RELATIONSHIP BETWEEN CAREER ANCHORS AND JOB SATISFACTION

ROSMUNAWIRAH BINTI MOHAMAD YUSUF

This project is submitted in partial fulfilment of the requirements for a Bachelor of Science with Honours Human Resource Development

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
2011
ACKNOWLEDGEMENT

I would like to convey my gratitude to Allah S.W.T for giving me the motivation to complete this study.

Without the help and support I received from the following people I would never complete this research.

My project supervisor, Miss Hana bt Hamidi for her invaluable efforts and time in providing proper guidance, assistance and effortless support throughout the entire process for this research. From her I learnt skills, and patience in completing this project paper.

My classmates and friends that give support and encourage to me to complete this project paper.

My sincere appreciation to the Manager BSN, CIMB, TABUNG HAJI, BIMB, MAYBANK in Satok and Lumut.

My special thanks to the respondents who have contribution significantly by participating in the study and answering questionnaires.

My beloved parents, Mohamad Yusof bin Saleh and Rokiah bt Abd. Razak for their love who made who I am today.

Lastly my families have been the greatest sources of support I could have throughout my education.
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ABSTRACT

RELATIONSHIP BETWEEN CAREER ANCHORS AND JOB SATISFACTION

Rosmunawirah Mohamad Yusuf

This study aimed to identify the impact of the relationship between career anchors and job satisfaction (i.e., security and stability and job satisfaction). 153 sets of survey questionnaires were collected from nine banks in area Satok and Lumut. This study used the quantitative method distribution of the survey question to employees in nine banks. Pearson correlation has been used to study the relationship between career anchor and job satisfaction and it have shown that the type of career anchors have positive impact on employee job satisfaction. Apart from that, the limitations and implications of the study to job satisfaction, methodology and practitioners are enhancing for future exploration.
ABSTRAK

HUBUNGAN ANTARA “CAREER ANCHORS” DENGAN KEPUASAN KERJA

Rosmunawirah Mohamad Yusuf

1.1: Introduction

The purpose of this research is to determine the relationship between career anchor and job satisfaction. A career has been defined as "the evolving sequences of a person's work experiences over time" (Arthur et al., 1989, cited by Vesa Suutari & Milla Taka). Some of the career events are predictable on the job action and interactions, other are adaptive responses/ spontaneous contributions to the constantly unfolding situation (Arthur et al., 1999, p.48, cited as Vesa Suurati & Milla Taka).
Career anchors are important to understand what kind of expectations workers have and how organizations respond to these expectations (Jarlstrom, 2000, cited as Vesa Suutari & Milla Taka). This research can help researcher to identify that employees will feel satisfied in their work in what types of career anchor and what are they looking in their career.

Schein (1996) states that people are primarily motivated by one of eight career anchors, which define how individuals see themselves and how they see their work. Organizational commitment is viewed as an outcome of the career choices that are determined by an individual’s career anchors (Coetzee & Roythorne-Jacobs, 2007).

2: Background of study

This research is focuses in eight types of career anchor. They are technical/functional competence (TF), autonomy / independence (AU), security / stability (SE), entrepreneurial / creativity (E / C) and Lifestyle (LS), general managerial competence (GM), services / dedication (SV) and pure challenges (CH). Career anchors is the perceived abilities, value, attitudes and motives people have which determine their career aspirations and direction (Edgar Schein). Edgar Schein (1975, 1978, and 1987) suggests that the life experiences that people undergo give them a more accurate and stable “career-self concept”, a construct which he labels “career anchor”. A career anchors has three components:

1) self perceived talent and abilities
2) self perceives motives and needs
3) Self perceives concept attitudes and values.

Schein regards a career anchor as that one element in a person’s self concept, which he/ she will not give up, even in the face of difficult choices (Schein, 1990, p.18, cited by Nira Danzign & Rony Valency).
Schein claims that each individual has only one true career anchor which emerges after the person has accumulated a meaningful amount of life and work experiences. Schein’s main contribution is that his work describes how a stable career identity is formed and distinguishes this process from initial vocational choice (Feldman & Bolino, 1996, cited by Niva Danzigen & Rony Valency).

The concept of career anchors refers to a pattern of self-perceived talents and abilities, values and motives that influences a person’s career related decisions (Schein 1971, 1975, 1996). As such career anchors are similar to what other have referred as career values (Arthur, Hall, and Lawrence, 1989), and career anchors may be related to the occupational that individual choose to pursue (Nordvik, 1996). Schein (1971, 1975, 1978, and 1985) explained that although many occupations provide fulfillment of several career anchors. Most people discover that one particular orientation anchors that decisions and choices they make in their career.

Schein’s (1987) career anchors explain that individuals hold a wide variety of career interests. Initially Schein (1978) identified five types of career anchors, i.e., managerial competence, autonomy, security, technical/functional competence, and entrepreneurial creativity. Later, there more types were added: service/commitment to a causes, pure challenge, and lifestyle.

According to Schein’s, career anchors are classified into three main groups, namely, talent-based, need based and value based. They further suggested that the three career anchors of technical-functional competence, general managerial competence and entrepreneurial creativity are talent based and focused on the type of work performed each day. Another four anchors, security, stability, autonomy and lifestyle are need-based as they focused on individuals to structure their career around their personal lives. Finally, the anchors of dedication to a causes and pure challenge were classified as value-based aspirations since these aspirations focus on occupational or organizational identity. Moreover, they found that the three main groups to be predicted of later career achievement levels. Schein posits that an
employee's career anchors influences the types of job he or she will seek out and also effects overall job satisfaction.

1.3: Problem of statement

According to Schein, when individual achieve congruence between their career anchors and their work, they are more likely to attain positive career outcomes such as job effectiveness, stability and satisfaction. Schein (1990) posits that an individual's future career choices are affected as he matures and his anchor stabilizes.

a) Technical/functional competence: primarily excited by the content of the work itself; prefer advancement only in his/her technical/functional area of competence; generally disclaims and fears general management as too political.
b) general managerial competence: primarily excited by the opportunity to analyzes and solve problem under conditions of incomplete information and uncertainly; likes harnessing people together to achieve common goals
c) Autonomy/independence: primarily motivated to seek work situations which are maximally free to organizations; want to set own schedule and pace of work.
d) security/stability: primarily motivated by job security and long term attachment to one organization
e) entrepreneurial/creativity: primarily motivated by the need to build or create something that is entirely their own projects
f) Lifestyle: primarily motivated to balance career with lifestyle; highly concerned with such issues as paternity/maternity leaves.
g) Services: primarily motivated to improve the world in some fashion.
h) *Pure challenge*: primarily motivated to overcome major obstacle, solve almost unsolvable problem or to win out over extremely tough opponents.

The issue regarding the career anchors theory concerns the distribution of the eight anchors in the population. This research also look at how does the types of career anchors can influences individual's job satisfaction among employees bank. They will determine which types of career anchor and what are they looking for in their career that they will feel satisfied.

Although the career anchor theory research was developed through a study of managers, career anchors are applied to all levels of employees for the purposes of employee attraction and retention (Coetzee, Schreuder & Tladinyane, 2007; Ellison & Schreuder, 2000; Yarnall, 1998). A particular advantage of Schein's (1974) model is that it recognizes the need to create balance between the individual and the organization, rather than having a purely individual focus (Yarnall, 1998).

While research has focused on each of the concepts of career anchors and job satisfaction separately or in relation to other variables, there is a need for further research to explore the relationship that exists between these variables. This study aims to determine the relationship between career anchor and job satisfaction. However, the past research between career anchor and impact on job satisfaction was done in Israel. So, this research will look at Malaysian context to see differences between the results. The result from this research will be discussed to determine whether it is totally different from previous research or not. The result will be discussed in discussion and finding part.
On the other hand, the previous research has only look at the relationship between career anchors and the effect of downsizing by Verena Marshall and Dede Bonner. Although there was research about career anchor conducted to explore the relationship between career anchor and job satisfaction, but the other previous research did not involve eight types of career anchors. One of the previous research look at the career satisfaction for managerial & technical anchor only (Maxwell K.Hsu & H.G. Chen, 2003). Many of the researchers discuss the dual career technical and managerial ladder among engineers and scientists.

1.4: Objective of study

1.4.1: General objective

- This study is conducted to identify the relationship between types of career anchors and job satisfaction.

1.4.2: Specific objective

- To determine the relationship between technical/functional competence and job satisfaction
- To determine the relationship between autonomy/independence and job satisfaction
- To determine the relationship between security/stability and job satisfaction
- To determine the relationship between entrepreneurial/creativity and job satisfaction
- To determine the relationship between lifestyles and job satisfaction
• To determine the relationship between general managerial competence and job satisfaction
• To determine the relationship between service/dedication and job satisfaction
• To determine the relationship between pure challenges and job satisfaction

1.5: Research questions

RQ1: Does an individual whose anchor is autonomy/independence is more likely to be satisfied in their job?

RQ2: Does an individual whose anchor is technical/functional is more likely to be satisfied in their job?

RQ3: Does an individual whose anchor is security/stability is more likely to be satisfied in their job?

RQ4: Does an individual whose anchor is entrepreneurial/creativity is more likely to be satisfied in their job?

RQ5: Does an individual whose anchor is lifestyle is more likely to be satisfied in their job?

RQ6: Does an individual whose anchor is general managerial competence is more likely to be satisfied in their job?

RQ7: Does an individual whose anchor is service/dedication is more likely to be satisfied in their job?

RQ8: Does an individual whose anchor is pure challenge is more likely to be satisfied in their job?
1.6: Hypothesis research

**H₀ 1:** There are significant influences between individual whose anchor is autonomy and job satisfaction.

Thomas Lange explains that autonomy and procedural freedom account for higher job satisfaction is of the self-employed. Benz and Frey (2008, p. 362) noted that “individual develop procedural utility from being self-employed because it gives them a higher of freedom.

**H₀ 2:** There are significant influences between individual whose anchor is technical/ functional and job satisfaction.

According to Schein (1987), people with career anchor focus on the technical nature of the work and normally do not wish to more into general management. Schein (1985) suggest that a person can only have one career anchor and that a person’s true anchor is the one with the highest score, relative to other.

**H₀ 3:** There are significant influences between individual whose anchors is security/stability and job satisfaction.

By contrast, workers usually bear no measurable costs of job security – inconsistently, total compensation for secured jobs tends to be higher than that for comparable unsecured jobs (Drago, 1986). While secure workers enjoy a multitude of well-documented benefits, ranging from higher job satisfaction to financial, psychological, and physical well-being.

**H₀ 4:** There are significant influences between individual whose anchors is entrepreneurial and job satisfaction.

According to DeLong, 1982, creativity is related with people who feel the need to create something of their own, identity relates to people who feel the need to associate themselves with a certain company or organization and variety describes
people who wish to maximize their exposure to different jobs and to get satisfied in work.

**H_05:** There are significant influences between individual whose anchors is lifestyles and job satisfaction.

According to Clark et al. 1996, men are on average less satisfied with their jobs than women and there is a U' shaped relationship between job satisfactions

**H_06:** There are significant influences between individual whose anchor is general managerial competence and job satisfaction.

Prior research has found relationships between career anchors and employee satisfaction with their positions in an organization, but the results are relatively weak and inconclusive (Igbaria & Baroudi, 1993)

**H_07:** There are significant influences individual whose anchor is service/dedication and job satisfaction.

Service employees are subject to age changes, career stage changes, life stage changes, and cohort effects. These stages have negative and positive impact on employee job satisfaction. It has become normal to change jobs for service employees because of expected reward, working conditions, poor managerial behavior, etc. (Elan, 2004).

**H_08:** There are significant influences individual whose anchor is pure challenge and job satisfaction.

The career anchor theory maintains that the career anchor is likely to affect the choices of career path. In line with Holland' (1973) theory of vocational choices, Feldman and Bolino (1996) proposed a possible test of the career anchors theory. Accordingly if theory is valid, individual with entrepreneurial creativity anchors, for
example will gravitate toward self-employment, while those with the security anchors are more likely to choose employment in the public sector.

1.7: Conceptual framework

In this study there are two types of variable, that’s independent variable and dependent variable.

- Technical/functional competence
- Autonomy/independence
- Security/stability
- Entrepreneurial/creativity
- Lifestyles
- General managerial competence
- Service/dedication
- Pure challenges

Figure A shows the conceptual framework that is based on the study objective. Figure A studies the relationship between types of career anchors and job satisfaction. This study has two variables; independent variable (types of career anchors; technical/functional competence, autonomy/independence, security/stability, entrepreneurial/creativity, lifestyles, general managerial competence, service/dedication, pure challenges) and the dependent variable is job satisfaction.

1.8: Significant of study

1.8.1: Organization

This study can help an organization to identify which types of career anchors that will give big impact on job satisfaction. Besides that, the organization can act and organize a strategic move to improve the low result in types of career anchors to increase employees’ job satisfaction in their work. This study also helps the organization to identify weaknesses and benefits of their employees.

1.8.2: Manager

This research can give awareness to manager to identify their workers that satisfied with their work in what types of career anchors. In addition, the results of this study can be a guide to the employer to identify which types of career anchors has the highest impact on job satisfaction. So, the employer will take various initiatives to enhance workers' satisfaction to their organization. The new methods will be used to create satisfaction among the employees.

1.8.3: Researcher

Through this study the researcher will be able to examine and identify the types of career anchors that can give satisfaction on employees in work. On the other hand, it also will help to improve the instruments to collect and analyze data to
minimum gap in education. Other than that, it is also important that researchers can conduct research on an ongoing basis and make consistent research on what types of career anchors that make individual satisfied in their work and what are they looking for in their work

1.9: Limitations of study

This study generally is about the relationship between the types of career anchors and job satisfaction in employees. In this study the eight types of career anchors that are measure such as technical/ functional competence, autonomy/ independence, security/ stability, entrepreneurial/ creativity, lifestyle, general managerial competence, service/ dedication and pure challenges. The data were collected only from banking sectors in area Lumut, Manjung and Ayer Tawar. Questionnaires were used to identify the relationship between types of career anchors and job satisfaction.

Limitation of this study is it is conducted by using questionnaires. Therefore, the success of this research depends on the honesty of the respondents in answering and understanding the questionnaires. The information that can be collected also limited. Furthermore, the journal literature sources were also mostly based on the western studies and there is limitation regarding the literature in Malaysia contexts.

In addition, the time factor is also a limit to the researcher. The researcher will be able to focus the study on banking sectors in Lumut, Manjung and Ayer Tawar areas only. So, this study may not provide a comprehensive of the effectiveness in the research program.
1.10: Definition of term

1.10.1 Career

Conceptual definition: A career has been defined as “the evolving sequences of a person’s work experiences over time” (Arthur et al., 1989). Schein defined a career anchor as a growing area of stability in the personality that keeps the person from deviating too far from a particular career (Schein, 1978, pp. 125-126).

Operational definition: Career as an individual’s course or progress through life. It is usually considered to pertain to remunerative work and sometimes also formal education.

1.10.2 Job satisfaction

Conceptual definition: According to Newstrom and Davis (1984) ‘job satisfaction is a set of favorable and unfavorable attitude with which, employees view their work. It expresses the amount of agreement between the employee expectations from the job and rewards that the actually provides.

Operational definition: Job satisfaction is emotional, feeling, beliefs and behaviors resulting from the appraisal and attitude toward one job.

1.10.3 Technical/ functional competence

Conceptual definition: Get onto the latest projects that will challenge them and help them to develop their expertise, reaching and staying on the leading edge of their profession (Yehuda Baruch, 2004)