	0,671	,367**	,367**	,430**	,455**	,333**	,509**	,629**	,512**	,515**	1	
Dedication to Service	4,259	0,600	,378**	,378**	,394**	,435**	,294**	,655**	,403**	,515**	,411**	,531**	1

Note: ** Correlation is significant at the 0.001 level (2-tailed).

According the figures on the table, all compound variables had significant relationship with each other. The strength of the relationship is moderate.

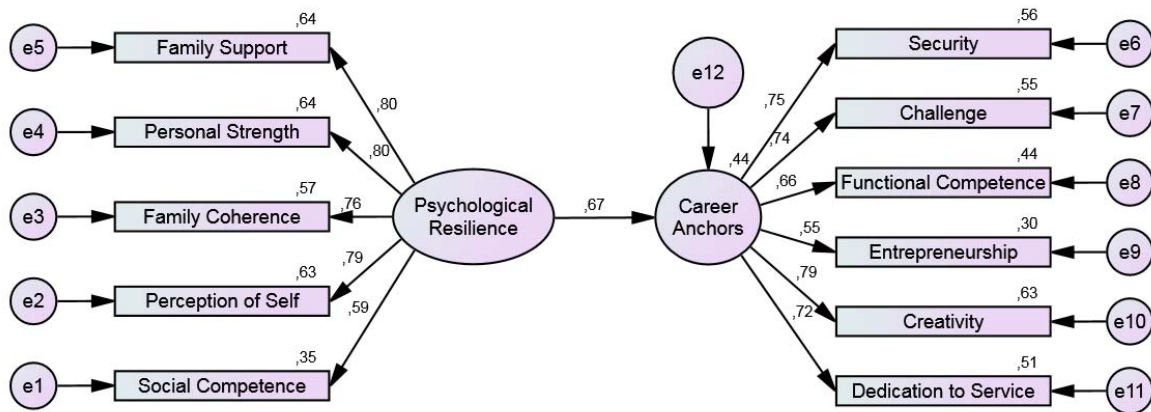
3.5 Structural Equation Modeling

Structural Equation Modelling (SEM) is a multivariate analysis technique used to determine the strength of relationships among measured (observed) variables and latent constructs. One of the main application of structural equation model is path analysis, which hypothesize between variables and test models with linear equation (Liu and Hsiang, 2015: 784). SEM focuses on the validity of models and directional effects between the parameters of the model (Lei and Lomax, 2009: 1). There

are various indices to choose from in determining how well the theoretical model is fit at forecasting endogenous variables (İlhan and Çetin, 2014).

Figure 1 depicts the SEM path analysis of the theoretical model of the research. In this model psychological resilience was the exogenous variable. This latent variable was loaded by the compound variables family support, personal strength, family coherence, perception of self, and social competence. On the other hand, indigenous variable was the career anchors. This latent variable was loaded by the compound variables security, challenge, functional competence, entrepreneurship, creativity, and dedication to service.

Figure 1: Unweighted Least Squares Estimates of the Model



($\chi^2 = 22.413, df = 43, p < .000$)

Fit indices of the model, as depicted on the Table 3, revealed that the hypothesized model yielded statistically fit indices.

Table 3: Fit Indices of the Model

Shorthand	Index of Fit	Model is Accepted if*	Findings
GFI	Goodness of fit index	> 0.90	0.981
AGFI	Adjusted goodness of fit index	> 0.90	0.971
NFI	Normed Fit Index	> 0.90	0.970
RMR	Root Mean Square Residual	< 0.08	0.031
PNFI	Parsimony Normed Fit Index	> 0.50	0.758

Source: (İlhan and Çetin, 2014)

Results of the SEM path analysis proved that employee psychological resilience affects career anchors in positive direction ($R^2=0.44, p < 0.05$). The psychological resilience significantly predicts the career anchors and explains 44% of the total variance for career anchors. Thus, the hypothesis H₁ was supported.

4. DISCUSSION

The findings of this research revealed that there was a positive relationship between career anchors and psychological resilience. The results of this research supported the findings of previous researches. Coetzee et al. (2015) found a meaningful and statistically positive relationship between career resilience and career anchors in their study. They investigated the relationship between career

resilience and career anchors. Foxcroft and Roodt (2009) argued that individuals with career endurance easily had career preferences (Mogale, 2015). Van Vuuren and Fourie (2000: 19) supported that career resilience associated with career anchors.

Kobasa and Puccetti (1983) stated that psychological resilience affects coping with stress through social support. Individuals with a high level of resilience do not escape from events with their social support resources, and try to solve existing problems. Similarly, Ganellen and Blaney (1984) found an important and strong positive relationship between social support and psychological resilience in their research. Individuals with more social support resources have a higher psychological resilience level (Terzi, 2008).

CONCLUSION

This research examined the effect of psychological resilience on career anchors of employees working in private security service providing companies. This research was believed a unique research since the authors of this this study have encountered no researches investigating the relationship between these two variables.

In this research, psychological resilience construct was formed with five dimensions as family support, personal strength, family coherence, perception of self, and social competence. The positive self-perception of an employee (self-esteem, self-efficacy, self-awareness, internal control center, optimism, motivation and curiosity) is an asset for the organizations. Because, employees with high self-perception are aware of their strengths and weaknesses and therefore are constructive even in cases of pain and distress. Organizations should hire such employees at the beginning. Such employees are more determined and anchored their career and bring much benefit to the organizations.

When employees have a clear idea of their future goals, then they will have high level of psychological resilience. If employees become aware of potential career paths in their organizations, they can anchor their careers in these organizations and keep working to reach those targeted careers. The employees who have higher resilience can recover from challenging conditions, tolerate ambiguity, and increase competence in adverse circumstances (Mogale, 2015: 138).

The sampling framework of the research was the private security providing firms. The “private security” profession requires serious concern. In this profession, workers frequently face various problems on their job. Thus they need always to be ready for various negativities affects their psychological resilience, and that may change their attitude towards their careers. Foxcroft and Roodt (2009) argue that individuals who have high resilience can determine their career preferences easily (Mogale, 2015: 138). According to the results of the research, having good relationships with friends, self-awareness and self-confidence, support from family and close friends affect career anchors positively. Therefore, family and close friends’ support empowers employee career anchors and career resilience. So, managers should consider employees personal life when making arrangements and plans in organizations.

This research was conducted in İstanbul, in Turkey. For the future researches, the scope of the research may be widened to different cities and countries, so it can be possible to compare cultural and regional differences. This study focused only on service industry. Future research can be extended to other sectors to find out the sectorial differences. Finally, this was a quantitative research. Future researches can be designed qualitatively to get more in-depth information about the research subject.

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