Investigating Factor Structures Underlying the Construct of Career Anchor Inventory in the Indonesian Context

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Abstract

The paper examines whether the career anchor concept is still applicable in the changing work behaviour as an impact of the coronavirus outbreak. It, therefore, aims to investigate the factor structures underlying the career anchors. An online survey questionnaire of the short-form of the career anchor inventory was distributed to the employees who worked in the government and private sectors in the western part of Indonesia. Exploratory factor analysis was employed to analyse data gathered. The results extract six new structures while only entrepreneurial creativity reflects the original anchor. Three new career anchors are clearly formed, namely the dependent benefits of a combination of economic security, service and items from managerial competence; Work dedication consists of technical competence and geographical security; and Balanced-lifestyle includes autonomy and lifestyle. Two career anchors are extracted due to items reduction. There is one item of pure challenge that forms a career anchor. The shift of the career anchor structures proves that culture is an issue that needs attention when the scale is built based on western research. Thus, cultural factors, work environment situations and life patterns of the local community affect one's career anchor. The characteristics of Indonesian society, such as a power distance culture, civil servant work orientation, managerial position concern, and so forth have an impact on finding career anchors. It highlights the need to rephrase the translated wordings and the possibility to add some items accordingly.

Keywords: career anchor, self-concept, factor structures, culture, Indonesian

1. Introduction

The world keeps changing and changes occur in in every part of human life, including the workplace. The rapid change environment today due to the Covid-19 pandemic currently gives an impact on organizations and jobs (Hirschmann, 2020; Taylor, 2020). Job transformation, therefore, becomes an alternative activity to keep people's lives running (Iskandarsyah & Yunaida, 2020). Besides, people are increasingly difficult to balance between career and life situations (Clark & Arnold, 2008; Schein & Van Maanen, 2013; Truxillo et al., 2012; Wille et al., 2013). Nevertheless, each individual needs to look back on his/her own needs and values. Automatically, this situation will change the career direction of individuals. Each individual is required to assess their own career goals through internal motivation. In other words,

individuals should understand their self-concept, known as career anchor (CA) (Schein, 2006) and organizational roles comprehensively well enough to make a career choice that reflects their self-image (Dessler, 2015) and then pursue their internal goals (Baruch, 2004).

Organisational change has led employees to depend less on their organisations. Employees have begun to rely more on their own effort to develop their careers and to balance their careers and personal lives (Chapman, 2016). The shift has also prompted employees to define themselves more by their lifestyle. Changes in organisations caused by economic situation opt for the downsizing and/or restructuring (Virgil, 2020). It is common that careers in downsized organisation have changed irreversibly. Employees, generally, are having feelings of insecure and facing career decision. Career anchor measure can guide employees to choose their right career goals (Rodrigues et al., 2013). Career orientation inventory with its 41-items published by Schein and Delong (1982) and a short-form of career anchor inventory with its 25-items developed by Igbaria and Baroudi can be employed.

Research on career anchors has gone global in the unexpected career demand. Studies have been done in various fields (e.g., Kubo et al., 2017; Leong et al., 2014; Rodrigues & Guest, 2010; Rowland & Noteboom, 2020) and across nations (e.g., Arnold & Clark, 2016; Coetzee & Schreuder, 2011; Cortes-Sanchez & Grueso-Hinestroza, 2017; Gubler et al., 2015). The research uses the career anchor framework and employs the career orientation inventory survey questionnaire method. Only few studies that investigate the structure of the measurement (e.g., Bravo et al., 2017; Chapman, 2016; Leong et al., 2014; Meiliani, 2014; Taylor & Joshi, 2016). To date, no studies published have done in Indonesia sampled employees in any field of work using the short-form measure. This study is important because besides it helps employees to find out their true anchors. The findings also provide information for individual employees in supporting their career progression. The study, therefore, addresses to discuss the structures and content of the career anchor inventory.

2. Career Anchor Conceptual Framework

The concept of career anchor is first coined by Schein (1978, 1996, 2006) to reflect the internal career choices of working individuals. Career anchors are conceptualized based on 2 studies of 44 samples of alumni of the master's program at MIT (Schein, 1978). In the first study, participants were interviewed and in the second study, participants were interviewed again after 12 years and followed by a survey. The results show that each individual has a clear career pattern to identify their self-concept of competence/talent, motive/need, and value (Schein, 2006, p.3). Individual work experiences, at least 3-5 years, help to develop the self-concept. Thus, career anchor is a combination of perceived-talents, perceived-needs and perceived-that individuals will stick with and will not release them even if the career will not be satisfactory. By having career anchors, individuals can select jobs, form career goals and determine what they want in work (Zaleska & Menezes, 2007) and describe their career success and future career (Back & LaLopa, 2001; Schein, 1990). Schein claims that, if it is stable, an individual only can have one dominant career anchor.

The self-concept parameter is expressed in the form of anchor dimensions. In a subsequent study, Schein (1977, 1985) and Delong (1980) propose nine career anchor categories. The

validity and the internal consistency of reliability of those categories are tested by Igbaria and Baroudi (1993) and confirm all categories. Table 1 presents the characteristics of each component of the career anchor and is grouped according to individual's dominant sense of self-concept.

Table 1: Nine career anchors categories classified in the revision of occupational self-concepts groups

Talent/Competence
Managerial Competence (MC): Individuals with this anchor has an ambition to reach as high as structural levels in an organisation. They want to show their managerial skills through analytical skills. Interpersonal skills, group skills, and emotional capacity. Managerial competence's individuals prefer a generalist job than specialist one. The success of the whole organisation is their responsibility.
Technical/Functional Competence (TFC): The distinguishing characteristic of the individuals with technical/functional competence is that they are only willing to work in their field of expertise and are not interested in managerial positions. They really enjoy working in accordance with their skills and a number of challenges that must be faced.
Motive/need
Autonomy (Au): The autonomy career anchor attaches to career-focused individuals who allow them to do work in their own ways. Flexibility in work is more important than getting a job promotion. Self-employment that provides the broadest possible autonomy are more suitable, such as freelance consultants/sales persons, professors, and the likes.
Economic Security (ES): Individuals with this anchor want to a job tenure security. They are looking for careers that provide a long-term employment and financial stability in the form of pension and retirement programs. They will do whatever the leaders orders in exchange for job tenures regardless the job contents and organisational ranks. This anchor generally attaches to the government employees.
Geographical Stability (GS): This career anchor is attached to the individuals who are settled in one geographical area. They prefer the remain at their current locations rather than move to another location due to promotions.
Service (Sv): Individuals with this career anchor pursue their careers that provide the opportunity to achieve values through their work. For example, they work to serve others, improve public health, cure diseases by inventing new products, and so on.
Entrepreneurial Creativity (EC): This anchor reaches individuals who wants to build a business/organisation on their own. They want to show to the world that they are able to create businesses and be successful. They are also risk takers.
Neither value nor motive
Pure Challenge (PC): Individuals who like challenges will choose this career anchor category. These individuals are tough people over winning competition or solving unsolved problems. Engineers or athletes, for instances would choose this anchor.
Integration of career and family issues
Lifestyle (Ls): Balancing work and personal lives is the primary consideration for individuals with the service anchor. A flexible work arrangement would empower them to achieve their careers. Lifestyle anchor's individuals will arrange their careers around spouses or families that can integrate their work requirements, personal interests, leisure activities, and social lives.

Source: Igbaria and Baroudi (1993), Schein and Van Maanen (2013, pp. 9-17).

2.1 Emerging new themes and New Anchors

The career anchor concept predicts that a person's career anchor can change for the reasons of the world of work environment. Changes in the structure of the career categories can be caused by labor market conditions, social situations in society, technological developments (Change et al., 2011), as predicted by Schein (1996). To mention some, studies have proven this shift, such as the sample of information technology companies in Nigeria choosing stability/security (Ituma & Simpson, 2007), or respondents of information system anchor in managerial competence (Chang et al., 2011).

Further, although on the one hand Schein (1996) is strong that everyone has only one dominant career anchor and on the other hand admits changes in career anchor preferences, in fact a number of studies show multiple career anchors and new career anchors that appear as indications of structural changes and contents of the construct (Feldman & Bolino, 1996). number of identified career anchors, such as internationalism (Demel & Mayrhofer, 2016), Work dedication and balanced-lifestyle (Meiliani, 2014), identity (Klapwijk & Rommes, 2009), employability and spiritual purpose (Baruch, 2004), and supreme commitment (Meiliani, 2002). Regrouping career anchor categories (see Table 1) prove that the career anchor structure is dynamic.

2.2 Cultural issues

Indonesia is multicultural country (Irawanto et al., 2011). It has over 300 ethnic groups, such as Javanese, Bengkulunese, Dayak, or Bataknese, and each of them has a unique culture (Moffat, 2012). Indonesian people see themselves having family-oriented values, no criticism, avoiding conflict, smiling while in the anger situation, hardly to say 'no', or respecting superiors/elders, and those values reflect Javanese culture and consider to represent Indonesia as a whole (Hofstede & Hofstede, 2004; Koentjaraningrat, 1985). Indonesia is also classified as collectivism, power distance, mutual assistance, hospitality, religious fanatism (Himawan et al., 2018; House et al., 2004; Pekerti & Sendjaya, 2010; Sihombing, 2013). It is known that each organisation has its own culture (Feldman & Bolino, 2000), as well as between country, and between West and East (Hofstede, 1980). It is suggested to take cultural values into account when a study employs a construct built in the different culture.

2.3 Method

2.3.1 Procedure and Sample

The study surveyed employees who worked in government work units, private companies, and self-employed in the Western part of Indonesia (i.e., the Islands of Sumatera, Kalimantan and Java). It used an online survey technique using a link created through google form and the link was sent to the contact persons in order to distribute it to their cycles. The respondents' consent forms were obtained by clicking the submission button on the online questionnaire. By employing random sampling, the final respondents for further analysis were 354 employees. Of the 354 samples, 45.8% were employed in the public sector and 54.2% worked in the private sectors, including banking and self-employed ($\chi^2 = 169.458$; $\rho = 0.000$). There was nearly balanced for the gender with females 57.1% and males 42.9% ($\chi^2 = 7.062$; $\rho = 0.008$). Most

respondents were in the productive age between 25-45 years (78%) ($\chi^2 = 118.904$; $\rho = 40.000$). The majority of the employees had university degrees consisting of 62.7% completed their undergraduate degrees, 30.8% were postgraduates, and only 6.5% were vocational graduates ($\chi^2 = 168.831$; $\rho = 0.000$). Nearly three-quarters of the respondents (70.9%) were married ($\chi^2 = 61.876$; $\rho = 0.000$). and have two and more children (70.4%) ($\chi^2 = 32.763$; $\rho = 0.000$). More than half (67.5%) were full time employees ($\chi^2 = 43.435$; $\rho = 0.000$). Approximately 63.3% held below supervisor position while 25.5% were in the middle management level ($\chi^2 = 285.842$; $\rho = 0.000$). Most of the respondents had enough work experienced to be sampled, which were 44.6% under 5 years, 40.1% between 6 and 15 years, and the rest was over 15 years ($\bar{x} = 9.04$ years; $\chi^2 = 75.514$; $\rho = 0.000$). Chi-square values showed that, all demographic data statistically approached the sampling distribution (expected frequencies < 5; $\rho < 0.05$).

2.3.2 Measure

The study used Career Anchor Inventory (CAI) introduced by Igbaria and Baroudi (1993) which was a short-form of Schein's Career Orientation Inventory (COI). The short-form measure has been tested for psychometrics properties and received a strong construct validity and reliability. After investigating the structures and contents underlying the 41-items of the COI (Schein, 1985) and testing for the validity and reliability, Igbaria and Baroudi (1983) found nine factors with 25 items. Eight anchors remained the same as the original while the security/stability anchor category was clearly broken down into two anchors namely the economic security and geographical stability anchors as suggested by Schein (see Table 1).

The short-form of the career anchor inventory was administered to the selected respondents. The samples were asked to rate items 1 to 15 reflecting their career orientation on an eight-point Likert scale from 1 = of no importance to 8 = centrally important. They rated the degree of their career preferences on items 16 to 25 ranging from 1 = not at all true to 8 = completely true. Although Igbaria and Baroudi (1993) has confirmed the internal consistency of the nine anchor components, the current study retested the measure because of the new samples (Hair et al., 2010) for the goodness-of-fit of the scale (Sekaran & Bougie, 2016). With the exceptional for the managerial competence and pure challenge career anchors in which the alphas were 0.38 and 0.37, Cronbach's alpha coefficients for the seven anchors were high ($\alpha = 0.53 – 0.86$). These two low reliabilities are discussed on the results and discussions sections below.

The instrument used was translated into *Bahasa Indonesia* (Indonesian language). For the cultural reason, the authors combined techniques of forward translation suggested by WHO (2013) and backward translation recommended by Brislin (1980).

2.4 Results and Discussions

The study employed exploratory factor analysis to assess the structure of the short-form of the career anchor inventory. It used to determine whether the items of the scale tapping into the same construct and in the same manner. Using the principal component analysis technique, the outputs extract seven components (or factors) as can be seen in Table 2. Only one factor is exactly the same as the original factor structure, namely the entrepreneurial creativity anchor (Factor 4, 3 items). Two factors (Factor 5 and Factor 6) group according to career anchor names but one item less for each anchor type. Factor 1, Factor 2, Factor 3, Factor 7 are new factors that have emerged.

The formation of this factor is also emphasized on the scree plot (Figure 1). This figure shows that there are only 4 factors that have eigenvalues values above 1.00 with a significant difference. The remaining three factors (components 5, 6 and 7) are slopes which indicate the breakdown of the factors is not very significant.

Table 2: Factor loadings for analysing factor structures underlying the career anchors

CAI	Items (I)	Component						
		1	2	3	4	5	6	7
MC1	The process of supervising, influencing, leading and controlling people at all level is… (I.1)	.57	-.02	-.04	.17	.15	.13	.21
MC2	To be in charge of a whole organization is… (I.6)	.15	.03	.10	.09	.03	.84	.03
MC3	To rise to a high position in general management is… (I.13)	.26	.10	-.15	.35	-.01	.36	-.28
Au1	The chance to do things my own way and not to be constrained by the rules of an organization is… (I.2)	.12	.12	.70	.03	.04	-.11	.25
Au2	A career that is free from organization restrictions… (I.7)	-.08	.15	.78	.06	-.01	.17	.06
Au3	I do not want to be constrained by either an organization or the business world. (I.21)	-.16	.16	.61	.03	.34	.12	-.17
TFC1	Remaining in my specialized area as opposed to being promoted out of my area of expertise is… (I.5)	.01	.75	.10	.08	-.19	.02	.25
TFC2	Remaining in my area of expertise throughout my career is… (I.12)	.11	.74	.07	.03	-.08	.20	.13
TFC3	I will accept a management position only if it is my area of expertise. (I.20)	.12	.71	.13	.06	.12	-.11	-.03
ES1	An employer who will provide security through guaranteed work, benefits, a good retirement program, etc. is… (I.3)	.63	.01	.20	.01	-.20	-.14	-.33
ES2	An organization that will give me long-run stability is… (I.8)	.77	.11	.03	.05	-.11	.16	-.07
Ls1	Developing a career that permits me to continue to pursue my own lifestyle is… (I.10)	.03	.10	.60	.29	.02	-.04	.02
Ls2	A career is worthwhile only if it enables me to lead me in my own way. (I.19)	.09	.24	.46	.22	.38	.03	-.09
Ls3	Choosing and maintaining a certain lifestyle is more important than career success. (I.24)	-.16	.24	.60	-.07	.57	-.17	-.09
EC1	Building a new business enterprise is… (I.11)	.22	-.08	.20	.70	-.24	-.04	-.02
EC2	I am always on the lookout for ideas that would permit me to start and build own enterprise. (I.17)	.18	.00	.10	.80	.05	.21	.00
EC3	I have always wanted to start and build up a business of my own. (I.25)	.08	-.09	.19	.79	.14	.10	-.05
Sv1	Using my skill to make the world a better place to live and work in is … (I.9)	.72	-.08	.07	.05	.01	.25	.09

Sv2	Being able to use my skills and talents in the service of an important cause is… (I.15)	.66	.06	-.09	.32	-.01	-.09	.04
Sv3	I want a career in which I can be committed and devoted to an important cause. (I.22)	.67	.09	-.142	.20	.23	-.04	.13
GS1	Remaining in one geographical area rather than moving because of a promotion is… (I.14)	-.06	.75	.19	-.13	.28	-.00	-.07
GS2	It is more important for me to remain in my present geographical location than to receive a promotion or new job assignment in another location. (I.18)	-.09	.72	.16	-.10	.38	-.03	-.10
PC1	Working on problems that are almost insoluble is… (I.4)	.11	.13	.11	-.03	.05	-.01	**.80**
PC2	The only real challenge in my career has been confronting and solving tough problems, no matter what area they were in. (I.16)	.14	.19	.01	.05	.31	-.11	.09
PC3	I feel successful only if I am constantly challenged by a tough problem or a competitive situation. (I.23)	.21	-.01	.06	.17	.62	.25	.30

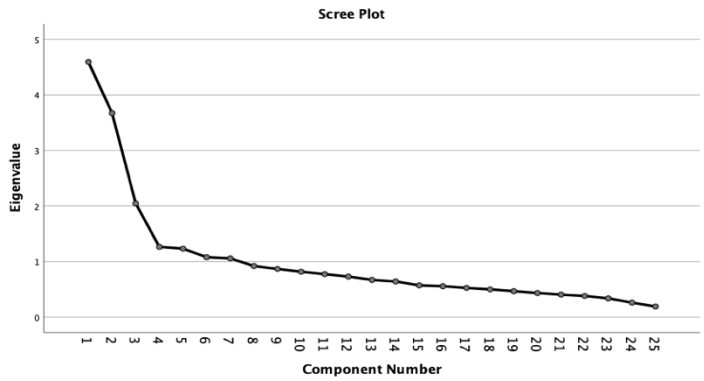

Figure 1: Scree plot for factors extracted

Factor 1 is a combination of 6 items from three anchors, namely managerial competence (item 1), economic security (items 3 and 8), and service (items 9, 15 and 22). The loadings factor is between 0.57 and 0.77. These six items indicate a correlation between one item and another to form a new career anchor. It seems that individuals tend to depend on organizations/companies that can ensure their survival both during employment and after retirement, especially financially safe. Therefore, during their work they will provide knowledge, skills and commitment to serve or be meaningful to many people. At the same time, they want to lead people in a managerial position because it is interpreted as security to achieve success in a career. The authors, therefore, term it as '*dependent benefits*'.

The formation of the next new career anchor is a combination of six items technical/functional competence and geographical stability with loading values between 0.71 and 0.75. These individuals would give up for promotions or any types of rewards in exchange with the use of their technical and functional capabilities that have already settled in organization and in one geographical area. They respect their expertise and attach to the workplace where they have been working. This new career anchor has been found previously in a study by Meiliani (2014)

in Indonesia with a sample of academics. Because it has the same characteristics, the emerging of new career anchor is named the same as the previous finding, namely '*work dedication*'.

Factor 3 is extracted from the autonomy and lifestyle career anchor loadings. The six items loading from these two anchors are 0.34 - 0.70. The merging of the two anchors indicates that this individual wants freedom in work, without being bound by the rules of the organization or company where they work and in their own style. Because of this, this individual also requires flexibility in work and time for his family life or career. Similarly, Factor 2, Factor 3 have also been found by Meiliani (2014) in the same study. Hence, this career term uses the same term, that is '*balanced-lifestyle*'.

The following three factors are the separation of items on the managerial competence anchor and the pure challenge anchor prove the low reliability of each career anchor before factoring is carried out. Two managerial competence items (items 6 and 13) still reflect the characteristics of the career anchor itself, so it is still named the same career anchor. Likewise, the two items in the pure challenge (items 16 and 23) still use the same label. Item 4 of the pure challenge anchor forms its own factor which raises questions. The statement of this item is still in the scope of a challenge in building a career and for the time being, the seventh factor is named 'problem-solving'.

The mean scores, standard deviation values, validity, internal consistency of the new factors is reexamined. Table 1 shows that the mean scores of the each of the career dimensions are not significantly different. The new structures of the short-form instrument have the construct validity (see the correlation values). In terms of their reliabilities, Cronbach's alpha scores reveal the consistency results found in the initial testing except factor seven. Dependent benefits, work dedication, balanced-lifestyle, and entrepreneurial creativity receive the high alpha coefficients. Managerial competence and pure challenge (including problem-solving) have low reliabilities. There are no items can be removed to increase the alphas. The results are somewhat influenced by the external factors rather than the content of the measure.

Table 3: New anchors Correlations, Reliability, Mean and Standard Deviation

	DB	WD	BL	EC	MC	PC	Ch
Dependent Benefits (DB)	**.78**						
Work Dedication (WD)	.065	**.81**					
Balanced-Lifestyle (BL)	-.005	.436**	**.74**				
Entrepreneurial Creativity (EC)	.370**	-.026	.231**	**.78**			
Managerial Competence (MC)	.347**	.064	.049	.330**	**.33**		
Pure Challenge (PC)	.280**	.195**	.276**	.326**	.230**	**.31**	
Challenge (Ch)	.112*	.164**	.124*	-.007	.003	.192**	**.**
Mean	7.34	5.50	5.06	6.89	6.57	6.32	5.66
Standard Deviation	0.70	1.56	1.34	1.15	1.18	1.28	1.96

* $\rho < 0.05$; ** $\rho < 0.01$.

The results of the exploratory factor analysis show that the factor structure and content of the short-form measurement has shifted from the original scale developed by Igbaria and Baroudi (1993). With the exception of the entrepreneurial creativity anchor that is clearly formed as the original scale, the rests have shifted. The combination of some items from managerial competence, economic security and service yield a new anchor name dependent benefit which is the merging of the sense of dominant in competent and motive/need. This anchor has not been reported previously. This career anchor emerged because about 50% respondents are government employees noting that most individuals in Indonesia are civil servant-oriented. They are satisfied if they have managerial positions and pension benefits as a consequence of serving people. These characteristics reflect the culture of the Indonesian people (Moffat, 2012; Sihombing, 2013). This results support Schein and Van Maanen's (2013, p. 13) claim that individuals concerning employment security want to achieve positions in the management. The most significant one is Schein (2006) had hypnotised that the service and security anchors would attach to the civil service jobs. Thus, an individual can have the two anchors at the same time.

In contrast, the findings of two new anchors, the work dedication and balanced lifestyle anchors, have been reported in the study of Meiliani (2014). Although using a more specific sample, namely teaching staff at public universities in Indonesia, it is indicated that the two new anchors are attached to each individual working in Indonesia. It is assumed that individuals who choose this anchor are those who work in the functional sector, banking, self-employment and private sectors in which highly skilled persons are respected and work-life balance becomes the focus of younger generation Z (Bohdziewics, 2016). The dominant in 'competent' and the integration of personal and professional lives has been discussed by Schein and Van Maanen (2013).

Especially the managerial competence and pure challenge career anchors where there is a separation of one item, it must be interpreted carefully. Changes in structure and content are assumed not to be due to changes in meaning but rather to understanding the items that have been translated. The three items on managerial competence have the same meaning. However, the separation of one item (I.4) of the pure challenge anchor has been predicted by Schein and Van Maanen (2013, p. 14) by stating that this item reflects the problem-solving style. The wording is considered to be revised.

More specifically, the culture of an organization and individuals can influence their attitudes in the workplace and indirectly also affect the way they respond in a study (Feldman & Bolino, 2000; Pekerti & Sendjaya, 2010; Schein, 2010). Indonesian culture itself also influences one's way of thinking, such as Hofstede's collectivism dimension (1980), or mutual assistance (Pekerti & Sendjaya, 2010; Sihombing, 2013).

The merging of career anchors to become new career anchors also identifies multiple career anchors exist (Feldman & Bolino, 1998). Especially during the Covid-19 pandemic, everyone does any work to get results and continue their life. The results of this study prove that the world of work is unpredictable and increasingly complex (Schein & Van Maanen, 2013, p.1).

3. Conclusion, Limitations and Recommendation

This study shows that the career anchor concept introduced by Schein (1978, 2006) and Schein and van Maanen (2013) can be applied to the current sample. Changes in the structure and content of the career anchor prove Schein and Van Maanen's (2013) prediction that in the 21 century, career anchors would undergo the change due to the change of the economic and technology environment. The current study identifies the emerging of a new career anchor, that is dependent benefits to confirm Schein's (2006) thought that new career anchors will emerge if none of the original anchor fits the emerging factors. Two other anchors formed, work dedication and balanced-lifestyle have been reported in the previous study by Meiliani (2014) and it is suggested to take into account for further research. The pure challenge and problem-solving anchors are not considered as a shift in meaning, but rather the respondent's mindset in interpreting statements. The identification of these new anchors needs to be explored in-depth. It is also suggested revising the scales to fit the current findings. The authors assume that the shift of the structures may due to the small number of respondents. It is, therefore, recommended using more samples that is gathered across Indonesia. The reliabilities of managerial competence and pure challenge do not reach to the acceptable level because of, again, differences in understanding associated with the mindset of the Indonesian people. The result of factor analysis is claimed to be influenced by the cultures of an organization, an individual and a nation. Therefore, cross-cultural values need to be assessed thoroughly noting that Indonesia has a large local subculture**.**

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