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**The Relationship between Career Anchors and Job Satisfaction among
Information System Workers**

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**THE RELATIONSHIP BETWEEN CAREER ANCHORS AND JOB
SATISFACTION AMONG INFORMATION SYSTEM WORKERS**


LU MING KONG

This project is submitted in partial fulfilment of the requirements for a
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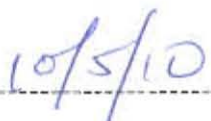
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ABSTRAK

HUBUNGAN ANTARA JANGKAR KERJAYA DAN KEPUASAN KERJA ANTARA PEKERJA SISTEM MAKLUMAT.

Lu Ming Kong

Kajian ini bertujuan untuk mengenalpasti hubungan antara jangkar kerjaya dan kepuasan kerja antara pekerja sistem maklumat. Dalam kajian ini, terdapat 5 objektif untuk dicapai dan 9 hipotesis untuk dikaji. Kajian ini dibuat dalam Hitachi Global Storage Technologies (Malaysia) Sdn. Bhd.. Borang soal selidik digunakan sebagai instrumen untuk mengumpul data. Kaedah persampelan yang digunakan ialah persampelan selesa. Formula yang diperkembangkan oleh Jaccard and Becker (1997) digunakan untuk menentukan saiz sample yang diperlukan. Daripada formula, didapati saiz sample minimum yang diperlukan ialah 49 orang. Sebanyak 157 set borang soal selidik telah dikembalikan daripada jumlah 160 set borang soal selidik yang telah diedarkan. Statistik Deskriptif digunakan untuk menganalisis demographic responden. Korelasi Pearson digunakan untuk menganalisis korelasi antara pembolehubah tidak bersandar dan pembolehubah bersandar. Regresi digunakan untuk mencari dominan jangkar kerjaya yang memberi kesan kepada kepuasan kerja. Daripada kajian, didapati semua jangkar kerjaya ada signifikan dalam hubungannya terhadap kepuasan kerja. Dominan jangkar kerjaya yang memberi kesan kepada kepuasan kerja ialah keselamatan.

ABSTRACT

THE RELATIONSHIP BETWEEN CAREER ANCHORS AND JOB SATISFACTION AMONG INFORMATION SYSTEM WORKERS

Lu Ming Kong

This study aims to identify the relationship between career anchors and job satisfaction among information system workers. There are 5 objectives to be met in the study and 9 hypotheses to be tested. The study was conducted in Hitachi Global Storage Technologies (Malaysia) Sdn. Bhd.. Questionnaires were used as the instrument in this study to collect the data. The sampling method used was convenient sampling. A formula developed by Jaccard and Becker (1997) was used to calculate the minimum sample size needed. From the formula, the minimum sample size needed was 49. Total of 157 sets of questionnaires were collected back out of 160 sets of distributed questionnaires. Descriptive Statistic was used to analyze the demographic of the respondent. The Pearson Correlation was used to analyze the correlation between independent variables and dependent variable. The Regression was used to find out the dominant career anchor which influences the job satisfaction. From the finding, all the career anchors were found to have significant relationship with the job satisfaction. The dominant career anchor which influences the job satisfaction was security.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of eight sections. The first section explains the research background and the next section discusses the problem statement of the study. The third chapter explains the research questions of the study and the following section is the research objective which is divided into the general and specific objectives. The conceptual framework of the study is illustrated in the fifth section and the next chapter will present the hypothesis of the study. In the seventh section, the definition of term is divided into conceptual definition and operational definition which explains the terms in this study. The next section is the significance of the study followed by the limitation of the study and end with a conclusion.

1.1 Background of the Study

Information system (IS) is a new technology which has become more and more important in these years due to the expanse of globalization. The widely development of IS has brought a lot of changes in almost all aspects of human life such as entertainment and business (Mgaya, Uzoka, Kitindi, and Shemi, 2009). The IS plays an important role in supporting organization's business operations and help organization to meet strategy. Therefore, the significance and contribution of IS to many organizations is undeniable. Recruitment and retention of IS worker are the major problems which affects many organizations in the worldwide (Jiang 2000). Human resource management is one of the critical issues that is faced by the IS profession in the 1990s (Niederman et al, 1991).

To recruit and retain IS personnel, many IS managers commonly use traditional reward such as monetary incentives in the form of increased salaries and allowances (Mgaya, Uzoka, Kitindi and Shemi, 2009). Adversely, research done in developed countries have shown that the use of monetary incentives alone are unable to bring the desired effect of controlling the rate of IS employees turnover (Jiang 2000). 'Monetary incentives tend to be effective during the early years of the career. However, over time, employees will have different perspectives and needs due to the career self-concept, which results from the internal aspect of the employees' motives, values and talents that are influenced by environment, socio-cultural and demographic (Beecham *et al.* 2007).

As a result, organization should identify the variables that contribute to the satisfaction of employee including the career anchors of the employees if the monetary incentives have less effect on the job satisfaction of the IS employees. The career anchors focus on the individual's self-concept and career values. According to McMurtrey (2002), organizations which satisfy employees' career anchors tend to induce higher satisfaction.

1.2 Problem Statement

Due to the increase of worldwide business competition, organizations have realized that human capital has become one of the most important resources that is needed to stay competitive. Therefore, financial rewards are given to motivate employees to perform better. However, by giving the financial rewards, most of the organizations only satisfy the extrinsic motivation of the employees rather than intrinsic motivation. The intrinsic motivation is the motivation that comes from inside of an individual rather than from any external or outside rewards such as money. Herzberg (1979) claimed that intrinsic motivation is important because it plays a greater role than extrinsic motivation in determining job satisfaction.

To induce intrinsic motivation of the employees, the organization must understand their career anchors in order to improve the workforce management effectively. A considerable amount of researches have been conducted in other countries to examine career anchors' influence on the job satisfaction such as Igbaria, Greenhaus and Parasuraman (1991) carried out a study at Pennsylvania, Delaware and southern New Jersey; Tan and Quek (2001) conducted a study at Singapore; Danziger and Valency (2005) conducted a study at Israel.

There were some researches conducted in Malaysia. Ramly, Ismail and Uli (2009) conducted a study to determine the career aspiration of R&D professionals in public organizations. Besides, Rasdi, Ismail, Uli, and Noah (2009) also conducted a study to determine the career aspiration and career success of managers in Malaysia public sector.

However, the number of research on career anchors in local context is limited especially in the area of IS. Thus, this study aimed to identify the relationship between career anchor and job satisfaction of IS workers in Hitachi Global Storage Technologies (Malaysia) Sdn. Bhd..

1.3 Research Questions

Two research questions were investigated in this study.

- Q1: How do the career anchors correlated with job satisfaction?
- Q2: What is the dominant career anchor of IS workers?

1.4 Research Objective

1.4.1 General Objective

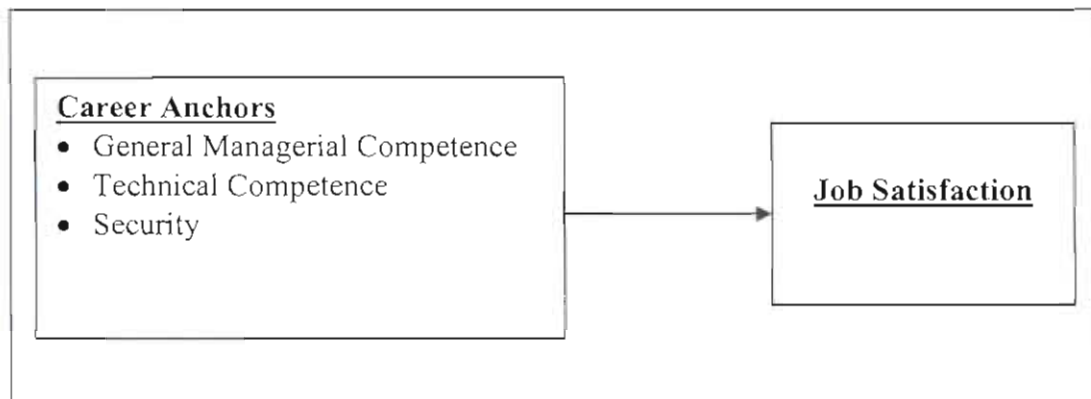
The general objective of this study was to investigate the relationship between career anchors and job satisfaction among IS workers.

1.4.2 Specific Objective

The specific objectives are:

- To determine the relationship between general managerial competence career anchor and IS workers' job satisfaction.
- To determine the relationship between technical competence career anchor and IS workers' job satisfaction.
- To determine the relationship between security career anchor and IS worker's job satisfaction.
- To determine the dominant career anchors among general managerial competence, technical competence and security career anchors that influence IS workers' job satisfaction.

1.5 Conceptual Framework



Source: Adapted from Igarria, Greenhaus, and Parasuraman, (1991)

Figure 1.0: Conceptual Framework

This framework shows that career anchor influences job satisfaction of employees. Career anchors are the independent variable while job satisfaction is the dependent variable. There are three sub-elements under careers anchors which are general managerial competence, technical competence, and security.

1.6 Hypotheses

Five hypotheses were tested in the research context.

Ha 1: There is a significant relationship between career anchors and IS workers' job satisfaction.

Adapted from: Igarria (1991)

Ha 2: There is a significant relationship between general managerial competence career anchor and IS workers' job satisfaction.

Adapted from: McCloskey (1996)

Ha 3: There is a significant relationship between technical competence career anchor and IS workers' job satisfaction.

Adapted from: McCloskey (1996)

Ha 4: There is a significant relationship between security career anchor and IS workers' job satisfaction.

Adapted from: Tan and Quek (2001)

Ha 5: There is a dominant career anchor that has significant contribution in influencing IS workers' job satisfaction.

Adapted from: McCloskey (1996)

1.7 Definition of Terms

1.7.1 Conceptual Definition

- **Career Anchor**

Career anchor refers to a pattern of self-perceived talents and abilities, values and motives that influence individuals' career related decision (Schein, 1996). It is inside a person, functioning as a set of driving and constraining forces on career decisions and choices (Schein, 1978).

- **General Managerial Competence**

General managerial competence refers to the desire to supervise, lead, manage people and coordinate their work (Schein, 1987).

- **Technical Competence**

Technical competence refers to the ability to apply and continually develop skill in the particular discipline (Schein, 1985).

- **Security**

Security refers to long-term attachment to one organization, conforms and fully socialized into an organization's values and norms (Schein, 1990).

- **Job Satisfaction**

According to De Nobile (2003), job satisfaction has been defined as the extent to which a staff member has favorable or positive feelings about work or the work environment.

1.7.2 Operational Definition

- **Career Anchor**

It is the internal values, need and self-perceived talents that guide a person to make career decision.

- **General Managerial Competence**

It is a career anchor with the desire to supervise, lead and manage other people to achieve certain result.

- **Technical Competence**

It is a career anchor that focuses on technical and continually develops skill in particular work.

- **Security**

It is a career anchor that seeks for job security and financial security in order to have commitment to an organization.

- **Job Satisfaction**

Job satisfaction refers to the pleasure and attitudes of employees towards their jobs or tasks.

1.8 Significance of the Study

The study is useful for the organization to determine whether relationship exists between the general managerial competence, technical competence and security career anchors to its employees' job satisfaction. Through this study, the organization has better understanding on the intrinsic components that have the impact on the employees' job satisfaction rather than over-emphasize on the organizational benefits. Thus, the organization is aware of the values, talents, interests and needs of the employees in order to increase the job satisfaction of employees. This will lead to the higher performance and productivity of the organization.

This study will also help employees to realize the importance of career anchors in their job and this will help them to discover their own value and understanding their talent in order to enhance their work performance and manage their career planning effectively.

In the context of research, this study will help to increase the number of research regarding the career anchor in local context and the finding of this research is expected to provide valuable information to the researcher regarding the career anchors that influence the job satisfaction of employees. The researcher will gain more information through the study and understand the relationship between career anchors and job satisfaction in an organization.

1.9 Limitation of the Study

There were several limitations constraining the interpretation and application of the study's finding. The honesty of the respondent was the constraints of this study. Their honesty was very abstract that hard to be predicted and measured. Their honesty in answering the questions in the questionnaire will influence the overall accuracy of the study.

This study only focuses on managerial anchor and technical anchor and neglects the other careers anchors, such as autonomy, service pure challenge,

lifestyle, and entrepreneurial creativity. According to Igarria, Greenhouse and Parasuraman (1991), IS employees fall under a wide variety of career anchors, even though managerial and technical orientations are most frequent.

In this research, the researcher only focuses on career anchors that influence the job satisfaction. The other factor such as personality will not be included in this research even it has influence to the job satisfaction.

1.10 Conclusion

Overall, this chapter presents the study that was carried out. In the next chapter, the researcher will do literature review on the studies that have been carried out by previous researchers and relevant theories regarding this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the theories that have been done by the theorists and the past studies done by previous researchers.

2.1 Related Theories and Past Studies of Career Anchor

2.1.1 Career Anchor

The career anchor theory was developed by Schein (1978) in 1960s and continued to mid 1980s. Originally the theory was developed based on a longitudinal study of 44 randomly selected Master of Business Administration (MBA) students at the Sloan School of Management, Massachusetts Institute of Technology from 1961 to 1973. According to Schein (1978), Career anchor can be defined as a cluster of self-perceived talents, motives, and values that forms the core of a person's occupational self-concept. Schein (1990) regards career anchor as one element in a person's self-concept, which he or she will not give up, even in the face of difficult choices.

A career anchor has three components which are guide, constrains, stabilize, and integrate the person's career (Danziger and Valency, 2005). The first and second components are self-perceived talent and abilities; and self-perceived motives and needs. Both components are based on actual experience in a work setting. The third component is self-perceived concept attitudes and values. This component is derived from the individual's reaction to a variety of norms and values encountered in different social and work situations.

Schein (1978) concluded five career anchors which are general managerial competence, technical competence, security, creative entrepreneurship, autonomy. DeLong (1982) analyzed Schein's model utilizing a more empirical approach through his research on reexamining the career anchor model.

In addition, he investigated whether other career anchors might exist, as earlier suggested by Schein, and identified three additional career variables including identity, service, and variety. After identifying 5 dimensions in his first study in 1978, Schein (1985) added three more career anchors, namely service or dedication to a cause, pure challenge, and lifestyle and defined eight career anchors. Schein's (1990) typology of career anchors encompasses: