

CAREER ANCHOR PROFILES OF A SAMPLE OF BUSINESS AND PROFESSIONAL WOMEN

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ABSTRACT

The career anchors of a sample of 95 business and professional woman were studied by means of the Career Orientations Inventory (DeLong, 1982). The hierarchy of career anchors of the sample was as follows: Service, Variety, Security (job tenure), Managerial competence, Autonomy, Identity, Technical/functional competence, Entrepreneurship and Security (geographical location). A few significant differences in career anchors did occur between various occupational groups. The implications of these findings in terms of career management in organisations are discussed.

OPSOMMING

Die loopbaanankers van 'n steekproef van 95 sake- en beroepsvroue is bestudeer deur middel van die "Career Orientations Inventory" (DeLong, 1982). Die steekproef het die volgende hiërargie van loopbaanankers getoon: Diens, Verskeidenheid, Sekuriteit (organisatories), Bestuursbevoegdheid, Outonomie, Identiteit, Tegnies/funksionele bevoegdheid, Entrepreneurskap en Sekuriteit (geografies). 'n Paar beduidende verskille in loopbaanankerprofile het tussen die onderskeie beroepsgroepe voorgekom. Die implikasies van die bevindings ten opsigte van loopbaanbeplanning in ondernemings word bespreek.

Van der Walt (1986) investigated the then current and completed research on women and employment in South Africa and prioritised specific topics for future research. Her respondents prioritised the following topics for future research: the dual role of women; attitudes regarding women working; occupational choice; education and training, re-entry problems and women in management. Career choices and career orientation of women was indicated as the third most important topic for future research in the area. This aspect serves as the focal point of the current study. Only a few related studies had been completed at that stage on these topics in the South African context (see discussion under women's career orientations). Hamblin (1980) described the occupational aspirations of a sample of women. Kellerman (1983) differentiated between "Traditionals", Business women and women in atypical occupations ("Pioneer women"), on the basis of their work and success orientation. Van der Walt (1982) studied the work motives of women in the retail trade. Van Rooyen (1981) developed a model of the changes in female work and career commitment over the life span of different groups of women.

The research on career choices and career orientation of American women is much more extensive and varied. One of the clusters of studies in this area uses the concept of career anchors to investigate career orientation and career choices in later career stages (see Schein 1982b). As no study on the career anchors of South African women has yet been published, it was decided to select this concept as a basis for the current study.

The career anchor concept

The concept of a career anchor was formulated by Schein (1978). During his longitudinal studies, he interviewed Sloan School of Management alumni to assess the interaction of personal values and career events in the lives of managers. He postulated that as an individual progressed through various career stages, he gradually gained selfknowledge and developed a clearer occupational self concept. Schein (1978, p. 125) described this self-concept as a "career anchor" which had three components:

1. Self-perceived talents and abilities (based on actual successes in a variety of work settings);
2. Self-perceived motives and needs (based on opportunities for self-tests and self-diagnosis in real situations and on feedback from others);
3. Self-perceived attitudes and values (based on actual encounters between self and the norms and values of the employing organisation and work setting)."

Schein (1975) initially noted that a person's career can have two "anchors". A career can be anchored in a set of job descriptions and organisational norms (i.e. an external career) but Schein was more interested in the "internal career" i.e. the self-image that a person developed around his or her career. This syndrome of motives, values and self-perceived competence (career anchor) will then function to guide and constrain an individual's entire career. Schein (1978, p. 126) argued that there was a continual "interaction among abilities, motives and values in the total self-concept". A person for example would improve his or her abilities in those things that he or she wanted or valued.

It was hypothesised that one cannot predict a person's career anchor at the onset of his or her career, as the career anchor evolved as a result of interactions between the individual and his or her work environment in the early stages of the person's career (Schein, 1978). The individual therefore gradually discovered his or her career anchor as he or she tested himself/herself in various work situations and in many cases experienced reality shock.

Schein (1982a, p. 21) believed that a specific career anchor can become so central to the individual's self-concept that "we would **not** give it up, even if forced to make a difficult choice". This central career anchor will then be the set of needs, values and talents which "are at the top of the person's hierarchy within his or her self-image" (Schein, 1982a, p. 32). Although this career anchor became a source of stability within the person, it does not imply that the person will cease to grow and develop as an individual.

DeLong (1982) suggested that an individual's ability to make informed career choices can be strengthened through discover-

ing his or her career anchors. An individual who may experience pressure to accept a promotion yet wants to remain in his or her field of expertise, may find the concept of a career anchor useful in guiding this career decision. He stated that finding one's career orientation can lead the individual to seek a sufficient range of job challenges. This may then lessen the potential problems in the mid and late career stages.

Career anchor categories

Schein (1975; 1978) originally described five career anchors based on data gathered through interviews viz. Technical/functional competence, Managerial competence, Autonomy/independence, Security/stability and Creativity/entrepreneurship. DeLong (1982) developed the Career Orientations Inventory to refine Schein's descriptions. In the factor analysis of his data, three additional anchors emerged viz. Service, Variety and Identity. The original Security/stability anchor was divided into two separate factors viz. Security based on job tenure and Security based on geographical location.

DeLong's (1982) research indicated that the Career Orientations Inventory measured career attitudes, values and needs of individuals, but did not reflect the respondent's perception of his or her talents. DeLong concluded that the questionnaire measured a central part of the concept of career anchors viz. "career orientation" (needs, attitudes and values). He emphasised that the career anchor is a composite of one's career orientation and self-perceived talents.

The various studies (DeLong, 1982; Schein, 1978; 1982b) of heterogeneous samples or members of certain occupations reflected a striking variability. Schein (1982b) noted that most of the career anchor types occurred in each occupational group or sample but that certain trends did occur which may reflect the career path of that group. As an example, in samples who had reached general management positions, a preponderance of Managerial anchors were discovered but virtually no Autonomy or Entrepreneurial anchors. Occupational groups, which Schein (1982b) described as "functional" groups (such as data processing managers or financial managers), had higher percentages of respondents who had Technical/functional anchors and relatively few who were anchored in Managerial competence. He cautioned, however, that a sample of people at a particular rank in a specific organisation will have a diversity of career anchors.

Research on womens' career orientations

Schein's (1987) original study only included males, and DeLong (1982) also utilised a sample of male alumni to standardize his questionnaire. In South Africa the only published study investigating career orientations, included males who had obtained a post-graduate degree in management science (Slabbert, 1987). This research was published after the data for the current study were collected.

Schein (1982b) did report some research results, gathered by his students, on studies of American business and professional women. A study of 40 Sloan School alumnae, from different occupational groups, showed the following frequency of career anchors among the group: Technical/functional competence — 8%, Managerial competence — 32%, Creativity/entrepreneurship — 12%, Security — 10%, Autonomy — 5%, Service — 8% and twenty five percent of the group was classified as having an "unclear" career anchor. A group of twenty female middle managers with five to twenty years of work experience, had the following frequency of career anchors: Technical/functional competence — 0%, Managerial competence — 35%, Creativity/entrepreneurship — 15%, Security — 0%, Autonomy — 35%, Service — 5%, Unclear 10%. A group of twenty

female bank vice presidents in one large bank showed the following distribution of career anchors: Technical competence — 35%, Managerial competence — 20%, Creativity — 0%, Security — 20%, Autonomy — 0%, Service — 5%, Unclear — 20% (Schein, 1982b).

If these three female groups were compared, one notes that there was a relatively high frequency of Managerial competency and a relatively low frequency of Service as career anchors in all three groups. The bank vice-presidents from one institution had relatively higher frequencies of Technical/functional competence and Security as career anchors than the two heterogeneous occupational groups.

The career anchors of men and women in the various studies differed to a great extent. Schein (1978, p. 160) stated that the alumnae "are spread over more categories, more of them are managerially anchored, and noticeably fewer of them are technically/functionally anchored". He could not give a clear explanation of this trend, but reasoned that it may be due to changes in social values and not entirely related to gender.

Schein (1987b) further indicated that in more heterogeneous samples of males and females, the percentage of Autonomy and Entrepreneurial anchors was higher. He pointed out that many of these individuals moved out of traditional organisations and were therefore not included in surveys done in large organisations.

Only 0.9% of Slabbert's (1987) survey group were females and sex as a variable was not taken into account in further analyses. However, the trends and results are relevant to the current study. In Slabbert's (1987) study the relationship between the career anchors and the occupations of the male respondents was investigated. The analysis indicated that the various occupational groups differed in the strength of association with particular career anchors. As an example, the human scientists tended to have Service and Autonomy as career anchors, whereas the educationalists could associate with Security (geographical location) as a career anchor. The hypothesis that there could be a relationship between career anchor and employer sector was confirmed. Slabbert (1987, p. 105) found that private sector respondents tended to have Managerial competence, Variety and Identity as career anchors while public sector respondents had Service, Security (geographical) and Technical/functional competence as career anchors.

Van Rooyen (1981) studied graduated South African women, employed by a research organisation, in order to identify personality factors affecting women at work and environmental variables affecting female career commitment. She found that subjects differed in their sex role identity — masculine sex role identity subjects were significantly more independent and need-to-achieve orientated than their feminine sex role identity counterparts (irrespective of age or marital status). The masculine identity subjects were more interested in a career and were employed in more complex jobs than feminine sex role identity subjects. None of the aforementioned international or local studies investigated sex role identity as a moderating variable on the development of career anchors. As an example, one may hypothesise that females with a masculine sex role identity may tend to develop autonomy or entrepreneurship as dominant career anchors.

A second finding by Van Rooyen (1981) may also be relevant to career anchor research. She found that the interrelationships between sex role identity, marital status, personality, age and attitude to work influenced the samples' satisfaction with life. She concluded that marriage, marital demands and work be-

come important life events at **different** stages of women's lives — "career commitment develops when work becomes a central life issue" (Van Rooyen, 1981). This emphasises the need for longitudinal research on career anchors in women as well as researching the moderating effect of biographical variables.

The aforementioned themes regarding the effect of personality variables (such as achievement motivation, locus of control, fear of success and androgyny) on women's choice of careers were investigated by Hamblin (1980) and Kellerman (1983). Kellerman (1983) used cluster analysis to distinguish between women in male-dominated professions (pioneers) and those in traditionally female-dominated professions (traditionals) in her sample. In terms of personality variables, she found that pioneers, more than the traditionals, had a higher need for change: a higher need for autonomy and preferred not to be tied to places, people or obligations. No mention was made of career anchors in the latter study, but the findings seem to suggest that pioneer women may differ from traditionals with regard to their dominant career anchors.

Matching individual and organisational needs

As can be seen from the previous discussion, the focus has been on the individual, her career orientation and its effect on her career planning and development. Through the different challenges which she deals with in the work situation, she discovers her career anchor. She uses this feedback to plan her future career strategies and tends to make demands on her employing organisation in terms of the developmental opportunities which would fit her needs.

It is hypothesised that individuals with the various career anchors want to be managed, motivated and rewarded in a different manner. Schein (1987, p. 163) suggested that individuals with Security as a career anchor "prefers stable, predictable work . . . intrinsic motivational tools (job enrichment) would matter less than extrinsic factors such as improved pay, working conditions and benefits . . . prefers a seniority based promotion system". In contrast to this, the person with Autonomy as an anchor would prefer merit pay for performance and promotions which would provide more freedom rather than greater rank which may entail loss of autonomy (Schein, 1987).

However, these individual needs must be accommodated within organisational realities. The dilemma for the organisation then becomes how to integrate the two sets of disparate needs. Schein (1978, p. 127) emphasised the process of matching individual and organisational needs. He stated that what may from the point of view of the organisation, be simply a process of learning a speciality prior to making the transition to management may be, from the point of view of the individual, a series of major self-confrontations about what her speciality is to be and whether she views herself as a potential manager.

If a mismatch between individual and organisational needs does occur, it may lead to individual dissatisfaction and eventual poor performance. As an example, Hall and Thomas (in Schein, (1987) hypothesised that the effectiveness of a programme manager in an aerospace company would vary according to how well his career anchor matched the requirements of the programme phase. Their research confirmed that during the creation phase of a programme the entrepreneurially orientated individual was more effective, whereas during the design phase the technical/functionally anchored personnel were more effective and satisfied.

Objectives of the study

The purpose of the present study was to research the career orientations/anchors of a sample of South African business and

professional women. As this is the first exploratory study on this particular group, no directional hypotheses were formulated.

Biographical variables can be viewed as moderators and it is hypothesised that these variables will be positively correlated. It is, however, beyond the scope of this study to formulate hypotheses regarding the correlations between biographical variables and career anchors.

It is hypothesised that there will not be any differences between the mean scores on the career anchors of the total sample. Finally, it is hypothesised that there would not be any differences in the career anchors of various occupational groups.

METHOD

Procedure and sample

The data were obtained from business and professional women who attended two personal and career development seminars. The women completed a biographical questionnaire and the Career Orientations Inventory prior to the career development module of the seminar. The career anchor concept was then discussed and the women scored their responses on the COI.

The women were asked to participate in the study and 95 questionnaires were submitted. As this is a sample of convenience, it is not representative, and therefore the findings of this study cannot be generalised to all South African business and professional women. The responses were analysed by means of the STATGRAPH programme on a personal computer.

A frequency analysis of the biographical data was undertaken. The age distribution in the sample was as follows: younger than 30 years of age — 33%, between 30 to 39 years — 32%, 40 to 49 years of age — 28%, whereas the rest were older than 50 years. The majority of the women were married (54%), but the sample included a large group of never-married (25%) and divorced women (20%) as well as a few widows (1%). As there were many never-married women, forty percent of the sample stated that they had no children. The tendency to small families was pronounced — 18 percent had only one child, 25 percent had two children and only 17 percent had three or more children.

The distribution of academic qualifications indicated that the sample can be classified as a high-level manpower group: only matric certificate — 28%, post-matric diploma — 14%, B-degree — 26%, Honnours degree — 17%, Masters degree — 11% and doctoral degree 4%. The mean number of years work experience was 12,27 years (SD = 7,44). Thirty-four percent of the women indicated that they earn less than R2000 per month, forty two percent earn R2000 to R3000, whereas 24 percent earn more than R3000 per month. The occupational categories of the respondents were classified as follows:

| | |
|---|-----|
| Executive secretaries or administrative assistants | 28% |
| Personnel specialists (eg. training/selection/ industrial relations, etc.) | 24% |
| Managers (general management) | 12% |
| Marketing or public relations | 9% |
| Lecturers (university) | 8% |
| Engineers/scientists | 8% |
| Accountants | 4% |
| Entrepreneurs (own business) | 3% |
| Researchers | 3% |

Biographical questionnaire

A biographical questionnaire was developed by the author. This included data on the age, marital status, number of children, academic qualifications, occupation, number of years experience and salary of the respondents.

Career Orientations Inventory

The Career Orientations Inventory (COI) was developed by DeLong (1982) based on Schein's interview schedules (see Schein 1978; 1982a; 1982b).

Technical/functional competence: "Your primary concern is to exercise your talents in some technical or functional area such as engineering, finance, personnel, etc. You are willing to manage others within the described function, but are not primarily concerned with management per se, and are unwilling to go into general management if it clearly involved giving up your area of expertise" (Schein, 1982a, p. 13).

Managerial competence: "Your primary concern is to integrate the efforts of others, to be fully accountable for total results, for tying together the different functions in an organisation. The job requires not only analytic skills, but also interpersonal and group skills, and the emotional resilience to handle power and responsibility ..." (Schein, 1982a, p. 13).

Autonomy/independence: "Your primary concern is with freeing yourself from organisational rules and restrictions, in favour of developing a career where you can decide when to work, on what to work and how hard to work ... Many freelance consultants, teachers, doctors and autonomous professionals enter those occupations because of the autonomy they provide" (Schein, 1982a, p. 14).

Security/stability: "Your primary concern is to stabilise your career so that you can feel that you have made it.

This anchor can show up in concern with financial security such as pension plans, with geographical stability such as committing oneself to living in one area or in company loyalty such as committing oneself to one employer ..." (Schein, 1982a, p. 14).

Sense of service: "Your primary concern is to achieve some value — making the world a better place to live, helping others as in the so-called helping professions" (Schein, 1982a, p. 14).

Identity: "... expressed a need to be identified with a large or prestigious organisation. The central drive seems to be one of status for these individuals". (DeLong, 1982, p. 16).

Variety: "... they need variety in their work. A sense of urgency to change jobs frequently or tasks within a particular job was the underlying need ..." (DeLong, 1982, p. 15).

Creativity and entrepreneurship: "Your primary concern is to create something new, involving the motivation to overcome obstacles, the willingness to run risks, and the desire for personal prominence in whatever is accomplished ... You do not want to work for others unless you have the freedom to build your own organisation in your own way" (Schein, 1982a, p. 13).

Validity of the COI

Slabbert (1987) executed a factor analysis on COI responses obtained from South African male managers which indicated that the pattern into which the items were grouped was simi-

lar to the Schein (1982) study. She concluded that the COI is valid for South African managers.

Construction of the COI

The COI consists of 41 items and is divided into two sections. In the first section a ten point scale is used by the respondents to indicate how important each item is to her (1 = of no importance; 10 = centrally important). In the second section the respondent indicates how true each of the statements is for her (1 = not at all true; 10 = completely true). The first version of the questionnaire used a six point scale, but the latest version, also used in South Africa, has a ten point scale.

Reliability of the COI

DeLong (1982) provided the following test-retest reliability coefficients for each of the career anchors in the later version of the questionnaire: Technical competence 0.71; autonomy 0.85; service 0.74; identity 0.74; variety 0.83; managerial competence 0.91; security 0.84; creativity 0.83.

RESULTS**Biographical data**

It was hypothesized that biographical variables could be positively correlated. The pattern of intercorrelations between biographical variables revealed the following. Age was significantly intercorrelated with number of children ($r = 0.49$; $p < 0.001$) and years of work experience ($r = 0.70$; $p < 0.0001$). Academic qualifications were significantly intercorrelated with salary level ($r = 0.40$; $p < 0.01$).

Career anchors — total sample

The description of anchors in terms of groups or dominant anchors is the method preferred by Schein (1978; 1982a; 1987) DeLong (1982) and consequently Slabbert (1987).

The means and standard deviations of the scores obtained by the total sample on the COI are reflected in Table 1. Although the ranking of anchors here is in terms of mean score, equivalence is not assumed. It is clear that Service as an anchor has the highest mean score ($\bar{X} = 7.52$) for this group of women. The anchor with the second highest mean score was Variety ($\bar{X} = 6.75$), followed by Security (job tenure $\bar{X} = 6.66$) and Managerial competence ($\bar{X} = 6.01$). Autonomy, Identity, Technical competence and Entrepreneurship/creativity constituted the next grouping of career anchors with similar mean scores. The career anchor with the lowest mean score was Geographical security.

TABLE 1
MEANS AND STANDARD DEVIATIONS OF SCORES
ON THE COI (TOTAL SAMPLE N = 95)

| Career Anchor | \bar{X} | SD |
|------------------------|-----------|------|
| Technical competence | 5.64 | 1.78 |
| Managerial competence | 6.01 | 1.57 |
| Autonomy | 5.99 | 1.52 |
| Security: Job tenure | 6.66 | 2.19 |
| Security: Geographical | 5.15 | 2.45 |
| Service | 7.52 | 1.73 |
| Identity | 5.68 | 1.44 |
| Variety | 6.76 | 1.16 |
| Entrepreneurship | 5.54 | 2.04 |

The pattern of intercorrelations between the mean scores on career anchors for the current study is reflected in Table 2. The Technical/functional career anchor was significantly correlated with both Security anchors (job tenure $r = 0.44$; $p < 0.001$;

geographical $r = 0,36$; $p < 0,04$). The Managerial competence anchor was significantly correlated with Entrepreneurship ($r = 0,37$; $p < 0,03$). Significant intercorrelations existed between Autonomy and Entrepreneurship ($r = 0,40$; $p < 0,01$) as well as Identity ($r = 0,30$; $p < 0,09$). Security (job tenure) did correlate significantly with Security (geographical — $r = 0,35$; $p < 0,06$). Finally Identity also correlated with Entrepreneurship ($r = 0,34$; $p < 0,07$). As can be seen Entrepreneurship correlated significantly with three other career anchors.

Occupational groups: Personnel specialists, executive secretaries/administrative assistants and managers

According to the occupational classification, the three largest groups were the personnel specialists ($n = 23$), the executive secretaries/administrative assistants ($n = 27$) and the managers ($n = 11$). All further references to "executive secretaries" as a category will include the administrative assistants as well. Schein's (1982b, p. 15) research on different occupational groups indicated that most of the anchor types occur

TABLE 2
INTERCORRELATIONS BETWEEN CAREER ANCHORS

| | Technical | Managerial | Autonomy | Security 1 | Security 2 | Service | Identity | Variety | Entrepreneurship |
|------------------|-----------|------------|----------|------------|------------|---------|----------|---------|------------------|
| Technical | — | — | — | — | — | — | — | — | — |
| Managerial | -0,11 | — | — | — | — | — | — | — | — |
| Autonomy | -0,074 | 0,008 | — | — | — | — | — | — | — |
| Security 1 | 0,4445** | 0,0915 | -0,304* | — | — | — | — | — | — |
| Security 2 | 0,3583** | -0,051 | -0,191 | 0,3487** | — | — | — | — | — |
| Service | 0,1508 | 0,1102 | 0,0544 | 0,2484 | -0,009 | — | — | — | — |
| Identity | 0,1138 | 0,3134* | 0,3394** | 0,0162 | -0,109 | -0,015 | — | — | — |
| Variety | 0,0895 | 0,0173 | 0,1899 | 0,171 | 0,0864 | 0,1713 | 0,0567 | — | — |
| Entrepreneurship | -0,059 | 0,3682** | 0,4029** | -0,307* | -0,256 | 0,1363 | 0,3435** | -0,017 | — |

** $p < 0,001$

* $p < 0,01$

TABLE 3
DIFFERENCES IN CAREER ANCHORS BETWEEN PERSONNEL SPECIALISTS AND EXECUTIVE SECRETARIES

| Anchors | Personnel specialists | | Executive secretaries | | t |
|------------------|-----------------------|------|-----------------------|------|--------|
| | \bar{X} | SD | \bar{X} | SD | |
| Technical | 5,35 | 1,89 | 6,08 | 1,33 | -1,57 |
| Managerial | 6,04 | 1,56 | 6,31 | 1,81 | -0,55 |
| Autonomy | 6,09 | 1,64 | 5,70 | 1,43 | 0,89 |
| Security 1 | 6,16 | 2,18 | 8,02 | 1,93 | -3,20* |
| Security 2 | 4,30 | 2,37 | 6,26 | 2,20 | -3,02* |
| Service | 8,17 | 1,61 | 7,86 | 1,49 | 0,69 |
| Identity | 5,87 | 1,25 | 5,73 | 1,60 | 0,35 |
| Variety | 6,82 | 1,40 | 6,86 | 1,27 | -0,10 |
| Entrepreneurship | 5,12 | 1,78 | 5,66 | 1,95 | -1,02 |

* $p < 0,05$

TABLE 4
DIFFERENCES IN CAREER ANCHORS BETWEEN EXECUTIVE SECRETARIES AND MANAGERS

| Anchors | Executive secretaries | | Managers | | t |
|------------------|-----------------------|------|-----------|------|-------|
| | \bar{X} | SD | \bar{X} | SD | |
| Technical | 6,08 | 1,33 | 4,90 | 1,53 | 2,34* |
| Managerial | 6,31 | 1,81 | 6,10 | 1,39 | 0,32 |
| Autonomy | 5,70 | 1,42 | 5,61 | 1,36 | 1,77 |
| Security 1 | 8,02 | 1,93 | 5,88 | 2,33 | 2,92* |
| Security 2 | 6,26 | 2,20 | 5,49 | 2,81 | 0,90 |
| Service | 7,86 | 1,49 | 6,67 | 1,60 | 2,18* |
| Identity | 5,73 | 1,60 | 5,16 | 1,50 | 1,00 |
| Variety | 6,86 | 1,27 | 5,96 | 1,10 | 2,04* |
| Entrepreneurship | 5,66 | 1,95 | 5,43 | 1,97 | 0,32 |

* $p < 0,05$

TABLE 5
DIFFERENCES IN CAREER ANCHORS BETWEEN PERSONNEL
SPECIALISTS AND MANAGERS

| Anchors | Personnel specialists | | Managers | | t |
|------------------|-----------------------|------|-----------|------|-------|
| | \bar{X} | SD | \bar{X} | SD | |
| Technical | 5,35 | 1,89 | 4,90 | 1,53 | 0,68 |
| Managerial | 6,04 | 1,56 | 6,10 | 1,39 | -0,11 |
| Autonomy | 6,09 | 1,64 | 5,61 | 1,36 | 0,83 |
| Security 1 | 6,16 | 2,18 | 5,88 | 2,33 | 0,34 |
| Security 2 | 4,30 | 2,37 | 5,49 | 2,81 | -1,28 |
| Service | 8,17 | 1,61 | 6,67 | 1,60 | 2,54* |
| Identity | 5,87 | 1,25 | 5,16 | 1,50 | 1,46 |
| Variety | 6,82 | 1,40 | 5,96 | 1,10 | 1,77 |
| Entrepreneurship | 5,12 | 1,78 | 5,43 | 1,97 | -0,46 |

*p < 0,05

TABLE 6
MANAGERS VS MARKETERS, ACCOUNTANTS, ENGINEERS, LECTURERS, ENTREPRENEURS

| Career anchors | Managers | | Marketeters | | t | Accountants | | t | Engineers | | t | Lecturers | | t | Entrepreneurs | | t |
|------------------|-----------|------|-------------|------|-------|-------------|------|-------|-----------|------|-------|-----------|------|-------|---------------|------|--------|
| | \bar{X} | SD | \bar{X} | SD | | \bar{X} | SD | | \bar{X} | SD | | \bar{X} | SD | | \bar{X} | SD | |
| Technical | 4,91 | 1,54 | 4,96 | 1,49 | -0,07 | 5,05 | 3,07 | -0,12 | 7,1 | 2,42 | -2,3* | 5,7 | 1,97 | -0,98 | 5,85 | 1,82 | 1,00 |
| Managerial | 6,11 | 1,39 | 6,69 | 1,43 | -0,92 | 5,55 | 1,02 | 0,73 | 5,1 | 1,28 | 1,47 | 5,18 | 1,41 | 1,44 | 5,25 | 1,53 | 1,03 |
| Autonomy | 5,62 | 1,37 | 6,49 | 1,56 | -1,33 | 5,05 | 1,73 | 0,67 | 6,13 | 1,11 | -0,79 | 6,1 | 1,46 | -0,74 | 6,9 | 2,39 | -1,32 |
| Security 1 | 5,88 | 2,33 | 5,96 | 2,3 | -0,07 | 6,85 | 2,51 | -0,7 | 6,43 | 0,45 | -0,57 | 4,96 | 1,32 | 0,10 | 7,2 | 2,47 | -0,95 |
| Security 2 | 5,49 | 2,81 | 3,43 | 1,55 | 1,96 | 5,9 | 3,38 | -0,24 | 5,47 | 1,62 | 0,02 | 4,59 | 2,8 | 0,69 | 5,9 | 1,91 | -0,27 |
| Service | 6,67 | 1,6 | 6,93 | 1,28 | -0,4 | 8,1 | 1,18 | -1,61 | 8,03 | 1,16 | -1,82 | 6,38 | 2,4 | 0,33 | 6,4 | 2,96 | 0,23 |
| Identity | 5,16 | 1,5 | 5,69 | 1,48 | -0,78 | 5,45 | 1,86 | -0,31 | 5,00 | 1,62 | 0,21 | 5,53 | 0,88 | -0,61 | 6,6 | 1,78 | -1,57 |
| Variety | 5,96 | 1,11 | 6,56 | 0,61 | -1,43 | 7,1 | 0,5 | -1,94 | 6,57 | 0,72 | -1,19 | 6,73 | 0,98 | -1,55 | 7,55 | 0,41 | -2,74* |
| Entrepreneurship | 5,44 | 1,97 | 6,96 | 2,18 | -1,63 | 5,4 | 2,8 | 0,03 | 4,57 | 2,33 | 0,82 | 5,28 | 2,07 | 0,17 | 5,85 | 2,42 | -0,34 |

*p < 0,05

in each group, but "we also see biases that reflect the career path". It was therefore hypothesised that no significant differences in career anchors (or biographical variables) would occur between these occupational groups. This hypothesis was tested by the STRATGRAPH programme, "Two sample analysis". T-tests were also computed.

Certain differences in the biographical variables did occur. Personnel specialists had higher academic qualifications (\bar{X} = 3,09; SD = 1,20; n = 23) eg. B-degrees and post-graduate degrees than executive secretaries (\bar{X} = 1,56; SD = 0,97; n = 27; t = 4,97; p < 0,05). Personnel specialists received a lower monthly salary (\bar{X} = 2,78; SD = 0,85; n = 23) than managers (\bar{X} = 3,80; SD = 1,03; n = 11; p < 0,05). Managers had higher academic qualifications (\bar{X} = 2,72; SD = 1,19; n = 11) and higher monthly salaries (\bar{X} = 3,80; SD = 1,03; n = 11) than executive secretaries (academic \bar{X} = 1,56; SD = 0,97; salary \bar{X} = 2,5; SD = 0,64; n = 27; p < 0,05).

Executive secretaries obtained significantly higher mean scores on both Security anchors than personnel specialists (see Table 3)

Managers obtained lower mean scores on the Technical/functional, Security (job tenure), Service and Variety anchors than the executive secretaries (see Table 4).

Personnel specialists had significantly higher scores on Service as a career anchor than managers (see Table 5).

The abovementioned results were contrary to the stated hypothesis of no significant differences between occupational groups. It was decided to further explore potential differences between the remaining groups. The samples of these groups were very small - marketing personnel (n = 9), accountants (n = 4), engineers (n = 6), lecturers (n = 8) and entrepreneurs (n = 4). It was decided to contrast the managers' career anchor profile with each of the aforementioned groups (see Table 6). The managers was used as a criterion group here to facilitate comparison with previous studies. However, the personnel specialists could have served a similar purpose.

Entrepreneurs obtained significantly higher mean scores on Variety (\bar{X} = 7,55; SD = 0,41; n = 6) than the managers (\bar{X} = 5,96; SD = 1,11; n = 11; t = -2,74; p < 0,01). Engineers had significantly higher scores on the Technical/functional anchor (\bar{X} = 7,1; SD = 2,42; n = 6) than managers (\bar{X} = 4,91; SD = 1,54; n = 11; t = 2,3; p < 0,03). Schein's (1982b, p. 14) statement that "the more one seeks general management, the more one has to give up exercising one's technical or functional competence" may have a bearing on this result.

The STRATGRAPH programme sets the level of significance at the five percent level. It was however, noted that certain other differences, significant at the 10% level, did occur between the abovementioned groups (see Table 6). Managers had a higher mean score on Security (geographical) than marketeters (p < 0,06). Accountants had a higher mean score on Variety than managers (p < 0,07). Engineers obtained a higher mean score on Service than managers (p < 0,08).

DISCUSSION

At each career-, biosocial- or family stage, individuals should complete specific tasks (Schein, 1978). The age distribution of the current sample indicate that the various age groups may be at different career stages. These women are predominantly in their late twenties and thirties. According to Schein's (1982, p. 4) model they are in the "Gaining membership" phase of their career cycle. They realise that they are "full contributors" to the organisation and can then develop "meaningful images" of themselves as members of the organisation or occupation and their career anchor begins to crystallise. This need to assess their own values, needs and talents may have prompted the current sample to participate in the career development workshop.

Slabbert's (1987) correspondence analysis indicated that certain career anchors emerged among particular age groups in the male sample. The Entrepreneurial career anchor was strongly associated with the 30 to 34 year age group. The forty-five to forty-nine year age group had a significant association with Security (geographical location). These associations could not be investigated in the small sample of women. It is therefore recommended that the association between career anchors and career stages should be investigated among a large representative sample of business and professional women by means of correspondence analysis.

The current sample included a large percentage of married women, as well as significant numbers of single and divorced women. Schein (1978) emphasised that many problems can arise from a lack of integration between work, self and family. The potential impact of marital status on the evolution of career anchors in women may be investigated in future studies.

Career anchors — total sample

Service was the most dominant career anchor among these business and professional women. Schein (1982a) indicated that this anchor occurs frequently among members of the helping professions — most of the women in the current study work with other people eg. personnel specialists, executive secretaries, managers, public relations personnel, lecturers and some entrepreneurs.

Variety, Security and Managerial competence formed the next cluster of anchors. Schein's (1982a) research on Variety as an anchor showed two different trends, which may both be applicable to this female sample. Firstly that many people wanted variety in their work, but that it did not override other career anchors and secondly that variety was a crucial component of the managerial career anchor. DeLong (1982, p. 3) noted that people who regarded Security as an important anchor accept "an organisational definition of their careers". Many of the women in the current study, however, attended the seminar to re-evaluate their career path in their employing organisation. The relatively high score on the Managerial career anchor also seemed to indicate that the women had aspirations to become more upwardly mobile within an organisation.

The next grouping of career anchors was Autonomy, Identity, Technical competence and Entrepreneurship. One of Schein's (1982a) statements that the need for autonomy can be linked to very high levels of education and a belief that one is a professional who can be trusted to act responsibly, may be applicable to the women in the current study. The role of Identity may have been influenced by the fact that many of the women were sponsored by their company to attend the seminar — they may tend to identify with their company.

The low priority given to Security (geographical location) seemed to indicate that the women are willing to move to whatever functional area the company assigns to them or to make geographical moves whenever they are demanded (see Schein 1982a, p. 22). Another interpretation may be that the women assumed that it would never be necessary for them to change to different geographical locations.

The pattern of intercorrelations between career anchors for this sample is difficult to explain. It could be attributable to the composition of the sample i.e. its homogeneity regarding gender and occupations or to error variance.

Slabbert (1987) found that a sample of South African male managers (MBA graduates) had the following profile of career anchors: Managerial competence (highest mean score), Identity, Variety, Autonomy, Service, Security (job tenure), Entrepreneurship, Security (geographical) and Technical/functional competence (lowest mean score). A direct comparison cannot be made between the male managers in Slabbert's (1987) study and the female managers in the current study. Future researchers may be able to ascertain whether there are significant differences between the career anchor profiles of male and female managers.

Occupational groups

As this is a small unrepresentative sample, a correspondence analysis between career anchors and occupation or employer sector could not be executed. The trends in the current group did indicate some differences in anchors among various occupational groups which can be investigated in more extensive future studies.

Executive secretaries and administrative assistants obtained higher mean scores on both Security anchors than personnel specialists. According to Schein (1982a) people with a dominant Security anchor feel a strong need for safe and secure careers and predictable future events. They identify strongly with the organisation and turn responsibility for their career management over to the organisation. They need recognition for loyalty and steady performance.

In a recent commentary Schein (1988, p. 2) speculated that companies are diverging from the notion of employment security via lifetime employment as rapid technological change makes such security impossible. The new type of "employability security" which is more viable, implies that companies will provide developmental opportunities to ensure that the person will remain "employable" even if she leaves the company.

Personnel specialists' dominant career anchors were Service, Variety and Security (job tenure — see table 3). This confirms Schein's (1982a) comment about the helping professions and Slabbert's (1987) finding regarding male human scientists. It is assumed that these people want "fair play", recognition and support from their professional peers and superiors and would like to think that their values were shared by management (Schein 1987, p. 169).

The finding that South African female managers tend to have relatively lower scores on Technical/functional competence, Security (job tenure) and Service (see Table 4), confirms a similar finding by Slabbert (1987) regarding male managers. It is assumed that managerially anchored people want high levels of responsibility, leadership opportunities and challenging and integrative work. They measure themselves by their income level and expect to be highly paid. The most important form of recognition is viewed as promotion to a position of greater

responsibility and they insist on promotions based on merit (Schein 1987, p. 167).

Entrepreneurially orientated people are obsessed with a need to create and get bored easily (Schein 1987, p. 168). This may explain the finding in the current study that women who own their own businesses tend to obtain higher scores on Variety than managers.

Female engineers obtained higher scores on the Technical/functional anchor than managers and also had relatively high mean scores on Service. Schein (1978) noted that most careers start out being technical/functional in orientation and the early phase in most careers is involved in discovering a speciality. The female engineers in this study were all younger than 35 years of age. In contrast Slabbert (1987) found that the dominant anchor of male engineers was Variety — that sample of engineers consisted mainly of older males at a later career stage.

CONCLUSIONS

This study found that the hierarchy of career anchors of a group of business and professional women was as follows: Service, Variety, Security (job tenure), Managerial competence, Autonomy, Identity, Technical/functional competence, Entrepreneurship and Security (geographical location).

Some differences in career anchors among occupational groups did occur. Executive secretaries obtained higher mean scores on both Security anchors than personnel specialists. Executive secretaries obtained higher mean scores on Technical/functional competence, Security (job tenure), Service and Variety than managers. Personnel specialists obtained higher mean scores on Service than managers.

The implications for research of the aforementioned findings are that more representative samples of business and professional women must be used in future studies. A greater spectrum of occupations will be included to test the hypothesis that differences in the career anchors of various occupational groups occur. The association between career anchors and career stages can be investigated by means of correspondence analysis. The hypothesis that there is a relationship between career anchor and employer sector may be studied.

The implications of the results of this study for career management in organisations confirm that individual and organisational needs must be carefully matched. Individuals need to discover their career anchors and plan their future career strategies. They should then negotiate with their employing organisation regarding future assignments. The organisation can utilise information about career anchor hierarchies to plan future developmental opportunities for women and identify those women who want to move up the corporate ladder.

In discussing the future of career development, Schein (1988) noted that as organisations are undergoing rapid transformations, new paradigms regarding career development will have to evolve. He hypothesised that career anchors will become a more important concept than concepts such as career paths as the structure of organisations will change fundamentally. He states that "career development in this context will be more akin to **self** development, and the burden for the organisation will be to do a better job of describing the work to be done so that individuals can better select themselves into the appropriate job roles" (Schein 1988, p. 2).

Some surveys (Erwee, 1984) have indicated that business and

professional women believe that the companies they work for do not plan their employees' long-term career advancement. Women will have to become more aware of their career anchors in order to take personal responsibility for how their careers evolve. Extensive research with representative samples can provide guidelines in this regard.

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