



## Measuring and Ranking status of career anchors of employees and its effect on the success of career

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**Abstract.** The purpose of this study is to Measure and Rank status of career anchors of employees and its effect on the success of career. Through Stratified sampling and Morgan formula, 250 employees have been chosen. Two questionnaires for data collection has been used. Data has been analyzed by Descriptive Statistics and Spearman correlation, Kolmogorov-Smirnov tests in SPSS software. Study showed that there are an inverse relationship between anchors and Subjective success of career. With increase gap between the current and desired status of each career anchors, subjective success of career decreases. The evaluating and ranking career anchors showed that respectively Security / stability, Dedication to a purpose, Creation and entrepreneurship, Competence of Public Administration, Pure Challenge, Technical/ task competence, Lifestyle are highest rank.

**Keywords:** career anchors, career, subjective success of career.

### 1. INTRODUCTION

One of the main duties of human resource management is retention and maintenance in the field of job promotion in the organization. So the employee can follow stages of progress. Career is series of attitudes and behaviors of employee in the field of their work and experiences during lifetime. In other words, career includes range of occupations that person follow to achieve a career goal [11]. Shein believes career anchors is a combination of basic needs and motivations that not only influence on select job but also impacts on decision to movement from an organization to another and shows overall evaluations about short term and long term goals and the vision of the employee in the future [9]. Kong, Catherine & Haiyan (2012) showed that if the individual's evaluation was positive from their position, they should feel satisfaction. Many studies such as Rezaian and et al (2011), Kong and et al (2012), Wickramasinghe, Jayaweera (2010), Barnett, Bradley (2007), Quesenberry (2006), HoonTan and ChooQuek (2001) show there is the positive relationship between career management and satisfaction. In fact career success is determined to establish compatibility between the needs and individuals potential and professional needs of the organization. Developing career success is based on the assumption that the most successful individuals guide to the direction which is associated the highest compensation and position. Even person automatically have a career success by doing work however its better that individuals interpret work in a way is meaningful and worthwhile for them [17]. In other words, a career is a sort of working life that is combined with personal motivation and attitudes that employees choose in their work roles [14]. Under that definition

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and also expanding literature in this field, researchers emphasize that the concept of career is objective (external) and subjective (internal). The objective definition is a set of job and duties that even individuals take responsibility. The definition refers to desires and internal motivation and perception of his working life [8]. Objective Career is easily visible, but there are difficulties to interpret personal experiences. Subjective career is one changing view in which a person sees his life as a whole and interprets his many traits, actions or events that happen to him. In this concept, subjective career connects the past and the future for creating now. Despite researchers' consensus about two dimensions, more than seventy-five percent of career-related articles published in major journals focus on aspects of external and internal dimension, which was neglected. Dris (2008) showed subjective career depends on something that remains in mind even if the perceptions are divided from external reality as salary or promotions. Shein believes when people see compatibility between work and elements of their career, they more likely gain positive career outcomes such as job effectiveness, satisfaction and stability.

Generally, if there are similarities between job and career elements, more likely will earn higher career outcomes. But some others have discussed that individuals may have elements of primary and secondary career that is possible that elements of change over time. Shein (1996) identified eight elements for career (career anchors) as such:

**Autonomy / independence:** Individuals are searching for Job Opportunities with maximum freedom of action.

**Security / stability:** individuals motivate through Job security and long term belonging to an organization and they want conformity and socialization with the norms and values of the organization, don't like transmission and change.

**Technical/ task competence:** individuals are motivated by Technical content of work and prefer progress in the field of Technical and task. Generally, they avoid the public administration and political management. **Competence of Public Administration:** Employees motivate through opportunities to analyze and solve problems in the conditions of insufficient information and uncertainty such as guidance individuals for achieving common goals.

**Creation and entrepreneurship:** the employees like to establish or create thing that is related to them. They interest to manage their firm.

**Dedication to a purpose:** the employees want to improve universe through alignment work actions with personal values. They like jobs that estimate their values.

**Pure Challenge:** the employees basically motivate to overcome major obstacles, solve unsolved problems or win hard campaigns and define their career as a daily struggle or competition for winning everything.

**Lifestyle:** The employees are motivated primarily by fitness lifestyle and career and emphasis on topics like parenthood, holiday's childbirth and child care. Also they search organizations that its programs are based on their values and families support. Feldman and Bolino (1996) divided eight careers Shein to three distinct groups: career based need, value and talent. Also Baruch (2004) divided career progress to five similar types. The first it's focus on development competence. The second focus on development of horizontal rather than vertical.

Third, increase employment security. Fourth, independence and entrepreneurship. Fifth, quality of life and work balance. Infrastructural philosophy career anchors explore the individual's hidden abilities in career. Evaluation of an individual's career anchors reveals individual career anchors. This helps to organization to respond to the needs of individuals and redesign jobs and the other hand on plan for changes in their career [6]. According to what was said career anchors are necessary that should measure. Because of the lack of attention to it lead to forced work in the organization, also generate a distance between individual and organizational goals and the employees will be unwilling. The evaluation of career anchors help to organization to rebuild jobs with coordination between individual needs[4].

In a research Villiers (2010) showed there is the significant relationship between job stress and subjective success of career. Also there is the significant difference between men and women in different age groups.

According to recent studies the purpose of this research was to evaluate and rank the career anchors and investigate its effect on subjective success of career. Main question- Are career anchors effects on subjective success of career.

Minor questions:

- 1- Are autonomy independence effects on subjective success of career?
- 2- Are Security/ stability effects on subjective success of career?
- 3- Are Technical/ task competence effects on subjective success of career?
- 4- Are Creation and entrepreneurship effects on subjective success of career?
- 5- Are Dedication to a purpose effects on subjective success of career?
- 6- Are Pure Challenge effects on subjective success of career?
- 7- Are Lifestyle effects on subjective success of career?
- 8- Are Competence of Public Administration effects on subjective success of career?

## **2. RESEARCH METHODOLOGY**

The purpose of this study was to evaluate and rank the career anchors and investigate its effect on subjective success of career. A total of 250 employees were randomly and Morgan selected from education of Mashhad. In the study, two questionnaires of career anchor and subjective success of career were used. Career anchor was measured by using eight-item scale of Shein. Subjective success of career was measured five questions based on Greenhouse. All the questionnaires were rated by five-point Likert scale from 1 strongly disagree to 5 strongly agree. The alpha values were used to estimate reliability of scales. Alpha reliability was as 0/85 for career anchor and 0.91 for subjective success of career.

Data and question of the study has been analyzed by Descriptive Statistics and Kolmogorov–Smirnov and Spearman tests in SPSS softwares.

## **3. RESEARCH FINDINGS**

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Kolmogorov–Smirnov test in SPSS software were used to examine the variables of the study are normal. Table 1 shows the

P-value= 0.000<0.05 and the variables of this study are not normal. In the result we should use Spearman test in the next section.

**Table 1.** Result of Kolmogorov–Smirnov test.

| Number | Variables                           | Z     | P- value | Result  |
|--------|-------------------------------------|-------|----------|---------|
| 1      | Career anchor                       | 2/322 | 0/0001   | Unmoral |
| 1 1    | Competence of Public Administration | 2/285 | 0/0001   | Unmoral |
| 1 2    | Creation and entrepreneurship       | 2/045 | 0/0001   | Unmoral |
| 1 3    | Dedication to a purpose             | 2/879 | 0/0001   | Unmoral |
| 1 4    | Pure Challenge                      | 1/906 | 0/001    | Unmoral |
| 1 5    | Autonomy / independence             | 2/612 | 0/0001   | Unmoral |
| 1 6    | Security / stability                | 2/626 | 0/0001   | Unmoral |
| 1 7    | Technical/ task competence          | 2/601 | 0/0001   | Unmoral |
| 1 8    | Lifestyle                           | 1/86  | 0/002    | Unmoral |
| 2      | Subjective success of career        | 1/595 | 0/012    | Unmoral |

Surveying the effect career anchor on Subjective success of career was used Spearman test (Table2).

**Table 2.** The result of Spearman test.

| Independent variable                | Dependent variable           | Spearman's correlation coefficient | P- value |
|-------------------------------------|------------------------------|------------------------------------|----------|
| Career anchor                       | Subjective success of career | 0/471                              | 0/0001   |
| Competence of Public Administration |                              | 0/572                              | 0/0001   |
| Creation and entrepreneurship       |                              | 0/417                              | 0/0001   |
| Dedication to a purpose             |                              | 0/251                              | 0/0001   |
| Pure Challenge                      |                              | 0/161                              | 0/0001   |
| Autonomy / independence             |                              | 0/506                              | 0/0001   |
| Security / stability                |                              | 0/573                              | 0/0001   |
| Technical/ task competence          |                              | 0/592                              | 0/0001   |
| Lifestyle                           |                              | 0/542                              | 0/0001   |

Table 2 shows the Spearman correlation coefficients is negative for career anchors and its dimensions (p-value< 0/05), so there is a significant negative correlation between career anchors and subjective success of career. In other words, if the gaps between current and optimal situations of career anchor increase, subjective success of career employees will decrease.

Evaluating and ranking career anchors are in table 3. In this table respectively Security / stability, Dedication to a purpose, Creation and entrepreneurship, Competence of Public Administration, Pure Challenge, Technical/ task competence, Lifestyle are highest rank.

**Table 3.** Ranking career anchors.

| number | Dimension                           | Average | Priority |
|--------|-------------------------------------|---------|----------|
| 1      | Autonomy / independence             | 6/61    | First    |
| 2      | Security / stability                | 5/79    | Second   |
| 3      | Dedication to a purpose             | 5/42    | Third    |
| 4      | Competence of Public Administration | 3/95    | Seventh  |
| 5      | Creation and entrepreneurship       | 4/69    | Forth    |
| 6      | Technical/ task competence          | 3/55    | Sixth    |
| 7      | Pure Challenge                      | 3/18    | Seventh  |
| 8      | Lifestyle                           | 2/82    | Eighth   |

#### 4. CONCLUSION

This study showed that career anchor effects on Subjective success of career in education of Mashhad and there is inverse and significant relationship between them. Similar results were reported in some studies as Rezaian (2011) and Shahbandarzade and Hosseini (2011), HoonTan and ChooQuek (2001). The evaluating and ranking career anchors showed that respectively Security / stability, Dedication to a purpose, Creation and entrepreneurship, Competence of Public Administration, Pure Challenge, Technical/ task competence, Lifestyle are highest rank. Due to that if the employees were placed in expected anchors their Subjective success of career would be increase. Therefore managers of education of Mashhad should consider anchors and job preferences of employees. Also they should create an environment where employees have place in their career.

Managers and employees of Education should have access to references for consulting in career and organization provides opportunities to develop their career. In the study security/ stability have highest rank correlation coefficient with Subjective success of career therefore, we suggest reducing stress in the workplace; because of some employees consider work stability as a key factor in the decision making to career and also prefer rigid employment contracts and retirement plans. In the results managerial competence had the lowest rank. On the other hand, employees with managerial anchor have passion and greater commitment to take responsibility and solve problems analytically. Hence, we recommend identifying employees who have managerial competence and put in those posts. Also factors can affect as participation and teamwork for increasing empowerment of employees in organizations such as applying the opinions and ideas of employees in decision-making, cooperation in improving organization, delegating to employees at different levels.

Overall, this study has been done based on the model Shein and the desired status is measured so comparing the actual situation and ideal of anchor can be further studies.

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