

management and social persuasion and encouragement may be an effective component of a counseling intervention focused on building this confidence.

6.4. Career Anchors

Schein regards a career anchor as: ‘That one element in a person's self-concept, which he or she will not give up, even in the face of difficult choices (Schein, 1990).Schein (1990) posits that an individual's future career choices are affected as he matures and his anchor stabilizes’.

6.4.1. General Managerial Competence: Schein (1978, 1990) theorized that general manager-anchored individuals will not give up an opportunity to climb to a high level in the organization to enable themselves to integrate the efforts of others and be responsible for the output of the organization. These individuals desire the power and achievement of top positions. Schein (1978) further elaborated that individuals who possess this anchor are believed to possess analytical, interpersonal, intergroup, and emotional competence. They want challenging, varied, integrative work with high levels of responsibility and leadership opportunities (Schein, 1990). He also posited that individuals with this anchor expect to be very highly paid and they look toward internal equity (with reference to colleagues within the same organization) rather than external equity (with reference to others in other organizations with the same skill levels). They insist on promotion based on merit, measured performance, and results.

This concerns managing others; advancement, responsibility, leadership and income are all important. They tend to be generalists and regard specialist posts

only as a means of gaining some relevant experience. According to Schein (1996), this ranks in the top third, accounting for 25 per cent of individuals' responses. He predicts that its importance will increase with changing working practices. Marshall and Bonner (2003) ranked it in the bottom third with only 14 per cent responses. In our study, this anchor was featured as number 1 ie. Ranked at the topmost of all anchors of the career anchors with 17.15 percent of responses . Given the orientation of the respondents in this study, it could be argued that these academic executives have prepared and planned for their promotions. Likewise, most studies on career orientations (Burke, 1983; Crepeau et al, 1992; Slabbert, 1987; Slabbert-Van Aardt, 1990) have reported that individuals in managerial positions are oriented to managerial competence.

In the present study, in phase 2, 40 % of respondents ranked this career anchor as a very important anchor to them. Many respondents stressed that they, in particular, wanted to operate on a high management level. It was commented for around 45 % of the respondents that 'Reaching a middle level in the organisation was the most important factor for me'.

With reference to the present study, in the Telecom industry, General Management anchor was the first anchor due to the fact that most employees prefer to climb up the ladder and many company career paths are also designed in such a fashion. Such employees want to rise in the organisation, they seek higher and higher levels of responsibility, they must also be good in handling people, excellent in analysis and emotionally able to withstand the pressure and tensions of the 'executive suite'. This kind of a person needs to be a manager in the sense of needing opportunities to express the combination of interpersonal, analytical and emotional talents delineated above. But, in the BPO / Call Centre industry this did

feature last and was second last in the Retail Industry, though pretty obvious that it would feature in the bottom rank in these two industries, as the crux of the study in on quarter life, so the sample group that is covered is maximum 28 years, on an average most employees in these companies are agents or executives till around 28 years – 30 years and the others that were covered in the study were relatively a smaller number.

In the present study, as work becomes more technically complex it requires greater coordination and integration at lower levels. As we can see in today's organizations, whole layers of management are being cut out and organizations are being flattened and re-designed around multiple shifting project teams. Often those teams are described as self-managed, implying that centralized controls will be reduced to fewer and fewer functions. The skills of general management, i.e. analytical, inter-personal, and emotional competence, will therefore be needed at lower and lower levels too. Team managers, project managers, and program managers will have to have general management and leadership skills above and beyond their technical understanding of the tasks at hand. In many organizations today one does not become a general manager until one is at department or division level and promotion to general management implies a big status jump on the organizational ladder. In the future those skills will have to be present so much lower in the organization that the status of general management will become much more variable.

6.4.2 .Technical / Functional Competence: According to Schein (1978, 1990), technical-anchored individuals will not give up the opportunity to apply their own skills in areas of expertise and to continue to develop those skills to a higher level. Their sense of identity is derived from the exercise of their skills, and they are

most happy when their work permits them to be challenged in those areas. Technical-anchored employees orient their careers around their areas of competence and explicitly avoid situations that would remove them from those areas or push them into general management.

Schein (1990) proposed that technical-anchored individuals are more concerned with the intrinsic content of their work than with its context. They like autonomy in achieving agreed upon goals as well as available resources to enable them to perform their work effectively. The employees are more oriented toward external equity than are manager-anchored employees. They want to be paid for their skill levels, often defined by education and work experience. They feel that their compensation is reasonable only if it is comparable to that of their contemporaries in other organizations. According to Schein (1978), success for this group is determined more by feedback indicating that they are expert in their areas and by increasingly challenging work in those areas than by promotion or monetary rewards per se. The opportunity for further learning and self-development in their area of specialty is of top priority in their list of incentives (Schein, 1990).

In the present study , in phase 2 , that were conducted with project leader , team leaders and supervisors in the Software and Telecom industry did find that 65 % technically oriented professionals were satisfied and committed to their jobs when they hold positions in their areas of expertise rather than in general management. But, in the BPO and Retail industry the same was not felt. This also supports the study done by Crepeau, Crook, Goslar, & McMurtrey, 1992; Igberia & Baroudi, 1993; Igberia, Greenhaus, & Parasuraman, 1991, done on management information systems (MIS) employees.

Training and development initiatives around knowledge management and sharing are imperative to retain the intellectual capital achieved by these employees. Processes that may enhance the building of information and competence include networking of employees from different departments, secondments within and outside of the organization for gaining experience of other job roles, as well as ongoing seminars, workshops and demonstrations to update knowledge. This was again found with the Software and Telecom industry and was relatively less in the Retail and BPO / Call Centre industry. 'I would prefer to continue to grow in the technical field rather than take up an administrative role'. There were 60 % of the respondents in the software and telecom field that did feel this way and as indicated earlier it was relatively significant in the Software and Telecom industry in our study.

This concerns the content of the work itself, prefers advancement in a technical area rather than in general management. This anchor, according to Schein (1996), was equally top in the ranking whereas with Marshall and Bonner (2003), it was only ranked fifth. In our study the anchor ranked sixth in the study.

In the present study, in phase 2, the sample did indicate that they were gradually becoming aware of the increasing importance of knowledge and skill, but is confused because it is not entirely acceptable to have competence as one's anchor. Most who admitted that they enjoy having their competence valued nevertheless stated that they want to get into management and climb the ladder because that is where the big rewards are perceived to be. At the same time, this sample is also worried because knowledge and skill become rapidly obsolete in a dynamically changing technological world and it is not clear if firms will guarantee continued education and retraining. Technologies in all the functions themselves change

more and more rapidly, experts will become obsolete more and more rapidly. In other words, to remain technically/functionally competent will require constant updating and relearning in an organizational world that will not bear the costs in terms of money and time for this updating process. It may be observed that there would be an acceleration of the process of outplacing obsolete people and replacing them with younger, more up-to-date talent. The burden of relearning will then fall more and more on the individual career occupant, but as that becomes less and less feasible financially, there may see the growth of industry consortia that will share the burden of retraining with universities.

In the present study, the Software and Telecom industry, Technical / Functional anchor came in second. This starts right from the education level of the employees, majority of the employees from these two industries have engineering/ management qualification (84.5%), hence, it is their career time goal to excel either technically or be in function role .What distinguishes this group from the previous one is that the anchor is the technical field or functional area, not the managerial process per se. If the person has supervisory responsibility, he is usually supervising others in the same technical area as he makes it clear that it is the area, not the supervision that turns him on. This kind of person is not interested in being promoted out of the technical area he is in, his roots are in the actual analytical work he is doing. Employees with this set of needs will leave a company rather than be promoted out of their technical / functional area. Where as in the BPO / Call Centre industry this anchor came in second last, as majority of employees have just a basic graduate degree (37%), and some pursuing undergraduate studies (50%) and hence, the career focus is not on gaining neither technical nor functional knowledge.

6.4.3. *Autonomy*: Schein (1978, 1990) theorized that individuals with an autonomy anchor will not give up the opportunity to define their work in their own way and will seek work situations in which they will be maximally free of organizational constraints. They want to remain in jobs that allow them flexibility regarding when and how they work. These individuals seek work situations in which they will be maximally free of organizational constraints and restrictions to pursue their professional competence.

Individuals anchored in autonomy find the occupational world an easier place to navigate. The autonomy anchor is aligned, at least for the present, with most organizational policies of promising only employability. The self-reliance that may be needed in the future is already part of the psychological make-up of this group of people. They may well become the role models for future career incumbents.

In the present study, in phase 2, 'Independence has always been a very important aspect to me' – it has been one of the biggest reasons 'why I have enjoyed my present job' indicated 70 % of the respondents. In addition to this, 'my job has evolved continuously and thus, brought me new challenges as well as given me a possibility of independence'. 'I would of course always want to find myself on some managerial level, not in operational tasks'. 'I want to do an independent job', this was felt for around 50 – 60% of the respondents. These respondents were ready to sacrifice their autonomy and independence career anchor in case they would be promoted to an even higher organizational level. Thus, the autonomy anchor dominated over the managerial one . But, however the results in phase 1 proved otherwise, autonomy was the last anchor.

This concerns independence from an organisation and individual freedom. Both Schein, and Marshall and Bonner rank this in the second tier. Schein considers that this may be more typical of older employees, who have the personal and financial security to be more independent, and self-willed. In our study the same is reflected as the eighth anchor.

In the present study, the Software industry, this anchor came in first, as most of the software engineers want to remain in jobs that allow them flexibility regarding when and how they work. They seek work situations in which they will be maximally free of organizational constraints and restrictions. It is also evident that as many people age, their autonomy needs increase, leading to fantasies of opening up their own businesses, becoming consultants, working part-time, and, in other ways, reducing dependence on any particular organization or job. What is not clear is whether the ability to be autonomous depends on a baseline of security that we take for granted. The members of this group who have already built autonomous careers will be well adapted to the future, but those who have depended on secure jobs while planning to break out may be highly vulnerable to the current restructuring of the labor market even though their anchor is in line with future options. Whereas in the Retail industry, this anchor featured last, amongst the eight anchors as most of these employees prefer being ‘told what to do’ hence, autonomy will make them feel insecure. In the experience range of 3 – 4 years this anchor was found to be at the no. 2 spot. These employees have found organisation life to be restrictive, irrational and or intrusive into their own private life. These employees aspire to have autonomy in their careers.

6.4.4. Security/Stability: Security-anchored individuals will not give up employment security or tenure in a job or organization (Schein, 1978, 1990).

Their main concern is to achieve success so they can relax. The anchor shows up in concern for financial security (such as pension and retirement plans) or employment security. Such stability may involve trading their loyalty and willingness to do whatever the employer wants from them for some promise of job tenure. Therefore, government and civil service jobs are often attractive to security-anchored individuals (Schein, 1990). The employees are more concerned about the context of their work (such as improved pay, working conditions and benefits) than the content of their work. Job challenge, job enrichment and other intrinsic motivations matter less to them.

In the present study, this anchor is mainly motivated by long-term job security and attachment to one organisation and being willing to adapt to norms and standards. Schein (1996) ranks this in the second level, whereas Marshall and Bonner (2003) rank it at the bottom of the scale. Schein predicts that it will become less popular as a result of the increasingly transient nature of employment. But, however in our study this career anchor featured as number three, this could be attributed to the fact that the study happened during the recession phase and the world was going through a global slump or it also could be attributed to the fact that Indians by and large due their cultural background prefer security and stability their jobs and careers. Many Indians also have a 'savings mentality'. This shift implies that the only thing the career occupant can really expect of an organization is the opportunity to learn and gain experience, which presumably makes him or her more employable in some other organization. What this means internally to the career occupant is that the base of security and stability has to shift from dependence on an organization to dependence on oneself. From the findings of this study, it would appear that security/stability of the job has indeed increased in

career value for the large majority of respondents, across all cultures and both genders in the Indian context.

Self-reliance and self-management are becoming dominant requirements for future career management. Therefore, individuals who oriented themselves initially to finding a good employer and staying with that employer for the duration of their careers have to develop a new way of thinking about themselves and locate new external or internal structures on which to become dependent. From the findings of this study, it would appear that security/stability of the job has indeed increased in career value for the large majority of respondents, across all cultures and both genders in the Indian context.

With reference to the present study , in phase 2 ‘If you take assignments in which you do not clearly know whether you can handle the job or not’ . ‘This kind of issue creates insecurity which I somehow try to avoid’. ‘I try to be realistic concerning which issues I can handle’ was mentioned by around 55 % of respondents approximately. One of the respondents also pointed out that the importance of the security anchor is connected with one’s economic situation, i.e. if that is in good balance, one can plan the future assignments in a safer manner (and get involved in more risky situations). Thus, the respondent stated that the security anchor has been more important to him in an early career phase than now.

In the present study, in both the industries i.e. BPO / Call Centre and Retail industry, the Security anchor was featured as second and in the Retail industry it came in first. The reasons could be attributed to the fact that Indians by and large prefer secure and stable jobs. With the recession hitting the global markets, by

which India was also affected, most employees got the jitters of their life, as globally their counterparts were being sacked, though the direct repercussions were not felt in these companies, at the time the study was done. This also reflects the fact that junior employees with an experience range of 1 – 2 years and 2 – 3 years this anchor was considered as top priority. Again in both males and females, it was at among the top slots. Among the males Security anchor was considered as the first anchor and amongst the females security was the second anchor.

If such employees have technical / functional talent they may rise to a senior functional manager level, but , if part of his psychological make – up is a degree of insecurity, that very insecurity is likely to make him ‘ incompetent’ with respect to higher levels of management where emotional security and stability become prime requisites for effective performance . It should be noted that length of time with a given organisation is not a sufficient criteria for defending this career anchor. One must know something of the reasons why an individual has remained with a given organisation before one can judge whether it is insecurity or a pattern of constant success which is operating.

6.4.5. Entrepreneurial Creativity: It is the orientation of individuals who need to create something on their own by developing a new product or service, by building a new business enterprise through financial manipulation, or by starting and building a business of their own (Schein, 1993). More and more people are drawn to the idea that they can develop their own business and, as the world becomes more dynamic and complex, the opportunities for individuals with this anchor will increase dramatically. The increasing mobility that is available in the world today will make it more and more feasible for the entrepreneur to go to whatever part of the world is most hospitable to his or her ideas. The dynamic

complexity of industry will put a premium on creativity and it is creativity that is at the core of this anchor.

Schein (1996) contends that companies are created by people who value the entrepreneurial creativity career anchor and in turn create new jobs for people who value other career anchors. Schein considers that it is important to train people to be entrepreneurial, thereby encouraging people to prepare for autonomous careers. While organizations may encourage entrepreneurship as a valued component of 'employability'. Do all employees want to be entrepreneurial, particularly if they value other career anchors? For those who do value entrepreneurship, do they feel efficacious in the skills and abilities required for creativity? Conversely, while employees may feel highly self-efficacious in an employment area, and in turn be highly creative in that area, will this creativity necessarily translate itself to entrepreneurial activity? There remains a requirement to challenge employees with high self-efficacy in either entrepreneurship and/or creativity and develop self-efficacy in those who lack confidence in either aspect of this career anchor.

This is mainly motivated by the need to create or to build something to be identified with. More interested in setting up new projects rather than managing the existing ones. Both Schein and Marshall and Bonner (2003) gave it a low ranking. Schein (1996) predicts an increase in ranking due to the shift towards subcontracting. Small and McClean (2002) reported fewer females with this orientation. In our study, it featured at number four.

6.4.6. Lifestyle: Schein (1978, 1990) theorized that lifestyle-anchored individuals will not give up a situation that would permit them to balance and integrate their personal needs, family needs and the requirements of their careers. In addition,

lifestyle-anchored employees respond well to company schemes such as part-time work, sabbaticals, paternity or maternity leave, day care and flexible hours. To them, success is defined more broadly than just career success, and their identity is more tied up with how they live their total lives. Therefore, a working environment congruent with lifestyle-anchored educators must enable them to balance their family, career and self-development concerns. According to (Lambert, 1991), because lifestyle-anchored educators value a balanced lifestyle, they are positioned to be lower in extrinsic satisfaction when there is a lack of extrinsic features such as flexible working hours or sabbaticals to enable them to live a balanced lifestyle.

Individuals who are oriented to lifestyle integration desire to develop a lifestyle that integrates family concerns, career concerns and concerns for self-development. Previous related research on career orientations (Applin, 1982; Igbaria & Baroudi, 1993; Igbaria et al, 1991) reported that executives were concerned of the possibility of integrating work, family and self-concerns into a coherent lifestyle. This was an indication that individuals are aware of choosing careers that balance their professional and private lives. Among Indians, they give much attention to their families and they work in order to earn the logistics necessary to support themselves and their families.

This is primarily concerned with aspects of the whole life, balancing the career with the family and other interests. Schein ranks this amongst the bottom tier of anchors, but Marshall and Bonner (2003) rank it at the top. It could well be that this discrepancy is largely a function of the particular student sample employed in the Marshall study. Schein however, predicts an increasing emphasis on this

anchor with the growing proportion of dual career (job and family) individuals. In our study it featured at the second level of ranking.

The identification of lifestyle the second most important career anchor across age and culture for most respondents in this study is significant, given that it was not identified at all in Schein's seminal research undertaken in the 1970s. While organizational approaches to learning and development typically involve designing and implementing policies and practices that ensure a firm's intellectual capital contributes to the achievement of business objectives, further emphasis is required to develop policies that support employees' lifestyle needs as well as business objectives

In the original research, the security anchor was broken into two components: economic security and/or geographic stability. In the various follow up studies done in the 1970s, it became evident that these two components were really different anchors. There were still those who defined their career in terms of economic security. But a growing number were in dual career situations and defined their careers as part of a larger 'life system'. They had to integrate two careers and two sets of personal and family concerns into a coherent overall pattern, best described as a particular life style.

The trend toward autonomy and life style as anchors is, of course, a healthy development, given the way the world is going. As noted above, the occupational structure is moving increasingly toward a different concept of the employment contract in which organizations owe their career occupants less and less. Organizational position and advancement is increasingly defined in terms of what one knows and what skills one possesses and is based less and less on seniority or loyalty. But knowledge employees are also more mobile and autonomous. To

retain their best employees, organizations must therefore be able to challenge them and meet their needs. No longer is it desirable or feasible to use golden handcuffs or promises of life time security.

In the present study, in phase 2, both the organization and the individual are gradually adjusting to the notion that they have to look out for themselves, meaning that organizations will become less paternalistic and individuals more self-reliant. To the extent that more and more individuals will begin dual career situations, they will think, plan, and act more as social units and organizations will have to consider how to maintain support systems for such units in the form of child care, job sharing opportunities, part-time work, sabbaticals, and other adaptive modifications of the traditional 9 to 5 job. Even the way work is defined will gradually change as the boundaries between jobs, between organizations, and between work and family become more fluid and ambiguous.

In the present study, in the BPO/ Call Centre industry Lifestyle featured as the very first anchor and it was second in the Retail industry. This shows that in such sunrise industries that employees did consider Lifestyle as a priority. In the experience range of 2 -3 yrs , this anchor was found to be at no.2, where as in the experience range of 3 – 4 yrs this anchor was at the no. one position. Again where the younger generations are concerned, they do place a lot of emphasis on such things. In both males and females it was Lifestyle anchor was considered as important. Amongst males it was second and among females it was the first anchor.

6.4.7. Service/Dedication to a Cause: Schein (1978, 1990) theorized that service-anchored individuals will not give up the opportunity to pursue work that achieves something of value. Such individuals are dedicated to serve other people and to

make the world a better place in which to live and work. They pursue such opportunities even if it means a change of employment and they do not accept transfers or promotions that would take them away from work that fulfills those values. Service-anchored employees want recognition from professional peers and superiors for their contribution, often above monetary rewards (Schein, 1990). This is largely concerned with improving the world, helping society, anxious to work in a field which meets their values, rather than their skills. Schein ranks it amongst the bottom third, but predicted an increase with growing emphasis on ecology and recycling. Marshall and Bonner placed it about mid-point in the ranking. However, in our study this anchor was an all time low.

With reference to the present study, employees who are oriented to a sense of service are dedicated to serve people and to make the world a better place to live and work. The number of people showing up with this anchor is increasing. More and younger people, as well as mid-life career or early life occupants, report that they are feeling the need not only to maintain an adequate income, but to do something meaningful in a larger context. The service anchor combined with the entrepreneurial anchor is already creating new organizations devoted to recycling, to privatizing health care and welfare, to managing the environmental problems through products that use less energy, to waste management and so on. Such organizations will, in turn, absorb a lot of the technologically unemployed as well as attracting some of the best and brightest of the new generations. In our study this feature at the very last of all anchors, as indicated above.

In the present study, both the industries i.e. Software, Telecom Service / Dedication to a Cause, it featured second last. Most companies i.e. 10 companies out of the 17 companies from the study had just introduced a 'social cell' or a

‘corporate social responsibility cell’ employees in recent years are just getting accustomed to being socially responsible. Whereas in the experience range of 1 – 3 yrs, this anchor was the first anchor, the reason being that those with just 1 – 3 yrs have just come out of MBA Schools, Engineering Colleges and Graduate Schools, pursuing studies at Undergraduate colleges, the emphasis on ‘social activities’ is extremely high , more over many of them probably do such activities as it is ‘ good to have’ on one’s C.V when applying for jobs .This does have a strong weight age in the nascent stage of one’s career.

6.4.8. Pure Challenge: According to Schein (1978, 1990), challenge-anchored individuals will not give up the opportunity to work on solutions to seemingly unsolvable problems, to win out over tough opponents or to overcome difficult obstacles. To them, the only meaningful reason for pursuing a job or career is that it permits them to win out over the impossible. Novelty, variety and difficulty become ends in themselves, and if something is easy, it becomes immediately boring. Success for them involves constant opportunities for self-test.

This is primarily concerned with overcoming obstacles or problems, concerned with competition and winning. Schein (1996) ranks this in the bottom third, but Marshall and Bonner (2003) rank it second to top. In the present research study, it featured as the number seventh anchor .There has always been a small group of people who defined their careers in terms of overcoming impossible odds, solving the unsolved problems, and winning out over competitors. It is the researcher’s impression that this group is growing in number, but it is not clear whether more people are entering the labor force with this predisposition or whether it is an adaptation to the growing challenges that the world is presenting to us. In any case, there will not be a shortage of challenges to be met, so long as this group is

willing to become active learners as well, since the nature of these challenges will itself evolve rapidly with technological change.

In summary, what has been seen so far is that each of the anchor categories still attracts a set of people, but, that the working out of a given anchor can become problematic as the world of work and organizational structure becomes more turbulent. The main effect is that people will have to become more self-reliant and figure out where their particular anchor best fits into the emerging occupational structure. The ability to analyze oneself, as well as the ability to figure out what kind of job is available and how that job will evolve, becomes a crucial skill.

Along with entrepreneurial /creativity, Schein (1996) asks whether people have a predisposition towards the pure challenge career anchor? Or is preference for this career anchor the result of adaptation to the challenges of working life and consecutive move away from stability and security of jobs? However, Schein contends that respondents who identify pure challenge as an important career anchor are possibly active learners, requiring ongoing training and opportunities through on-the-job experience to enable them to take full advantage of change such as evolvment of technology, development of job roles, and organizational restructuring, this does not hold good in the present study.

In the present study, in phase 2, almost all the respondents reported that there must always be a certain degree of challenge in one's career, and 18 % saw the challenge anchor as very important to them. It was commented, for example: 'I would like to work in a similar type of job as now'...' 'I can feel that I have motivation since I am able to learn all the time and that there are new tasks-not that you just carry out your basic duties, this was indicated by around 55 % of the sample approximately . 'A job which I can feel as personally important is a job

like the one which I now have. I can use all the experience which I have in this field for 20 years, and then the job has to be of enough variety and challenge and that is what my job is today. I must be able to solve difficult problems so that I can use the experience that I have.... I had a good job and salary level, but somehow I felt that something was missing was indicated by one of the employees. One of the employees also revealed that ‘it is pretty much connected with what I described earlier..... if you give me five lakhs of rupees, I will go to a remote village or even to a small city and start some small business there’. On the other hand, this was pretty much connected with an internal need for searching for new challenges. (i.e. a pure challenge anchor in this case).This anchor was featured last in both the software and telecom industry.

6.4.9. Gender Differences and Career Anchors

H11: There is a significant difference between Career Anchors of male and female employees.

Gender Differences and Career Anchors		
Career Anchors	Males	Females
Technical / Functional	9%	8%
General Management	12%	12%
Autonomy	9%	9%
Service Dedication to a Cause	8%	9%
Security / Stability	27%	23%
Pure Challenge	7%	8%
Entrepreneurial Creativity	5%	6%
Lifestyle	23%	25%

Table No.6.9.

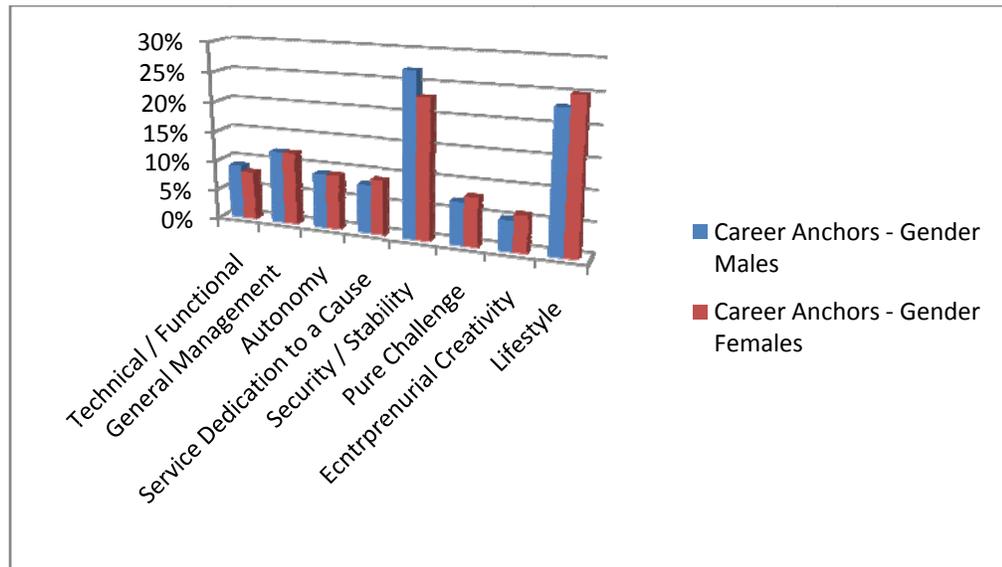


Figure 6.9.

There is a significant difference between career anchors of male and female employees gets rejected. Hence, it is evident that only to a some extent in Lifestyle and Security anchors did seem to significantly differ between male and female employees, for the other anchors there was no significance difference. Amongst Males, it was Security anchor (27 %) which was first followed by Lifestyle (23%) and amongst females it was Lifestyle (25%) followed by Security (23%). In this study, Security and Life style anchors were some of the most prominent anchors that did reflect at all time, in comparison to the other anchors. Security anchor could be attributed to the fact that globally recession had just taken place and India did feel its tremors or this could be attributed to the fact that Indians by and large strongly believe in the concepts of stability and security.

Life style is soon catching up with youngsters, nowadays; employees are focusing on the concepts of ‘work life balance’ to a major extent. It is not only work, but,

also having a balance between one's personal and professional life is taking precedence with these young aged professionals.

6.4.10. Employee Age and Career Anchors

Employee Age and Career Anchors			
Career Anchors	23-24yrs.	25-26 yrs.	27-28 yrs.
Technical / Functional	8%	6%	8%
General Management	10%	14%	23%
Autonomy	7%	7%	8%
Service Dedication to a Cause	24%	11%	8%
Security / Stability	22%	22%	21%
Pure Challenge	8%	8%	9%
Entrepreneurial Creativity	7%	7%	9%
Lifestyle	14%	25%	14%

Table No. 6.10.

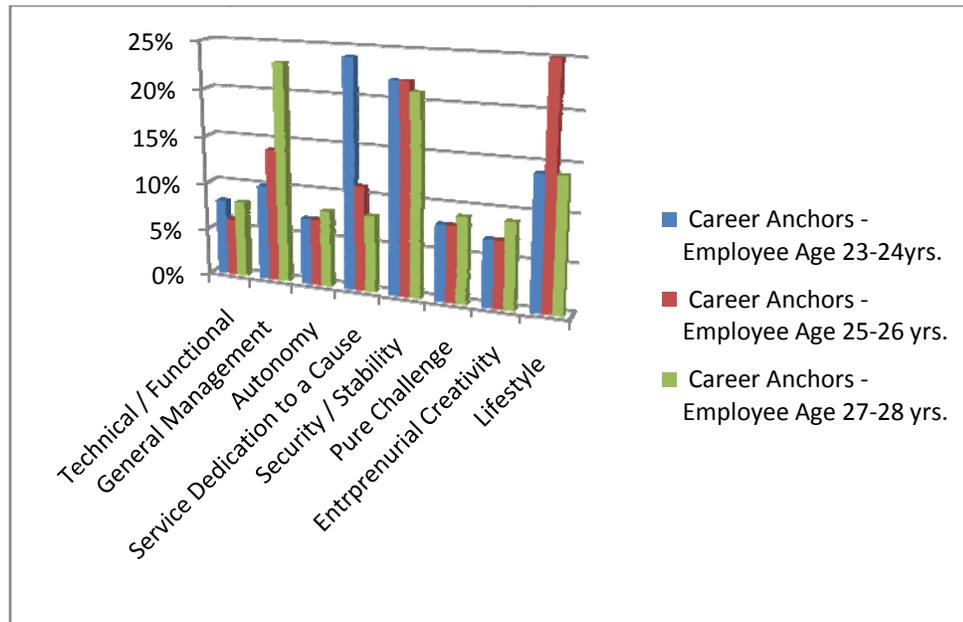


Figure No. 6.10.

General Management was the first anchor that featured, followed Security / Stability anchor where the age group of 27 – 28 years (23 %) olds was concerned. As the employees age, they prefer a career progression in an area of a general management field, this could be due to the fact that the employees from the four sectors felt that ‘the easiest way to rise in an organisation is through a general management route’ were voiced by 52 % of the employees in the phase 2, next was the Security / Stability anchor (21 %), which ofcourse, did reflect the need for the Indian employees to have the security with regards to their job, this has been discussed earlier too. In the age group of 25 – 26 years it was Lifestyle (25%) anchor and then followed by Security / Stability (22%) anchor and in the age group of 23- 24 years, it was Service Dedication to a Cause (24%) anchor followed by Security / Stability anchor (22%) , as discussed earlier, these employees when they just pass out from MBA Schools, Engineering Colleges

and Graduate Schools, pursuing studies at Undergraduate colleges, the emphasis on ‘social activities’ is extremely high , more over many of them probably do such activities as it is ‘ good to have’ on one’s C.V when applying for jobs .This does have a strong weight age in the nascent stage of one’s career.

6.4.11. Years of Experience and Career Anchors

H4: There is a significant difference between Career Anchors of the employees with varying years of experience

Years of Experience and Career Anchors			
Career Anchors	1-3 yrs	3-5 yrs	5-6 yrs
Technical / Functional	7%	8%	12%
General Management	12%	13%	16%
Autonomy	11%	10%	12%
Service Dedication to a Cause	22%	10%	8%
Security / Stability	18%	23%	21%
Pure Challenge	6%	8%	9%
Entrepreneurial Creativity	9%	7%	4%
Lifestyle	15%	21%	18%

Table No. 6.11.

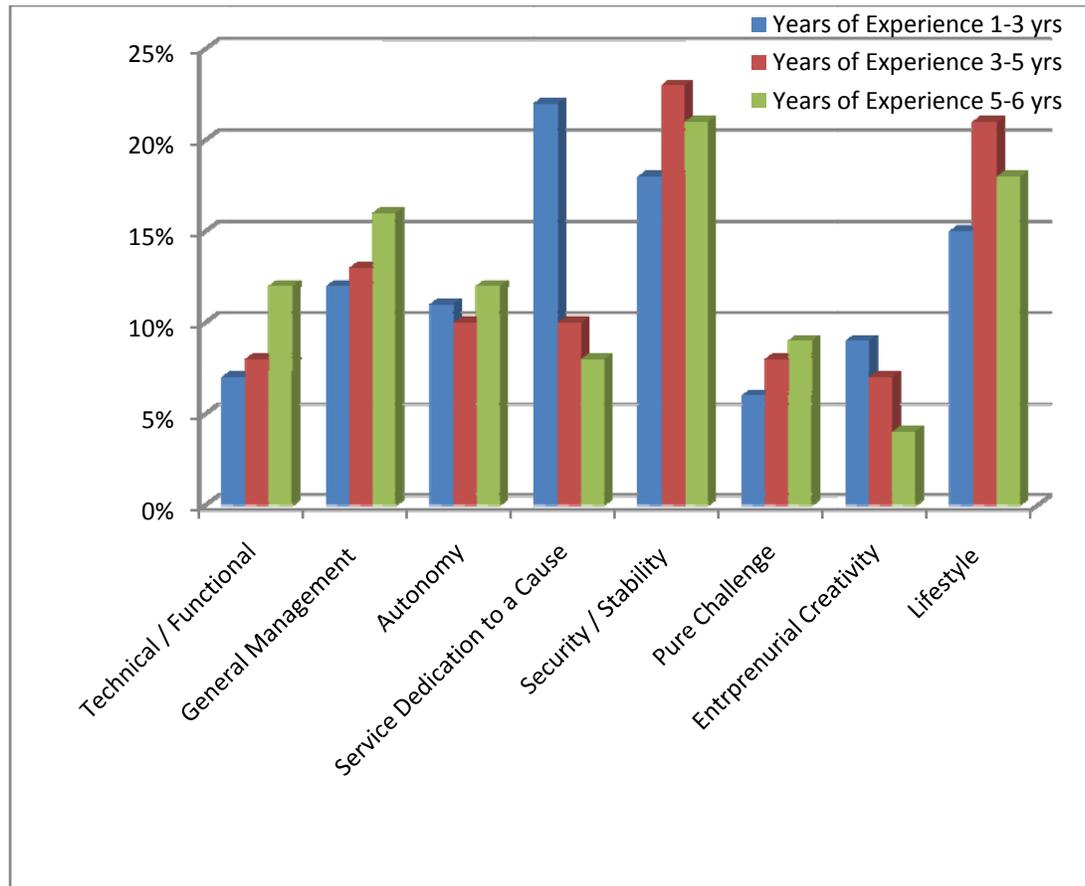


Figure No. 6.11.

With reference to the hypothesis testing in chapter V .The hypothesis gets retained i.e. there is a significant difference between Career Anchors and years of experience, the only anchor wherein it did not get retained in the Career Anchor of Autonomy. In the experience years of 1- 3 years , the number of employees that had autonomy as their career anchor was (11 %) , in the experience age group of 3 – 5 years , the number of employees that had autonomy as their career anchor was (10 %) and in the experience group of 5-6 years the number of employees that had Autonomy , as their career anchor was (12 %), this shows

that Autonomy was the only anchor amongst the eight anchors that showed some amount of stability with years of experience in the four industries in the study .

Most employees find the occupational world and easier place to navigate. The autonomy anchor is aligned, at least for the present, with most organisational policies of promising only employability (Schein, 1996). The self – reliance that may be needed in the future is already part of the psychological makeup of this sample of employees. They may well become role models for future career incumbents. In tracking various population , it is also evident that as many people age, their autonomy needs increase, leading to fantasies of opening up their own business becoming consultants, working part time and in other ways , reducing dependence on any particular organisation or job (Schein 1996). As this was the only anchor that was stable over the years of experience, the members of this group, on the whole have already built autonomous careers will be well adapted to the future, but, those who have been dependent on secure jobs while planning to break out maybe highly vulnerable to the current restructuring of the labor market even though their anchor is in line with future options. (Schein, 1996). In the Software industry, it was the first anchor, which does reflect on the need of software professionals need to have high amount of autonomy in their work.

In the experience range of 1 –3 yrs, Service Dedication to a cause anchor (22 %) ,was the first anchor the reason being that those with just 1 –3 yrs have just come out of MBA Schools, Engineering Colleges and Graduate Schools, pursuing studies at Undergraduate colleges, the emphasis on ‘social activities’ is extremely high , more over many of them probably do such activities as it is ‘ good to have’ on one’s C.V when applying for jobs .This does have a strong weight age in the nascent stage of one’s career. The next in the same experience group was Security

and Stability (18 %). In the experience range of 3- 5 years, the anchor that had the highest percent was Security /Stability (23 %) and then followed by Lifestyle (21%) and the experience range of 5 - 6 years was Security/ Stability (21 %) followed by Lifestyle (18 %).

6.3.12. Sectors and Career Anchors

H15: There is a significant difference between Career Anchors across industries.

Sectors and Career Anchors		
Career Anchors	Software	Telecom
Technical / Functional	23%	16%
General Management	12%	18%
Autonomy	27%	15%
Service Dedication to a Cause	6%	14%
Security / Stability	10%	15%
Pure Challenge	9%	12%
Entrepreneurial Creativity	6%	4%
Lifestyle	7%	6%

Table No 6.12.

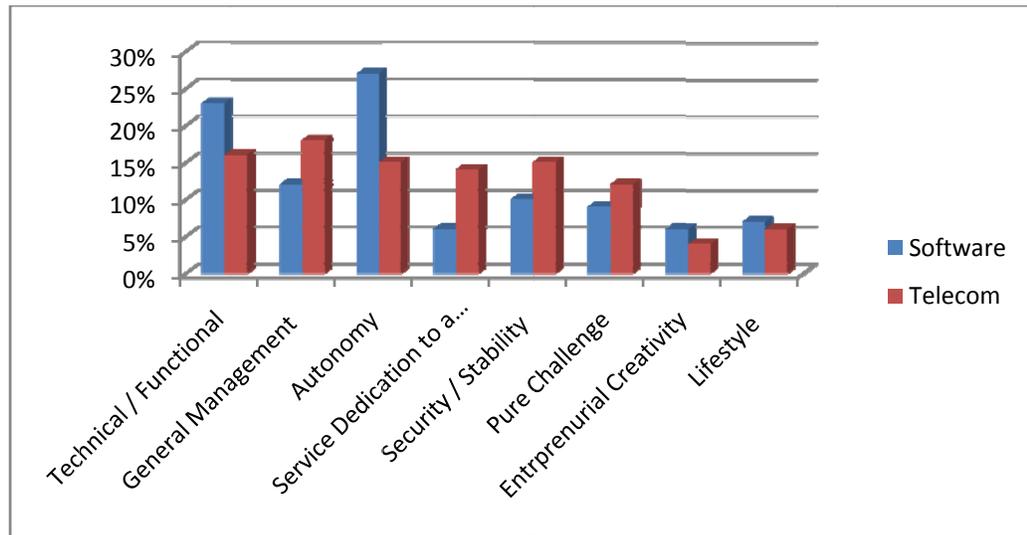
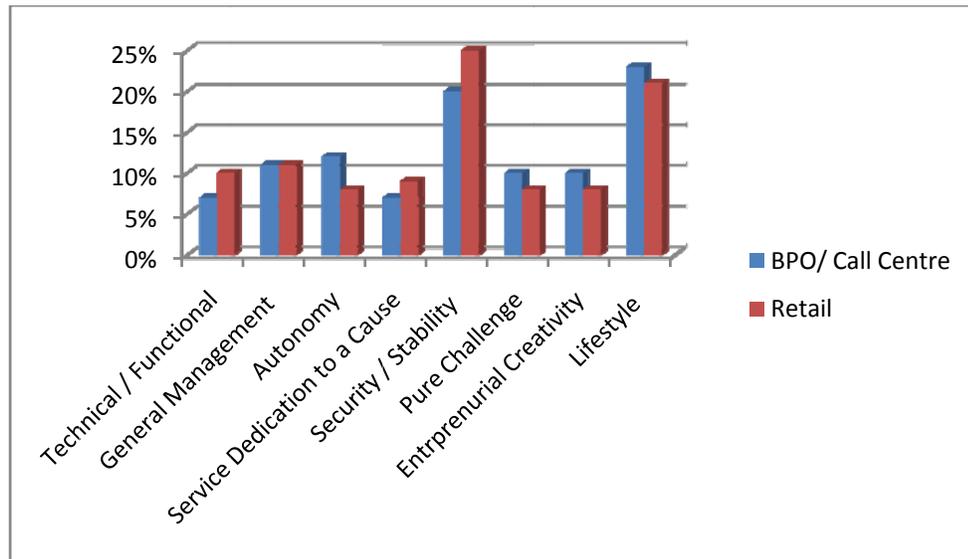


Figure No 6.12

Sectors and Career Anchors		
Career Anchors	BPO/ Call Centre	Retail
Technical / Functional	7%	10%
General Management	11%	11%
Autonomy	12%	8%
Service Dedication to a Cause	7%	9%
Security / Stability	20%	25%
Pure Challenge	10%	8%
Entrepreneurial Creativity	10%	8%
Lifestyle	23%	21%

Table No 6.12.



From the hypothesis testing in chapter 5, this clearly shows that there is a significant difference in the Career Anchors across industries. The industry the employee belongs to does make a difference to Career Anchors. This does support the researcher's views and the research done by other studies at various countries globally. (Applin, 1982; Burke, 1983; Burke & Deszca, 1987, 1988; Crepeau *et al*, 1992; DeLong, 1983; Igarria & Baroudi, 1993; Igarria *et al*, 1991; Slabbert, 1987). Each industry has their own specialisation and area of expertise, hence, the career anchors of employees does differ across these four industries. In the BPO / Call Centre industry it was Lifestyle anchor (23%), followed by Security / Stability anchor (20%). In the Retail industry, it was found that anchor by Security / Stability anchor (25 %) was first followed Lifestyle anchor (21%). This supports the researcher's view that these two anchors would feature in priority for these two industries. In the Telecom industry it was General Management (18 %) followed by Technical and Functional anchor (16 %). During the literature review as reflected in Chapter II, on Career Anchors, it was found that quite a few studies

did feature - General Management as the priority anchor and the same gets reflected in our research study too, most of the employees that opt for a Telecom industry do opt for a general management as the years go by, some of them also pursue a post graduate degree in a specific area of management, this becomes a natural career progression. The second anchor was technical / functional anchor, as this being an industry wherein technical expertise is of prime importance, this also featured in this research study. In the Software industry, it was found that autonomy anchor came in first and then followed by Technical / Functional anchor. Most software professionals did prefer the freedom and independence at their work front and 'autonomy' anchor (27 %) did feature as priority due to this, the next anchor was Technical / Functional anchor (23%) which was same in the case of Software industry.

In the present research study, the researcher has attempted to elaborate on the concept of Career Anchors with the Indian population. There are less than a handful of studies done on Career Anchors and quarter life. Like most studies quoted above (done in the last decade) there were nine anchors were identified, whereas in the study done by Schein (1990), eight anchors were identified.

During the literature review the researcher did not come across any study that had identified Security / Stability as the first anchor, whereas, in the study done on the Indian population, this anchor was in the forefront. This could be because of two prime reasons - the first being, that Indian culture, by and large has a great emphasis for 'financial security' and future planning, may it be savings for one's old age, kids education, buying a new home etc , they do not believe on taking high amount of risks , most Indians take 'calculated risks', where their finances are concerned . From some people, security and stability become an overriding

central issue which comes to guide and constrain all career decisions. Such people often seek jobs in organisations which provide job tenure, which have reputation of never laying off people, which have good retirement plans and generous benefits and which have the image of being strong and reliable in the industry. Most people, from the earlier generations have worked at public sectors, nationalized banks , state and central government jobs wherein such employment guarantee life time employment , till recent years . One's parents also play a major role in the employee's life until the employee reaches a marriageable age, whereas this is not true in the case of most western countries. All these values get inculcated in the employee's mind from a very young age, though with today's generation, most employees change jobs frequently, but the values engrained in their minds remain with them.

The second reason being – 'recession', since the last few years, due to the global melt down and India feeling the heat, though in the 17 companies, till the time the researcher conducted the study, none of the companies had retrenched their employees. Nevertheless, most working employees did get quite jittery, as globally most were losing their jobs and most companies all across the globe had a freeze the hiring plans. Hence, these employees would have also felt the heat; this could be one of the reasons for Security / Stability being the priority anchor in quarter life crisis. Nevertheless, recent research (Giles and West 1995) indicates that employees with security / stability anchor were less likely to be proactive in career planning.

For most of the 1970s and 1980s, when Edgar Schein administered the career anchor self-analysis exercise, they obtained fairly consistent results with roughly 25 percent of populations anchored in "general management," another 25 percent

in "technical/functional competence," 10 percent each in "autonomy" and "security" and the rest spread across the remaining anchors. They found a broad distribution of anchors in every occupation, even though one might imagine that some occupations would be highly biased toward a given anchor. Even management students who might be expected to have primarily a general management anchor are spread across the whole spectrum with only about 25 percent in that category. And even with middle managers and senior executives, this anchor rarely goes above 50 percent. As discussed earlier in our study with the Indian sample size for the dominant anchors were General Management Lifestyle and then Security / Stability.

6.4.13. Global comparison on Career Anchors: It was found that lifestyle remained the predominant career anchor across three geographic regions, with the exception of the UK/Ireland and Africa, where it was placed second and third respectively in order of importance. Pure challenge attracted high scores across the regions (with the exception of North America), and with Africa placing this career anchor highest in importance. Service/ dedication to a cause attracted high scores in the UK/Ireland and North America, but relatively low scores in Africa and Asia. General managerial competence achieved low scores across all five regions, as did security/stability, with the exception (though moderate) of the Asian region. In our study, on Indian population, it was found that General Management anchor was priority , then followed by Lifestyle and then by Security/ stability and last was autonomy.