

## Data Collection Instruments

### Appendix I

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Form No. \_\_\_\_\_

Hi! You have especially been chosen to be a part of our study. Your answers are very important to us. Please be frank, open and honest. There are no right and wrong answers. Your answers will be kept confidential.

You shall be given four questionnaires in the form of a booklet. It will take you a little more than an hour to fill in all four questionnaires. After submitting two questionnaires, you will be given a 10 minutes break. There is no time limit for each questionnaire. In case you do not understand any part of the questionnaire, you may ask me questions.

Kindly fill in your basic details, before we proceed further. Thank You .

Employee Name: (Optional )	
Highest Qualification:	
Name of Company:	
Designation:	
Function:	
Gender:	
Age:	
Total Years of Experience:	
Relevant Years of Experience:	
Father's Highest Qualification:	
Mother's Highest Qualification:	

## Phase 1

### Quarter Life Crisis

Note: This is not a standardized test. The items are designed to help you think what issues you face in these early years of your careers. As indicated earlier, you are trying to figure yourself out, so try to be as honest with yourself as possible. Please do not omit any questions. You may tick your answer in the appropriate box.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Cannot Decide</b>	<b>Agree</b>	<b>Strongly Agree</b>

Sr. no.	Questionnaire					
		1	2	3	4	5
1	Having a mentor in the few years of joining an organisation/s would have helped me in my career.					
2	I love the money that this job pays and hence I took it up.					
3	I maintain a balanced diet and have good eating habits.					
4	I am not cut out for this job.					
5	I get mentally exhausted every day.					
6	I did not plan my career. Just took up the first job that came my way.					
7	I am very passionate about my work.					
8	I love coming to work every day.					
9	I am regular at work.					
10	I have become forgetful.					
11	I have already chalked out my career goals for the next five years.					

12	I dislike my work.					
13	I have erratic work schedules.					
14	I have a loss of appetite.					
15	I am under stress whenever I come to work.					
16	I can't stand doing my job anymore.					
17	I get physically exhausted every day.					
18	I could have planned my career a little better.					
19	I regularly exercise.					
20	I work for more than eight hours a day.					
21	I lose my temper at home and at work.					
22	This job does not utilise my skills.					
23	I have planned my career very well.					
25	I have very good sleeping habits.					
26	This is the career that I have always dreamt of.					
27	I love a 9 - 5 kind of job.					
28	I am always late for work.					
29	During my free time, I think of relaxing, watching a movie or going out.					
30	Work is equally distributed to my colleagues in my department					
31	I hate my job.					
32	In the last six months, I have regularly felt overworked.					
33	I think I am in a wrong career and regularly feel like quitting.					
34	I have fixed meals at regular intervals.					
35	I feel great when I awake in the mornings.					

## Career Decision Self Efficacy

Note: This is not a standardized test. As indicated earlier, you are trying to figure yourself with regards to your career, so try to be as honest with yourself as possible. Please do not omit any questions. You may tick your answer in the appropriate box.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>No Confidence At All</b>	<b>Very Little Confidence</b>	<b>Moderate Confidence</b>	<b>Much Confidence</b>	<b>Complete Confidence</b>

Sr. No.	How Much Confidence Do You Have That You Could :					
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Use the internet to find information about occupations that interest you.					
2	Get involved in a work experience relevant to your future goals.					
3	Make a plan of your goals for the next five years.					
4	Determine the steps to take if you are having trouble with an aspect of your chosen occupation.					
5	Accurately assess your abilities.					
6	Select one occupation from a list of potential occupations you are considering.					
7	Determine the steps you need to take to successfully complete your chosen occupation.					
8	Persistently work at your career goal even when you get frustrated.					
9	Determine what your ideal job would be.					

10	Find out the employment trends for an occupation over the next ten years.					
11	Choose a career that will fit your preferred lifestyle.					
12	Prepare a good resume.					
13	Change occupation if you did not like your first choice.					
14	Decide what you value most in an occupation.					
15	Find out about the average yearly earnings of people in an occupation.					
16	Make a career decision and then not worry whether it was right or wrong.					
17	Come up with a strategy to deal if your career fails.					
18	Figure out what you are and are not ready to sacrifice to achieve your career goals.					
19	Talk with a person already employed in a field you are interested in.					
20	Choose a career that will fit your interests.					
21	Identify employers, firms, and institutions relevant to your career possibilities.					
22	Define the type of lifestyle you would like to live.					
23	Find information about further studies in my line of occupation from graduate or professional schools.					
24	Successfully manage the job interview process.					
25	Identify some reasonable major or career alternatives if you are unable to get your first choice.					

## Career Anchors

**For each of the forty items that follow. Rate how true that a statement is for you.  
Rate it as 1 if it is never true for you.  
Rate it as 2 if it is seldom true for you  
Rate it as 3 if it is often true for you.  
Rate it as 4 if it is always true for you.**

Note: This is not a standardized test. The items are designed to help you think what you want out of your career, what your areas of competence are, and what most satisfies you. You are trying to figure yourself out, so try to be as honest with yourself as possible. Please do not omit any questions. You may circle your answer.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Never</b>	<b>Seldom</b>	<b>Often</b>	<b>Always</b>

1. I want to be so good at what I do that others will always seek my expert advice.	1	2	3	4
2. I am most fulfilled in my work when I have been able to integrate and manage the effort of others.	1	2	3	4
3. I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule.	1	2	3	4
4. I am always on the lookout for ideas that would permit me to start my own enterprise.	1	2	3	4
5. Security and stability are more important to me than freedom and autonomy.	1	2	3	4
6. I would rather leave my organisation than to be put into a job that would compromise my ability to pursue personal and family concerns.	1	2	3	4
7. I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society.	1	2	3	4
8. I dream of a career in which I will always have the challenge of solving ever more difficult problems.	1	2	3	4

9. I will feel successful in my career only if I can develop my technical or functional skills to a very high level of competence.	1	2	3	4
10. I dream of being in charge of a whole organization.	1	2	3	4
11. I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures.	1	2	3	4
12. I would not stay in an organisation that would give me assignments that would jeopardise my job security.	1	2	3	4
13. Building a business of my own is more important to me than being a high-level manager someone else's organisation.	1	2	3	4
14. I have felt most fulfilled in my career when I have been able to use my talents in the service of others.	1	2	3	4
15. I will feel successful in my career only if I have met and overcome increasingly difficult challenges.	1	2	3	4
16. I dream of a career that will permit me to integrate my personal, family and work needs.	1	2	3	4
17. Becoming a senior functional manager in my area of expertise is more attractive to me than becoming a general manager.	1	2	3	4
18. I will feel successful in my career only if I achieve complete autonomy and freedom to define my work.	1	2	3	4
19. I usually seek jobs in organisations that will give me a sense of stability and security.	1	2	3	4
20. I feel most fulfilled when I have been able to build something that is primarily the result of my own skill and effort.	1	2	3	4
21. I will feel successful only if I become a high level general manager in some organization.	1	2	3	4
22. Using my talents to make the world the world a better place to live and work is what drives my career decisions.	1	2	3	4
23. I have been most fulfilled in my career when I have been able to solve seemingly unsolvable problems or won out over seemingly impossible odds.	1	2	3	4
24. I feel successful in life only if I have been able to balance my personal, family and career requirements.	1	2	3	4

25. I dream of a career that will allow me to feel a sense of stability and security.	1	2	3	4
26. I would rather leave my organisation than accept a rotational assignment that would take me out of my area of expertise.	1	2	3	4
27. Balancing the demands of my personal and professional life is more important to me than a high level managerial position.	1	2	3	4
28. I dream of having a career that makes a real contribution to humanity and society.	1	2	3	4
29. I will feel successful in my career only if I have created an enterprise of my own based on my own ideas and skills.	1	2	3	4
30. Becoming a general manager is more attractive to me than becoming a senior functional manager in my area of expertise.	1	2	3	4
31. The chance to do a job in my own way, free of rules and constraints, is very important to me.	1	2	3	4
32. I prefer work opportunities that strongly challenge my problem solving and competitive skills.	1	2	3	4
33. I dream of starting up and building my own business.	1	2	3	4
34. I would rather leave my organisation than accept a job that would take me away from the general managerial track.	1	2	3	4
35. I am most fulfilled in my work when I have been able to use my special skills and talents.	1	2	3	4
36. I would rather leave my organization than accept a job that would take me away from the path to general management.	1	2	3	4
37. I am most fulfilled in my work life when I feel that I have complete financial and employment security.	1	2	3	4
38. I would rather leave my organisation than accept a job that would reduce my autonomy and freedom.	1	2	3	4
39. I have always sought out work opportunities that would minimize interference with personal or family concerns	1	2	3	4
40. Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position.	1	2	3	4



## Career Satisfaction

Note: This is not a standardized test. The items are designed to help you think how satisfied you with your career are. You are trying to figure yourself out, so try to be as honest with yourself as possible. Please do not omit any questions. You may tick mark your answer.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Very Satisfied</b>	<b>Somewhat Satisfied</b>	<b>Neutral</b>	<b>Somewhat Dissatisfied</b>	<b>Very Dissatisfied</b>

Sr. No.	Items	1	2	3	4	5
1	My career goals have been met since the time I started my career.					
2	I am satisfied with the additional training my company gives me to fulfill my current role.					
3	I have a mentor who guides me at my work.					
4	My organisation takes keen interest at regular intervals to help me upgrade my skill set					
5	I have a personal sense of accomplishment in my career working here.					
6	My Supervisor puts in efforts to identify my strengths and weaknesses.					
7	The workload is evenly distributed with my team members.					
8	I have a clear path for career advancement.					
9	I have enough freedom in my position to do what is right for the customer/client.					
10	My role model has been very instrumental in helping me to decide on my career					
11	I am contended with the benefits that I receive out here.					
12	I am contended with my pay packet out here.					

13	My supervisor is happy with my performance.					
14	I am satisfied with the priorities and direction of my department.					
15	I have total control of my career.					
16	I get the opportunity to work on interesting projects					
17	My role model / mentor has helped me in achieving my goals					
18	I have the access to company-sponsored training and seminars					
19	I enjoy coming to work every day.					
20	I am happy with the guidance I receive from my superiors.					
21	I get along with almost all my team members.					
22	I am satisfied with the progress I have made in this company.					
23	I am satisfied with my current assignment.					
24	My mentor takes the time to learn about my goals and aspirations.					
25	I am very happy with the position that I am in this company.					
26	I am totally stressed out at work.					
27	My supervisor is actively involved in my career development.					
28	The team meetings held are fruitful and I have a role to play .					
29	My career has been planned for the next three years.					
30	I feel a sense of completion with my job.					
31	I have taken pains to discuss my career with couple of folks already employed in the similar field.					
32	There are growth opportunities for me in this organisation.					
33	I am interested in my job.					

34	I get along with my supervisor.					
35	I get good cooperation from most of my colleagues.					
36	I think I am in a wrong career and regularly feel like quitting.					
37	I have adequate information available which enables me to do my job well.					
38	I think it's important to have a mentor at an early stage of one's career.					
39	In short, I am satisfied with my company.					
40	I cannot stand doing my job anymore.					
41	I am in a position to influence my superior if I have a valuable contribution.					
42	I am able to influence my team, if I have valuable suggestions to make in a team meeting.					

## Phase 2

### Interview

Name(Optional) :		Designation :		Function:	
Sr. No.	Items	Agree	Can't Say	Disagree	
1	It is important for a good career one should study hard and get good grades.				
2	Most employees / students compare themselves with friends and batch mates.				
3	Young employees may lack the maturity to deal with their feelings in a responsible way.				
4	It is important to be prepared in one's career, as early as possible.				
5	Some of our batch mates were rather clueless, or simply do not bother too much, when they select their course of study.				
6	The influence of mentors is crucial in the process of career decision making				
7	My role model/s are either family members, teachers or supervisors.				
8	Training is extremely important for me to be successful on the job.				
9	If we do not have clear cut goals in our job we may not be successful in our careers.				
10	In the past , I have approached career counselors for seeking advice on my career.				
11	Reaching a middle level in the organisation was the most important factor for me.				
12	I prefer an assignment that I am technically competent in.				
13	I would prefer to continue to grow in the technical field rather than take up an administrative role.				
14	Independence has always been a very important aspect for me.				

15	My job has evolved continuously and, brought me new challenges as well as given me a possibility of independence.			
16	I want to do an independent job.			
17	I am ready to sacrifice the freedom in my job in case; I would be promoted to a higher level in the organisation.			
18	I prefer repetitive jobs only.			
19	I prefer to work in organisations where there is stability rather than challenging assignments.			
20	I have always dreamt of starting my own business/venture.			
21	I think that my organisation puts in a lot of effort to retain its employees.			
22	I feel that I am 'cut out' for this role.			
23	I feel I would be better off, if I had planned my career well.			
24	Mentors or role models were instrumental in helping me to make a decision regarding my career.			
25	I get mentally exhausted at work, on most occasions.			
26	I would quit the organisation, if I am not satisfied with it.			
27	To be successful in our careers , we need to be focused in our work.			
28	The easiest way to rise in an organisation is through a general management route.			
29	My organisation regularly sends us for training programmes in order to upgrade our skills.			
30	My organisation had a formal delegation matrix.			
31	Employees value outcomes such as development of new skills, work-life balance and challenges.			
32	I am happy when my group / team completes the assignment / project as per the deadlines			
33	Any other comments :			

## Appendix II

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### The timelines for the Study – Phase 1

<b>Date of Data Collection</b>	<b>Number of forms administered</b>	<b>Number of responses accurately received</b>	<b>Response Rate %</b>
April 28,2009	150	125	83.33
April 29,2009	100	68	68.00
April 30,2009	120	95	79.17
May 6,2009	120	96	80.00
May 7,2009	100	70	70.00
May 8 ,2009	100	84	84.00
May13,2009	100	88	88.00
May 14,2009	140	110	78.57
May 15,2009	100	82	82.00
May 20,2009	100	99	99.00
May 21,2009	120	86	71.67
May 22,2009	100	90	90.00
May 27,2009	130	112	86.15
May 28,2009	100	86	86.00
May 30,2009	140	110	78.57
June 2,2009	100	80	80.00
June 3,2009	120	97	80.83
June 4,2009	60	52	86.67
	2000	1630	81.78%

**Table no.1a**

**The timelines for the Study – Phase 2**

<b>Date for Brief Interview Session</b>	<b>Number shortlisted supervisors</b>	<b>Number that were actually interviewed</b>	<b>Number of respondents that replied to all questions</b>	<b>Response Rate %</b>
October 6,2009	18	12	11	61.11
October 7,2009	16	15	13	81.25
October 8,2009	15	11	11	73.33
October 12,2009	15	11	10	66.67
October 14,2009	18	15	14	77.78
October 21,2009	15	13	13	86.67
November 9,2009	15	12	12	80.00
November 10,2009	15	13	13	86.67
November 13,2009	15	12	12	80.00
November 17,2009	20	15	12	60.00
November 20,2009	15	13	13	86.67
November 24,2009	18	14	11	61.11
December 03,2009	15	12	10	66.67
December 04,2009	15	12	10	66.67
	225	180	165	74%

**Table no.1b**

### Coding Sheet

<b>Industry</b>	
BPO/Call Centre	100
Retail	200
Software	300
Telecom	400
<b>Employee Qualification</b>	
H. Sc	1
Under Graduate	2
B.A., B.Com., B.S.W., B.M.S.	3
B.Sc.	4
Engineering	5
Graduate + Diploma	6
B.Sc.+ Diploma	7
P.G. Arts Com, Social Work	8
P.G. Science	9
M. Tech.	10
M.B.A.	11
<b>Gender</b>	
F	1
M	2
<b>Age</b>	
23	1
24	2
25	3
26	4
27	5
28	6

**Table no. 2a**



<b>Total Years of Experience/ Total Experience in Current Organisation</b>	
1-1.5	11
2-2.5	12
3-3.5	13
4-4.5	14
5-5.5	15
6	16
<b>Current Designation</b>	
<b>Technical</b>	
Technical - Junior	11
Technical -Middle	12
<b>Non Technical</b>	
Non Technical - Junior	21
Non Technical - Middle	22
<b>Function</b>	
Credit	1
Customer Service	2
Finance & Accounts	3
Human Resources	4
Information Technology	5
Network	6
Operations	7
Purchase	8
Quality	9
Retail	10
Sales & Marketing	11
Software Projects & Software Development	12
Technical	13
Telecom & Telecom Infrastructure	14

**Table no. 2b**

## Reliability

### Reliability Results for Quarter Life Crisis

<b>Quarter Life Crisis Variables</b>	<b>Reliability</b>
Career Goal Satisfaction	0.57
Job Satisfaction	0.80
Stress	0.88
Health	0.63
Lifestyle	0.55
<b>QLC - Overall Reliability</b>	<b>0.77</b>

**Table no.3a**

### Reliability Results for Career Decision Self Efficacy

<b>Career Decision Self Efficacy</b>	<b>Reliability</b>
Occupation Information	0.723
Goal Selection	0.746
Planning	0.601
Problem Solving	0.681
Self Appraisal	0.780
<b>Overall Reliability -Career Decision Self Efficacy</b>	<b>0.70</b>

**Table no.3b**

### **Reliability Results for Career Anchors**

<b>Career Anchors</b>	<b>Reliability</b>
Technical / Functional	0.831
General Mgt.	0.909
Autonomy	0.806
Security / Stability	0.888
Entrepreneurial Creativity	0.875
Service Dedication to a Cause	0.861
Pure Challenge	0.811
Life Style	0.887
<b>Overall Reliability</b>	<b>0.83</b>

**Table no.4a**

### **Reliability Results for Career Satisfaction**

<b>Career Satisfaction Variables</b>	<b>Reliability</b>
Career Role Satisfaction	0.786
Job Satisfaction	0.716
Mentor Satisfaction	0.783
Organisation Satisfaction	0.780
Self Satisfaction	0.754
Team Satisfaction	0.743
<b>Overall Reliability -Career Satisfaction</b>	<b>0.805</b>

**Table no.4b**

## Factor Analysis

### Factor Analysis Results for Quarter Life Crisis

#### 1.Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	3.917	11.19	11.19	3.917	11.19
2	3.041	8.688	19.878	3.041	8.688
3	2.486	7.103	26.982	2.486	7.103
4	2.328	6.651	33.633	2.328	6.651
5	2.046	5.844	39.477	2.046	5.844
6	1.217	3.478	42.955	1.217	3.478
7	1.125	3.215	46.17	1.125	3.215
8	1.094	3.126	49.296	1.094	3.126
9	1.061	3.032	52.328	1.061	3.032
10	1.028	2.936	55.264	1.028	2.936
11	0.978	2.796	58.06		
12	0.972	2.777	60.837		
13	0.95	2.713	63.55		
14	0.899	2.568	66.118		
15	0.871	2.49	68.607		
16	0.841	2.403	71.01		
17	0.809	2.312	73.322		
18	0.753	2.152	75.474		
19	0.728	2.079	77.553		
20	0.683	1.951	79.504		
21	0.66	1.885	81.389		
22	0.625	1.786	83.175		
23	0.606	1.731	84.906		
24	0.566	1.616	86.522		
25	0.544	1.556	88.077		
26	0.523	1.494	89.571		
27	0.503	1.438	91.009		
28	0.493	1.409	92.419		

29	0.452	1.292	93.71		
30	0.438	1.253	94.963		
31	0.406	1.16	96.123		
32	0.383	1.094	97.217		
33	0.35	0.999	98.215		
34	0.316	0.903	99.118		
35	0.309	0.882	100		

Extraction Method: Principal Component Analysis.

**Table no.5a**

**2. Rotated Component Matrix<sup>a</sup>**

	Component									
	1	2	3	4	5	6	7	8	9	10
Having a mentor in the few years of joining an organisation/s would have helped me in my career.		0.74								
I did not plan my career. Just took up the first job that came my way.		0.66								
I have already chalked out my career goals for the next five years.		0.74								
I could have planned my career a little better.		0.45					0.40			
I have planned my career very well.		0.70								
This is the career that I have always dreamt of.		0.79								
I think I am in a wrong career and regularly feel like quitting.						0.50				
I am not cut out for this job.					0.71					
I am very passionate about my work.					0.75					
I dislike my work.					0.67					
I can't stand doing my job anymore.					0.83					
This job does not utilise my skills.										
I love a 9 - 5 kind of job.									-0.66	

Work is equally distributed to my colleagues in my department							0.76			
I get mentally exhausted every day.				0.78						
I have become forgetful.				0.72						
I am under stress whenever I come to work.										
I get physically exhausted every day.				0.58						
I lose my temper at home and at work.				0.48						
I have very good sleeping habits.				0.53						
In the last six months, I have regularly felt overworked.						0.66				
I maintain a balanced diet and have good eating habits.	0.79									
I am regular at work.	0.65									
I have a loss of appetite.	0.72									
I regularly exercise.	0.54									
I am always late for work.	0.61									
I have fixed meals at regular intervals.	0.76									
I feel great when I awake in the mornings									0.58	
I love the money that this job pays and hence I took it up.			0.83							
I love coming to work every day.			0.58							
I have erratic work schedules.			0.78							
I work for more than eight hours a day.			0.72							
I prefer working in shifts than normal hours.			0.71							
During my free time, I think of relaxing, watching a movie or going out.								0.74		
I hate my job.										.80

Extraction Method: Principal Component Analysis.

**Table no.5b**

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

## **Factor Analysis Results for Results for Career Decision Self Efficacy**

### **1. Total Variance Explained**

Component		Initial Eigen values			Extraction Sums of Squared Loadings	
		Total	% of Variance	Cumulative %	Total	% of Variance
	1	2.874	11.497	11.497	2.874	11.497
	2	2.458	9.832	21.329	2.458	9.832
	3	2.341	9.365	30.694	2.341	9.365
	4	2.046	8.183	38.877	2.046	8.183
	5	1.908	7.632	46.509	1.908	7.632
	6	1.174	4.698	51.207	1.174	4.698
	7	1.082	4.329	55.536	1.082	4.329
	8	1.004	4.017	59.553	1.004	4.017
	9	0.903	3.611	63.164		
	10	0.875	3.5	66.664		
	11	0.813	3.251	69.914		
	12	0.757	3.026	72.941		
	13	0.701	2.803	75.743		
	14	0.684	2.734	78.478		
	15	0.65	2.602	81.079		
	16	0.618	2.472	83.552		
	17	0.58	2.322	85.873		
	18	0.572	2.288	88.161		
	19	0.539	2.155	90.316		
	20	0.499	1.996	92.312		
	21	0.475	1.9	94.212		
	22	0.404	1.617	95.829		
	23	0.38	1.52	97.349		
	24	0.349	1.396	98.745		
	25	0.314	1.255	100		

Extraction Method: Principal Component Analysis.

**Table no. 5c**

**2. Rotated Component Matrix<sup>a</sup>**

	Component							
	1	2	3	4	5	6	7	8
Use the internet to find information about occupations that interest you.			0.66					
Find out the employment trends for an occupation over the next ten years.			0.80					
Find out about the average yearly earnings of people in an occupation.			0.66					
Talk with a person already employed in a field you are interested in.			0.84					
Find information about further studies in my line of occupation from graduate or professional schools.							0.82	
Get involved in a work experience relevant to your future goals.		0.70						
Select one occupation from a list of potential occupations you are considering.		0.75						
Choose a career that will fit your preferred lifestyle.		0.66						
Make a career decision and then not worry whether it was right or wrong.		0.75						
Choose a career that will fit your interests.		0.50						
Make a plan of your goals for the next five years.					0.76			
Determine the steps you need to take to successfully complete your chosen occupation.					0.84			
Prepare a good resume.					0.74			
Identify employers, firms, and institutions relevant to your career possibilities.						0.69		
Successfully manage the job interview process.						0.79		



Determine the steps to take if you are having trouble with an aspect of your chosen occupation.				0.59				
Persistently work at your career goal even when you get frustrated.				0.82				
Change occupation if you did not like your first choice.				0.65				
Come up with a strategy to deal if your career fails				0.73				
Identify some reasonable major or career alternatives if you are unable to get your first choice.								0.93
Accurately assess your abilities.	0.83							
Determine what your ideal job would be.	0.58							
Decide what you value most in an occupation.	0.78							
Figure out what you are and are not ready to sacrifice to achieve your career goals.	0.73							
Define the type of lifestyle you would like to live.	0.72							

ExtractionMethod:PrincipalComponentAnalysis.

**Table no 5d**

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

## Factor Analysis Results for Career Anchors

### 1. Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	6.86	17.15	17.15	6.86	17.15
2	3.78	9.44	26.58	3.78	9.44
3	3.42	8.56	35.14	3.42	8.56
4	3.27	8.18	43.32	3.27	8.18
5	2.92	7.31	50.63	2.92	7.31
6	2.39	5.97	56.60	2.39	5.97
7	2.28	5.71	62.31	2.28	5.71
8	1.58	3.95	66.26	1.58	3.95
9	1.13	2.82	69.08	1.13	2.82
10	0.94	2.35	71.43		
11	0.86	2.16	73.59		
12	0.81	2.04	75.62		
13	0.75	1.87	77.49		
14	0.71	1.78	79.27		
15	0.69	1.72	80.99		
16	0.62	1.56	82.55		
17	0.61	1.52	84.07		
18	0.56	1.40	85.47		
19	0.54	1.35	86.82		
20	0.50	1.24	88.06		
21	0.44	1.09	89.16		
22	0.39	0.97	90.13		
23	0.38	0.95	91.08		
24	0.34	0.85	91.93		
25	0.34	0.84	92.77		
26	0.31	0.77	93.54		
27	0.27	0.67	94.21		
28	0.26	0.64	94.85		
29	0.23	0.59	95.44		
30	0.23	0.58	96.01		
31	0.22	0.55	96.56		
32	0.20	0.51	97.07		
33	0.19	0.48	97.55		
34	0.18	0.45	98.00		
35	0.17	0.42	98.42		
36	0.14	0.36	98.78		
37	0.14	0.35	99.13		
38	0.14	0.34	99.47		
39	0.11	0.28	99.75		

	40	0.10	0.25	100.00	
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Extraction Method: Principal Component Analysis. **Table no.5e**

**2. Rotated Component Matrix**

	Component								
	1	2	3	4	5	6	7	8	9
I want to be so good at what I do that others will always seek my expert advice						0.70			
I will feel successful in my career only if I can develop my technical or functional skills to a very high level of competence.						0.76			
Becoming a senior functional manager in my area of expertise is more attractive to me than becoming a general manager.						0.85			
I would rather leave my organisation than accept a rotational assignment that would take me out of my area of expertise.						0.70			
I am most fulfilled in my work when I have been able to use my special skills and talents.						0.60			
I am most fulfilled in my work when I have been able to integrate and manage the effort of others	0.82								
I dream of being in charge of a whole organization	0.8								
I will feel successful only if I become a high level general manager in some organization	0.88								
Becoming a general manager is more attractive to me than becoming a senior functional manager in my area of expertise.	0.77								
I would rather leave my organization than accept a job that would take me away from the path to general management	0.74								
I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule.								0.85	

I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures									0.88	
I will feel successful in my career only if I achieve complete autonomy and freedom to define my work.									0.78	
The chance to do a job in my own way, free of rules and constraints, is very important to me.										0.67
I would rather leave my organisation than accept a job that would reduce my autonomy and freedom.										0.67
Security and stability are more important to me than freedom and autonomy			0.81							
I would not stay in an organisation that would give me assignments that would jeopardise my job security			0.88							
I usually seek jobs in organisations that will give me a sense of stability and security			0.88							
I dream of a career that will allow me to feel a sense of stability and security			0.80							
I am most fulfilled in my work life when I feel that I have complete financial and employment security			0.76							
I am always on the lookout for ideas that would permit me to start my own enterprise				0.76						
Building a business of my own is more important to me than being a high-level manager someone else's organisation				0.81						
I feel most fulfilled when I have been able to build something that is primarily the result of my own skill and effort				0.86						
I will feel successful in my career only if I have created an enterprise of my own based on my own ideas and skills				0.83						

I dream of starting up and building my own business				0.67					
I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society					0.72				
I have felt most fulfilled in my career when I have been able to use my talents in the service of others					0.86				
Using my talents to make the world the world a better place to live and work is what drives my career decisions					0.91				
I dream of having a career that makes a real contribution to humanity and society					0.79				
I would rather leave my organisation than accept a job that would take me away from the general managerial track					0.73				
I dream of a career in which I will always have the challenge of solving ever more difficult problems							0.86		
I will feel successful in my career only if I have met and overcome increasingly difficult challenges							0.75		
I have been most fulfilled in my career when I have been able to solve seemingly unsolvable problems or won out over seemingly impossible odds							0.9		
I prefer work opportunities that strongly challenge my problem solving and competitive skills							0.53		0.4
Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position							0.68		
I would rather leave my organisation than to be put into a job that would compromise my ability to pursue personal and family concerns		0.82							

I dream of a career that will permit me to integrate my personal, family and work needs		0.75							
I feel successful in life only if I have been able to balance my personal, family and career requirements		0.92							
Balancing the demands of my personal and professional life is more important to me than a high level managerial position		0.76							
I have always sought out work opportunities that would minimize interference with personal or family concerns		0.88							

Extraction Method: Principal Component Analysis.

**Table no.5f**

Rotation Method: Varimax with Kaiser Normalization.

- a. Rotation converged in 6 iterations.

### **Factor Analysis Results for Career Satisfaction**

Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.04	12.00	12.00	5.04	12.00	12.00
2	3.25	7.74	19.74	3.25	7.74	19.74
3	2.91	6.92	26.66	2.91	6.92	26.66
4	2.47	5.87	32.53	2.47	5.87	32.53
5	2.14	5.10	37.63	2.14	5.10	37.63
6	2.05	4.88	42.51	2.05	4.88	42.51
7	1.76	4.19	46.70	1.76	4.19	46.70
8	1.20	2.86	49.56	1.20	2.86	49.56
9	1.13	2.69	52.25	1.13	2.69	52.25
10	1.07	2.55	54.79	1.07	2.55	54.79
11	1.04	2.48	57.27	1.04	2.48	57.27
12	0.94	2.25	59.51			
13	0.92	2.18	61.69			
14	0.89	2.11	63.80			
15	0.86	2.05	65.85			
16	0.81	1.93	67.78			
17	0.79	1.89	69.67			
18	0.76	1.80	71.46			
19	0.74	1.76	73.22			
20	0.73	1.74	74.96			
21	0.70	1.66	76.62			
22	0.66	1.56	78.18			
23	0.64	1.51	79.69			
24	0.60	1.44	81.13			
25	0.59	1.41	82.54			
26	0.57	1.36	83.90			
27	0.55	1.31	85.21			
28	0.53	1.26	86.47			
29	0.51	1.22	87.70			
30	0.49	1.17	88.86			
31	0.49	1.16	90.02			
32	0.45	1.07	91.09			
33	0.45	1.07	92.16			
34	0.43	1.03	93.19			
35	0.42	1.00	94.19			
36	0.42	0.99	95.19			
37	0.41	0.96	96.15			
38	0.37	0.89	97.04			
39	0.34	0.81	97.85			
40	0.33	0.79	98.63			
41	0.29	0.69	99.32			
42	0.29	0.68	100.00			

Extraction Method: Principal Component Analysis.

**Table no.5g**

**Rotated Component Matrix<sup>a</sup>**

	Component											
	1	2	3	4	5	6	7	8	9	10	11	
My career goals have been met since the time I started my career	0.70											
I have a clear path for career advancement	0.69											
I have total control of my career	0.76											
I am satisfied with the progress I have made in this company	0.43								0.49			
My career has been planned for the next three years	0.70											
I think I am in a wrong career and regularly feel like quitting	0.71											
I am satisfied with the additional training my company gives me to fulfill my current role						0.71						
I have enough freedom in my position to do what is right for the customer/client						0.62						
I get the opportunity to work on interesting projects						0.74						
I am satisfied with my current assignment												



I feel a sense of completion with my job.						0.60					
I have adequate information available which enables me to do my job well						0.68					
I have a mentor who guides me at my work.		0.75									
My role model has been very instrumental in helping me to decide on my career		0.68									
My role model / mentor has helped me in achieving my goals		0.73									
My mentor takes the time to learn about my goals and aspirations		0.46									- 0.49
I have taken pains to discuss my career with couple of folks already employed in the similar field.		0.69									
I think its important to have a mentor at an early stage of one's career.		0.78									
My organisation takes keen interest at regular intervals to help me upgrade my skill set			0.76								
I am contended with the benefits that I receive out here			0.59								

I have the access to company-sponsored training and seminars			0.67								
I am very happy with the position that I am in this company			0.55								
There are growth opportunities for me in this organisation			0.68								
In short, I am satisfied with my company			0.77								
I have a personal sense of accomplishment in my career working here.				0.77							
I am contended with my pay packet out here.				0.72							
I enjoy coming to work everyday.				0.67							
I am totally stressed out at work .									0.58		
I am interested in my job.				0.69							
I cannot stand doing my job anymore.				0.67							
My Supervisor puts in efforts to identify my strengths and weaknesses								0.61			
My supervisor is happy with my performance								0.85			
I am happy with the guidance I receive from my superiors.						0.60	0.54				

My supervisor is actively involved in my career development										0.77	
I get along with my supervisor							0.88				
I am in a position to influence my superior if I have a valuable contribution.							0.78				
The workload is evenly distributed with my team members					0.74						
I am satisfied with the priorities and direction of my department.					0.58						
I get along with almost all my team members					0.74						
The team meetings held are fruitful and I have a role to play											0.58
I get good cooperation from most of my colleagues					0.70						
I am able to influence my team, if I have a valuable suggestions to make in a team meeting					0.74						

Extraction Method: Principal Component Analysis.

**Table no.5h**

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

## Path Analysis

### **The model contains the following variables**

Observed, endogenous variables  
Total Career Satisfaction  
Observed, exogenous variables  
Total Quarter Life Crisis  
Total Career Decision Self Efficacy  
Total Career Anchors  
Unobserved, exogenous variables

### **Variable counts**

Number of variables in your model: 5  
Number of observed variables: 4  
Number of unobserved variables: 1  
Number of exogenous variables: 4  
Number of endogenous variables: 1

### **Calculation of the degree of freedom for a saturated model**

One can use the equation for degrees of freedom given it will the resulting degrees of freedom for a three-item factor would also be zero:

$$[3(3+1)/2]-6=0$$

### **Computation of degrees of freedom**

Number of distinct sample moments: 14  
Number of distinct parameters to be estimated: 14  
Degrees of freedom (14 - 14): 0

**Table No. 6a**

**Result**

**Minimum was achieved**

**Chi-square = .000**

**Degrees of freedom = 0**

**Probability level cannot be computed**

**Maximum Likelihood Estimates**

**Regression Weights**

				Estimate	S.E.	C.R.	P	Label
Total Satisfaction	Career	<---	Total Quarter Life Crisis	.944	.028	34.258	.01	
Total Satisfaction	Career	<---	Total Career Decision Self Efficacy	-.632	.030	-20.918	.01	
Total Satisfaction	Career	<---	Total Career Anchors	-.152	.021	-7.255	.01	

Table No 6b

**Standardized Regression Weights**

			Estimate
Total Career Satisfaction	<---	Total Quarter Life Crisis	.630
Total Career Satisfaction	<---	Total Career Decision Self Efficacy	-.399
Total Career Satisfaction	<---	Total Career Anchors	-.135

Table No 6c

**Means:**

	Estimate	S.E.	C.R.	P	Label
Total Quarter Life Crisis	116.699	.261	447.650	.01	
Total Career Anchors	81.157	.347	234.054	.01	
Total Career Decision Self Efficacy	79.566	.246	322.886	.01	

Table No 6d

**Intercepts:**

	Estimate	S.E.	C.R.	P	Label
Total Career Satisfaction	94.587	3.757	25.177	.01	

**Covariances:**

	Estimate	S.E.	C.R.	P	Label
Total Career Decision Self Efficacy <--> Total Career Anchors	40.054	3.589	11.162	.01	
Total Quarter Life Crisis <--> Total Career Anchors	-17.615	3.674	-4.794	.01	
Total Quarter Life Crisis <--> Total Career Decision Self Efficacy	25.519	2.669	9.562	.01	

Table No 6e

**Correlations:**

	Estimate
Total Career Decision Self Efficacy <--> Total Career Anchors	.288
Total Quarter Life Crisis <--> Total Career Anchors	-.120
Total Quarter Life Crisis <--> Total Career Decision Self Efficacy	.244

Table No 6f

Quarter Life Crisis - Effect of Career Self Efficacy and Career Anchors on Career Satisfaction

## Sample Details

### Employee - Age Group

<b>Age</b>	<b>BPO</b>	<b>Retail</b>	<b>Software</b>	<b>Telecom</b>	<b>Total</b>
<b>23-25</b>	181	205	11	0	397
<b>25-26</b>	237	184	124	111	656
<b>27-28</b>	7	21	267	282	577
	425	410	402	393	1630

**Table No. 7a**

### Employee – Years of Experience

<b>Sectors</b>	<b>Years of Experience</b>	<b>No. of employees</b>
BPO/ Call Centre	1-3 years	183
	3-4 years	216
	5-6 years	26
<b>Total</b>		425
Retail	1-3 years	196
	3-4 years	181
	5-6 years	33
<b>Total</b>		410
Software	1-3 years	186
	3-4 years	180
	5-6 years	36
<b>Total</b>		402
Telecom	1-3 years	83
	3-4 years	244
	5-6 years	66
<b>Total</b>		393

**Table No. 7b**

### Organisation Functions

Industry	Functions	No. of Employees
BPO / Call Centre	Credit	1
	Finance & Accounts	22
	Human Resources	12
	Information Technology	11
	Sr. Agents & Agents	290
	Purchase & Quality , Telecom	20
	Sales & Marketing	7
	Operations	62
		425
Retail	Credit	11
	Sr. Customer Service Executive / Executive	312
	Finance & Accounts	4
	Human Resources	5
	Information Technology	11
	Operations	10
	Purchase & Quality	23
	Retail	11
Sales & Marketing	23	
		410
Software	Finance	8
	Human Resources	16
	Operations	11
	Information Technology	15
	Technical Lead	32
	Project Lead	33
	Sales & Marketing	31
	Software	256
		402
Telecom	Finance	17
	Human Resources	19
	Information Technology	25
	Sales & Marketing	46
	Network	67
	Operations	31
	Projects	2
	Technical & Tech Lead	19
Telecom	167	



**Brief List of Employee Designation**

<b>Sectors</b>	<b>Designation</b>	<b>No. of Employees</b>
<b>BPO</b>	Agents/ Sr. Agents, Trainees	297
	Executives, Sr. Executives and Team Leaders	115
	Assistant Managers and Managers	13
	<b>Total</b>	<b>425</b>
<b>Retail</b>	Executives, Sr. Executives	389
	Managers	21
	<b>Total</b>	<b>410</b>
<b>Telecom</b>	Executives, Engineers and Sr. Executives	298
	Asst. Managers, Team Leaders and Managers	95
	<b>Total</b>	<b>393</b>
<b>Software</b>	Executives, Engineers and Sr. Executives	169
	Technical Lead, Project Lead , System Analyst and Managers	233
	<b>Total</b>	<b>402</b>

**Table No 7d**

**Employee Designation**

<b>Industry</b>	<b>Designation</b>	<b>No. of Employees</b>
<b>Call Centre / BPO</b>	Agents	217
	Asst Manager - Human Resources	1
	Executive - Credit	1
	Executive - Finance	8
	Executive - Human Resources	8
	Executive - IT	10
	Executive- Operations	12
	Executive - Purchase	2
	Executive - Quality	12
	Executive - Sales & Marketing	1
	Manager - Finance	3
	Manager - Human Resources	2
	Manager - IT	1
	Manager - Operations	3
	Manager - Sales & Marketing	3
	Sr. Agents	73
	Sr. Executive - Finance & Accounts	4
	Sr. Executive - Human Resources	1
	Sr. Executive - Purchase	3
	Sr. Executive - Quality	2
	Sr. Executive - Sales & Marketing	3
	Sr. Engineer - Telecom	1
	Sr. Executive - Operations	11
	Team Leader - Operations	36
Trainee - Accounts	7	
	<b>Total</b>	<b>425</b>
	Customer Service Executive	250

<b>Retail</b>	Executive - Credit	11
	Executive - Finance	3
	Executive - Human Resources	3
	Executive - IT	10
	Executive - Operations	7
	Executive - Purchase	20
	Executive - Quality	2
	Executive - Retail	5
	Executive - Sales & Marketing	16
	Manager - Customer Service	12
	Manager - Human Resources	2
	Manager - IT	1
	Manager - Operations	3
	Manager - Retail	2
	Manager - Sales & Marketing	1
	Sr. Executive - Customer Service	50
	Sr. Executive - Quality	1
	Sr. Executive - Retail	4
	Sr. Executive - Sales & Marketing	6
	Trainee - Accounts	1
	<b>Total</b>	<b>410</b>
<b>Software</b>	Engineer - Software	25
	Executive - IT	6
	Executive - Operations	6
	Executive - Sales & Marketing	17
	Manager - Finance	6
	Manager - Human Resources	5
	Manager - IT	2
	Manager - Operations	2
	Manager - Projects	1
	Manager - Sales & Marketing	6
	Project Leader	32
	Sr. Executive - Human Resources	11
Sr. Executive - Finance & Accounts	2	

	Sr. Executive - IT	7
	Sr. Executive - Operations	3
	Sr. Executive - Sales & Marketing	8
	Sr. Engineer - Software	84
	Systems Analyst	147
	Technical Lead	32
	Total	402
<b>Telecom</b>	Asst Manager - Human Resources	4
	Asst Manager - Marketing	7
	Engineer - Network	49
	Engineer - Telecom	78
	Executive - Finance	1
	Executive - IT	6
	Executive - Operations	13
	Executive - Sales & Marketing	13
	Manager - Finance	13
	Manager - Human Resources	13
	Manager - IT	4
	Manager - Network	18
	Manager - Operations	1
	Manager - Projects	2
	Manager - Sales & Marketing	14
	Manager - Technical	13
	Sr. Executive - Finance & Accounts	3
	Sr. Executive - Human Resources	2
	Sr. Executive - IT	14
	Sr. Executive - Operations	13
	Sr. Executive - Sales & Marketing	12
	Sr. Manager - Operations	4
	Sr. Engineer - Telecom	5
	Sr. Engineer - Software	1
Sr. Engineer - Telecom	84	
Technical Lead	6	
	Total	393

**Table No.7e**

**Employee Qualification**

<b>Industry</b>	<b>Qualifications</b>	<b>No. of Employees</b>
<b>BPO/ Call Centre</b>	Higher Secondary	49
	Under Graduate	170
	Graduate (BA, B.Com., B.Sc.)	150
	B.E.	6
	Post Graduate	16
	M.B.A.	34
		425
<b>Retail</b>	Higher Secondary	61
	Under Graduate	202
	Graduate	27
	Graduate + Diploma	41
	B.Sc.	31
	B.E.	5
	M.S.W.	16
	M.B.A.	27
		410
<b>Software</b>	Graduate	38
	Graduate+ Diploma	6
	B.E.	154
	M.Sc. (Comp. Sci.)	70
	M. Tech.	16
	M.B.A.	118
		402
<b>Telecom</b>	Graduate	46
	B.Sc. + Diploma	29
	BE	219
	M.B.A.	99
		393

**Table No. 7f**

