

# The Influential Factors of Career Orientation of Employees

K. A. Tladi\*, A. M. Molefi

Department of Economic and Management Sciences, Faculty of Commerce and Administration, North West University, South Africa

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**Abstract Orientation:** Employees have different angles when it comes to making decisions about their career paths. Some prefer to work on their own, while others would prefer co-workers. Burnout persists in organizations despite talent management policies and practices. Therefore, leaders and managers must evaluate their talent management practices in order to identify and eliminate factors that may contribute to burnout and, in contrast, lead to a success in career orientation. **Research Purpose:** The objective of this article was to assess factors affecting career orientation. The Career Orientation Inventory and a biographical questionnaire were used to assess the career orientation of respondents. **Research design, approach and methodology:** A descriptive measure was utilized with a stratified random sample ( $N = 205$ ). The reliability of the measure was confirmed using the Cronbach's Alpha coefficient. An exploratory factor analysis was used to determine the underlying factor structure of the variables. Descriptive statistics such as mean, standard deviation, skewness and kurtosis were employed to analyze data. **Main findings:** The results showed that some of the departmental employees are comfortable with their current working conditions. It was indicated that most professionals have realized that they possess their own goals and ambitions with regard to their careers. **Practical/managerial implications:** Career orientation of employees is crucial to the survival of the organization, and organizational leaders must as such work towards strengthening the talent review process to ensure that the desired talented workforce is sought, developed, rewarded and retained. **Contribution/value added:** The findings increase the body of knowledge in the issues of career orientation of departmental professional employees

and what their inclinations are towards career progression.

**Keywords** Career, Career Orientation, Talent

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## 1. Introduction

According to Ng and Feldman (2014), a career is the unfolding order of an individual's work experiences over time and across multiple occupations. Arthur, Khapova and Wilderom (2005) defined career success as the accomplishment of desirable output based on the individuals' interests and likings at any time in his/her working life.

Career success can be viewed as the achievements an individual acquires during his/her working experience. In addition, the employee must like what it is they are achieving (Hall and Chandler, 2005) (Judge, Higgins, Thoresen and Barrick; 1999). Research by Dries (2011) has suggested that career success has a kaleidoscopic definition as employees' expectations of their organizations change constantly.

## 2. Literature Review

### 2.1. Career Orientation Defined

Tschopp, Grote and Gerber (2014) have described career orientation as the approach with which an individual defines one's working path. Schein (1978) posit that

individuals have different career orientations and most with entrepreneurial orientation are principally motivated by the need to innovate mechanisms on their own while moving from one project to the next in order to avoid monotony. Tan and Quek (2001) situate those high in managerial orientation as inspired by higher managerial skills acquisition and accountability for primary profit and loss.

According to Judge, Cable, Bourdreau and Bretz (1994), some researchers have defined career success as the objective and subjective elements of achievement and progress of an individual through the vocational lifespan. Lertwannawit, Serirat and Pholpantin (2011) argue that the former has been noticed through extrinsic measures such as salary and status while the latter has been measured in terms of the employee's perception of career actualization success. Feldman and Bolino (1996) posit that one's career orientation is a vital impetus behind his/her career aspirations and, as a result, their ultimate career choices and paths.

Hall (2002) further indicates that literature on employees' view of the orientation towards careers reflects a boundary less approach with self-directedness and values-driven orientation characterizing mindset. Larsen (2004) also observes that career orientation has gained more attention as the psychological contract has undergone a paradigm shift from the conventional, relational contract characterized by long-term relationships to a more transactional contract where the point of focus is an exchange of mutually gratifying contributions by both employer and employee.

According to a study conducted by Gattiker and Larwood (1986), social scientists have observed considerable differences in the way employees perceived their career success. Studies show that many employees define their career success in terms of personal pointers instead of objective indicators such as promotions and salary (Eith, Stummer and Schusterschitz; 2011; Ng & Feldman, 2014). Additionally, employability and flexibility to change turn out to be the most essential element for employee career success and; career counseling has been found to be effective for career intervention (Savickas, 2012; Spurk, Kauffeld, Barthauer & Heinemann; 2015).

Shen et al. (2015) suggest that this type of orientation has compelled employees to be agents for their own careers as many organizations are relinquishing their responsibility for career management; this employee owned career has been defined as a boundary less career. Mayrhofer, Meyer and Steyrer (2007) posit that the universal perspective on career success often disregards the importance of the respective situation where culture and institutional contexts must be taken into account.

However, Ng and Feldman (2014) argue that no study has been virtually conducted to inspect the factors that undermine the employee's subjective perceptions of career success. However, Baruch and Reis (2015) suggest that

much attention should be given to the challenges employees face in experiencing career success as this is important because global assessments of subjective career success are influenced not only by achieved goals but also those they have not achieved.

Chen, Chang and Lo (2015) argue that social reputation and career achievement are deemed the most accurate indicators embodying career success as perceived by employees. Feldman and Bolino (1996) posit that career orientation is a receptacle for individual's values and attitudes such as organizational support and upward mobility opportunities. Schwartz (2006) said some researchers took the Universalist versus the contextualist paradigm in executing human resource management practices.

Contrary to the submission above, Vos, Clippeler and Dewilde (2009) advocate for boundary less careers which focus on the individuals' definition of success for local operations cannot be accurately juxtaposed with those executed at a more global level. Schwartz (2006) suggests that there are limitations to the universalistic approach and researchers advocate for the contextualist view to human resource management at large as it is multidimensional and the former seeks to find best practices to ultimately improve organizational performance.

Brewster and Mayrhofer (2012) state that the latter looks for an overall appreciation of what is unique about the context and why it is different by focusing on clutching the distinction between and within human resource management in varying and similar contexts.

## **2.2. Autonomy and Independence**

Sia and Appu (2015) define career autonomy as the liberty to execute job tasks and activities together with decision-making in an undisturbed manner by supervisors and managers. Additionally, the particular incumbent has full sovereignty of how the work will be completed. Breaugh (1985) defines career autonomy as the extent to which an employee is given the choice and discretion in carrying out his/her tasks. Shields, Brown, Kaine, Dolle-Samuel, North-Samardzic, McLean and Plimmer (2015) state that an employee's freedom as connected to his/her workplace is one of the many supplementary factors to employees' creative performance.

## **2.3. Career Anchors**

Schein (1996) describes these as a career self-concept in terms of abilities, talents, values, interests and needs that an individual considers when making career decisions. Asamani, Cobbold and Dai-Kosi (2015) state that as an individual gains life experience, career anchors or career orientation can be completely cherished if viewed as the employees' career self-perception. Liu, Liu and Wu (2012) suggests that career anchors convert to pivotal aspects as they govern individuals to carefully make career decisions

by revisiting their career values, needs and interests before deciding anything about their career progression.

**2.4. Entrepreneurial Creativity**

A study by Asamani et al. (2015) suggests that entrepreneurial creativity and general managerial competence have a strong relationship. The same authors purport that individuals with a robust managerial career anchor are usually expected to portray an entrepreneurial, responsive and flexible character. However, an inquiry by Coetzee and Schreuder (2009b) notes that both general managerial competence and entrepreneurial creativity are negatively associated with adaptation, constructing a change resistance behavior within such individuals. Lee and Wong (2004) argue that this contradiction may be caused by individuals' high need for achievement and sense of being in control.

**2.5. Technical and Functional Competence**

Schein (1978) regards individuals high on technical competence as those who value the opportunity constantly up skill themselves in their expertise areas. He continues to state that these individuals have a desire to consistently apply their aptitudes and knowledge to complex and challenging problem solving. Additionally, they prefer advancement only in their specific technical field. Bravo, Seibert, Kraimer, Wayne and Liden (2015) observe that these individuals are essentially activated by their intrinsic work activities or by the work itself. Marshall and Bonner (2003) propose that this type of individual career orientation would best suit organizations that frequently utilize technical infrastructures and processes.

**2.6. Research Design**

The population of interest is the professional employees of a Provincial Department in North-West. In terms of data collection, a descriptive research design was utilized through a questionnaire to probe professionals' views on their perceived career orientation and success. A Career Orientation Inventory was used to collect data about how true the items were for respondents.

Items such as "I am always on the lookout for ideas that would permit me to start my own enterprise" were rated by assigning a number from 1-4 (never true for me [1], occasionally true for me [2], often true for me [3] and always true for me [4]) the higher the number the more that item is true for you. This scale is used to stimulate the respondents' thoughts about his/her areas of competence, motives and values.

**2.7. Participants**

The target population for this research was the employed professionals in the North-West Provincial Department. A stratified random sample was taken from the population of

five thousand professionals. Five hundred questionnaires were distributed to the employees with 205 returned. This represents a response rate of 41%. The demographic information of these respondents is presented in Figure 1-11 below.

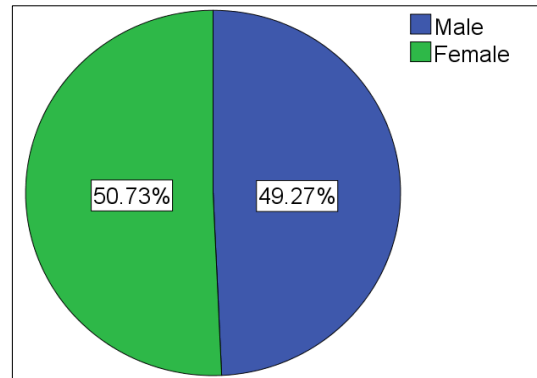


Figure 1. Frequencies for Gender

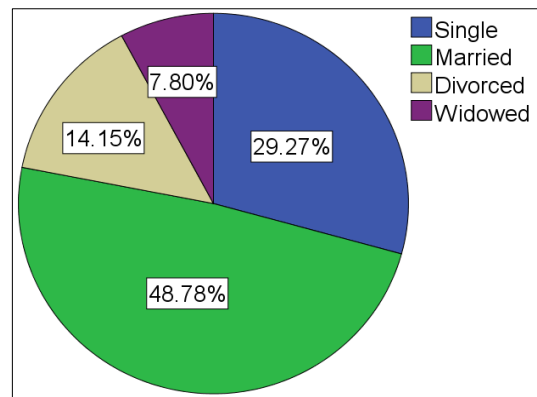


Figure 2. Frequencies for Marital Status

Figure 1 shows that the population is almost equally divided by gender where 50.7% of the participants are females and 49.27% are males and respectively. Figure 2 shows that almost half (48.78%) of all participants are married.

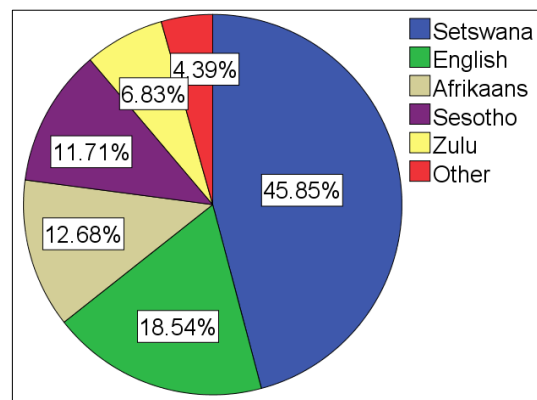


Figure 3. Frequencies for Language

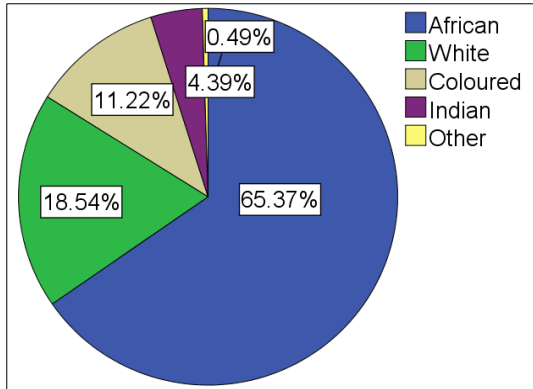


Figure 4. Frequencies for Race

Figure 3 shows that the majority of participants (46%) have Setswana as their home language and the minority (4%) speaks other languages. Figure 4 informs one that approximately 65% of the participants are Africans and the 35% are of other races.

participants have a Master's degree whereas 23.9% have an honours degree and less than 4% have Certificates.

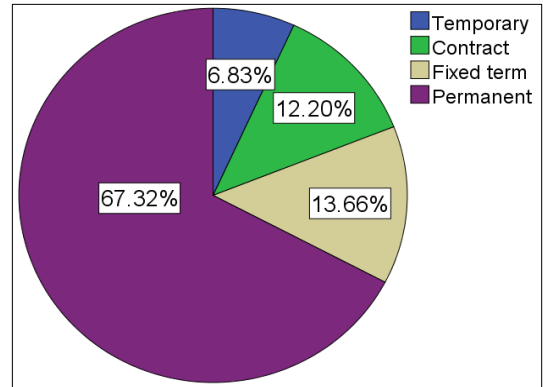


Figure 7. Frequencies for Nature of Employment

Figure 7 shows that most of the participants are permanently employed (67.32%) and temporary employees represented less than 10% of the participants. It can be noticed from Figure 8 that middle management positions are occupied by 35.61% whereas almost the same percentage of participants is observed for senior management (23.9%) and subordinates (22.44%). Figure 8 also shows that the minority of the participants are subordinates (18.05%).

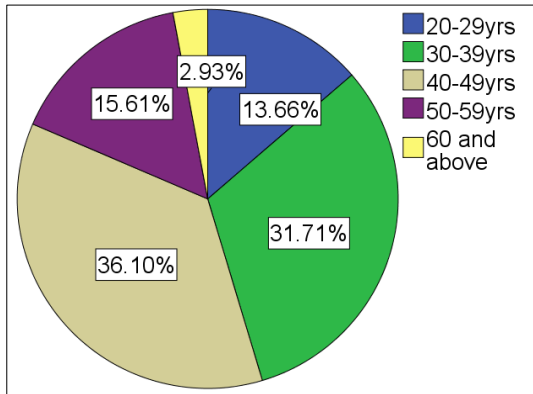


Figure 5. Frequencies for Age Group

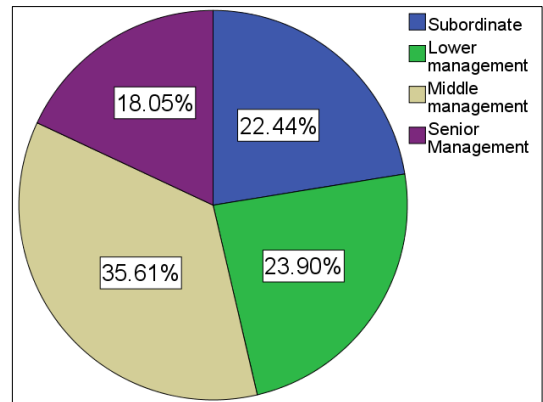


Figure 8. Frequencies for Job Type

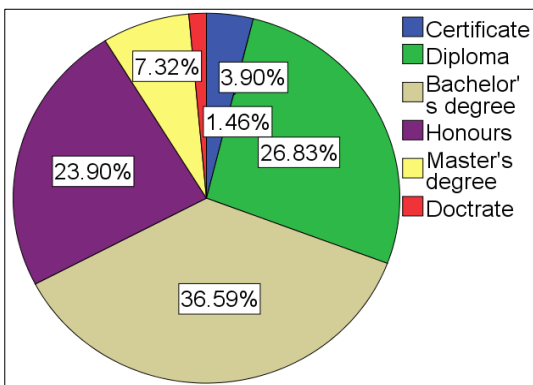


Figure 6. Frequencies for Highest Level of Education

It can be noticed from Figure 5 that the oldest participants are at least 60 years old and constitute the minority of the participants (2.93%). Most participants belong to the age groups of 40 to 49 years (36.1%) and 30 to 39 years (31.71%). Figure 6 shows that the majority of the participants have a Bachelor's degree (36.59%) while the minority has Doctrate (1.46%). Only 7.32%

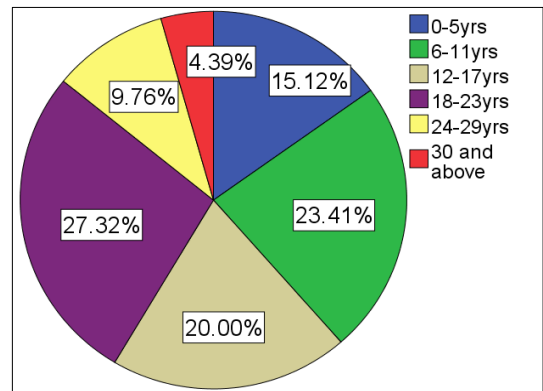
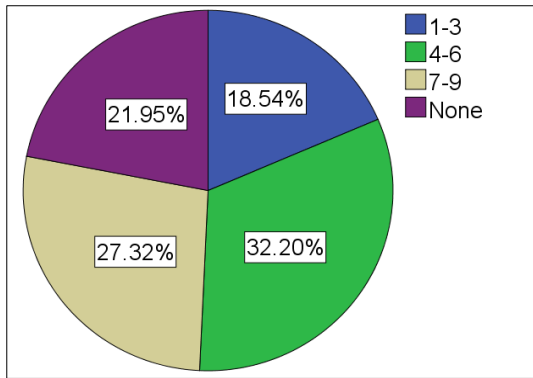
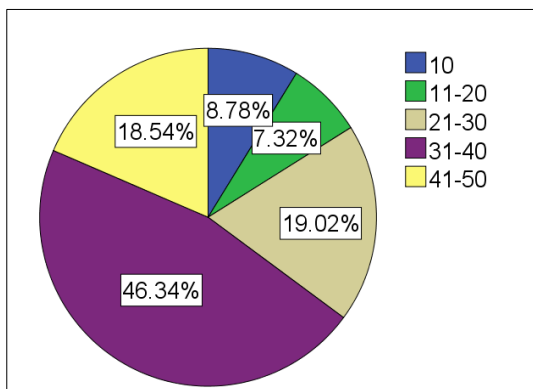


Figure 9. Frequencies for Working Experience



**Figure 10.** Frequencies for Frequencies of Promotion from Employment Date

Figure 9 shows that with respect to working experience, the majority of participants have between 18 to 23 years, the second highest percentage of the participants (23.41%) have 6 to 11 years whereas a scanty 4% have at least 30 years. Figure 10 shows that most participants (32.2%) have a frequency of promotion of 4-6 times whereas the smallest percentage of participants (18.54%) had only 1-3 times in terms of promotion.



**Figure 11.** Frequencies for Working Hours Per Week

It can be observed from Figure 11 that close to half (46.34%) of the employees in the department work for 31 to 40 hours per week, almost an equal percentage of the participants work the 21 to 30 (19.02%) and 41 to 50 (18.54%) hours per week. Other participants work for 10 to 20 hours a week.

**2.8. Research Procedure**

Permission to conduct research was sought through a formal letter from the university in order to distribute questionnaires. The Head of Department authorized the researcher to drop off questionnaires to sectional managers for them to give their co-workers and subordinates. These questionnaires were to be distributed among professionals within a North-West a Provincial Department in the different sections such as Auxiliary Services, School Nutrition, Office of the DDG and Curriculum

Development.

Explanation was clearly made and the contents of the questionnaire were also outlined and explained to respondents. Employees were also told about the purpose of the research and asked to participate voluntarily. Confidentiality and anonymity of participants were taken into consideration throughout the conduction of the research and they were made aware of this.

**2.9. Measuring Instrument**

The Career Orientation Inventory (COI) was used to measure the perceptions of professional employees in a North-West Provincial Department in terms of their career orientation and success. According to Coetzee and Schreuder (2009), the Career Orientation Inventory is a self-rated instrument with 40 items and these are summed up and averaged to produce a score for each respondent’s career anchor.

It contains items such as “I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures”; “I seek jobs in organizations that will give me a sense of security and stability”. Participants were asked to rate each item with (1) never true for me to (6) always true for me. The measure demonstrated high internal validity and reliability.

**2.10. Statistical Analysis**

Data analysis was carried out using SPSS. An exploratory factor analysis was used to determine the underlying factor structure of the variables. Pearson product-moment correlation coefficient was used to specify the relationship between the variables. Multiple regression analysis was performed to test for the moderation of relationships between the variables in this research.

**3. Results**

Table 1 below gives a descriptive statistical analysis of the COI factors and their accompanying Cronbach’s Alpha correlation coefficients.

As shown in table 1, all the statements load significantly to their respective factors except for EC3 and CH5 of entrepreneurial creativity and pure challenge factors separately. This may mean most of the respondents have a different view concerning these two statements. The accompanying Cronbach’s Alphas are all in excess of 0.7 implying that the statements are consistent with the associated factors.

This rule of thumb was proposed and used by Cronbach and Shavelson (2004). The eight factors account for a total variance of 60.473. According to Streiner and Norman (1989), reliability score must be 0.70 or higher in order for a measure to be used. All the constructs had Alpha coefficient of more than 0.70. This means that the measure

is reliable to be administered to professional employees in a provincial department.

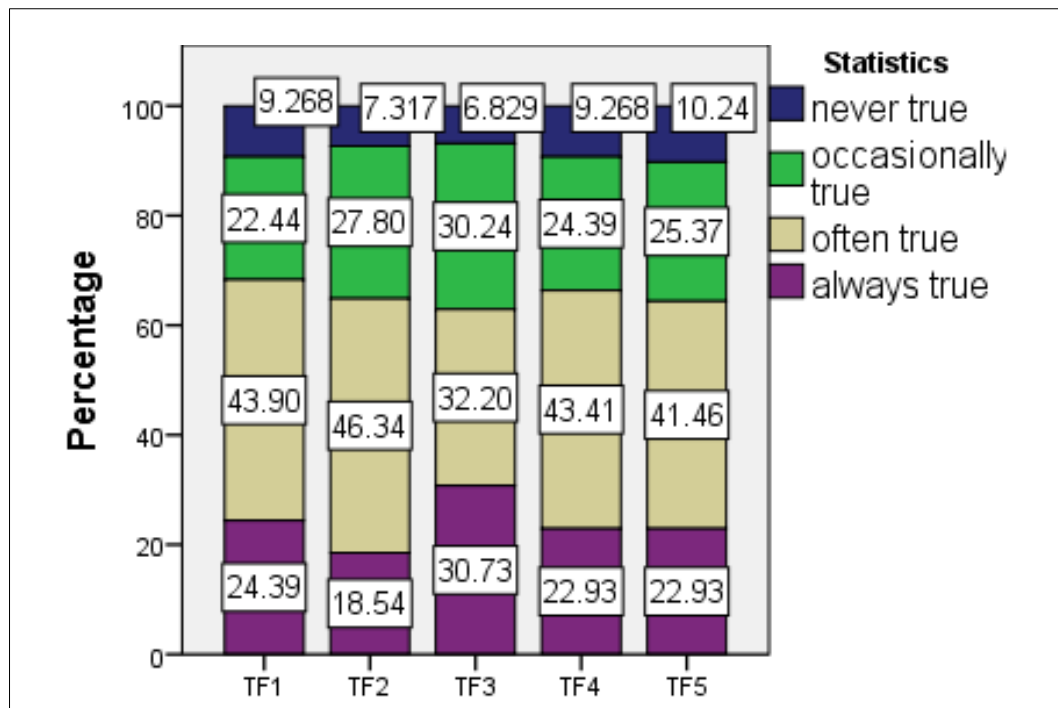
In the following figures 12-19 COI was used to probe how true an item is for each participant. On completion of

the questionnaire, the participants were asked to rate an item as “never true for me (1), occasionally true for me (2), often true for me (3) and always true for me (4)”. The higher the number the more that item is true for them.

**Table 1.** Descriptive Statistics of COI

	Item	Factor Loading	Cronbach's alpha	Variance extracted
Technical function	TF1	.571	0.805	35.247
	TF2	.728		
	TF3	.761		
	TF4	.695		
	TF5	.713		
Autonomy/independence	AU1	.667	0.826	5.152
	AU2	.782		
	AU3	.712		
	AU4	.792		
	AU5	.672		
security/stability	SE1	.669	0.787	4.757
	SE2	.637		
	SE3	.556		
	SE4	.668		
	SE5	.490		
entrepreneurial creativity	EC1	.662	0.732	3.586
	EC2	.703		
	EC3			
	EC4	.443		
	EC5	.460		
service dedication to a cause	SV1	.703	0.765	3.123
	SV2	.751		
	SV3	.742		
	SV4	.654		
	SV5	.325		
pure challenge	CH1	.592	0.763	3.081
	CH2	.533		
	CH3	.413		
	CH4	.310		
	CH5			
Lifestyle	LS1	.798	0.762	2.828
	LS2	.672		
	LS3	.719		
	LS4	.352		
	LS5	.369		
General management competency	GM1	.478	0.784	2.669
	GM2	.385		
	GM3	.643		
	GM4	.593		
	GM5	.640		

**3.1. Technical Functioning – TF**



**TF 1**

According to TF 1, it is often true for 44% of the participants to dream of being good at what they do so much that their expert advice is sought continually. A scanty 9.30% said this was never true, while 24.40% claimed this was always true for them.

**TF 2**

The responses of the second item “I am most fulfilled in my work when I have been able to integrate and manage the efforts of others” are shown above in TF 2, 7.32% of the participants said this was never true while a dominating 46.34% said it was often true for them.

**TF 3**

Item 3 of the questionnaire was “I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule”. According to TF 3 above, 6.90% said this was never true for them and 32.20% confirmed that this was often true for them.

**TF 4**

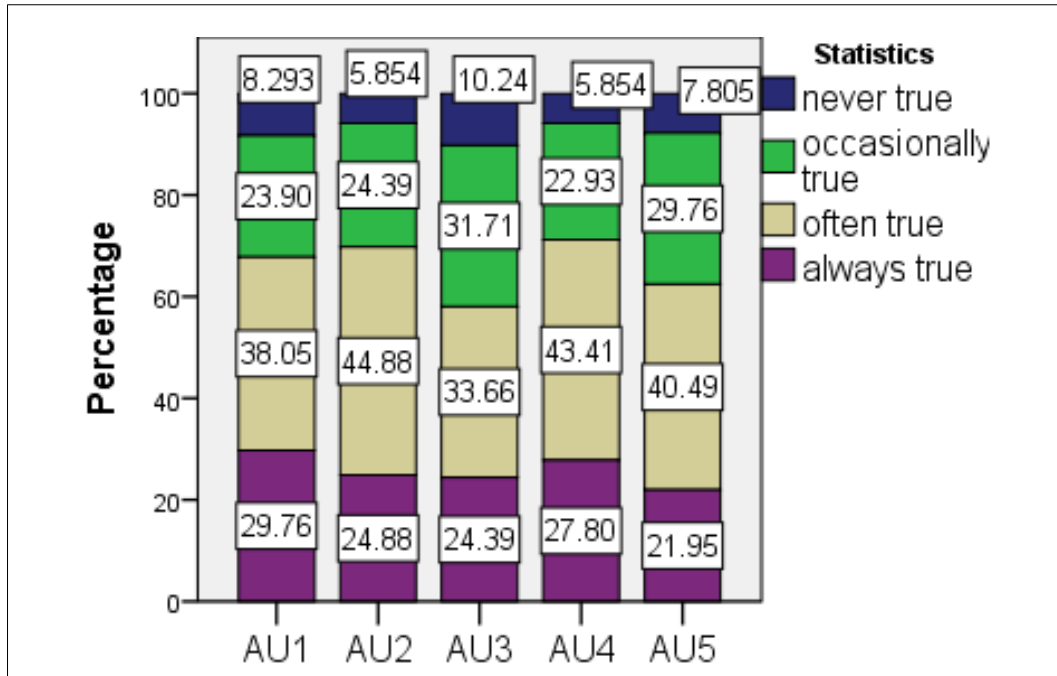
In TF 4 above, 9.30% of the respondents said they never consider security and stability as more important than freedom and autonomy. On the contrary, 23% said this is always true for them.

**TF 5**

TF 5 shows that 10.24% of the participants are never on the lookout for ideas that would permit them to start their own enterprises. The figure continues to show that 41.50% claimed that they always have this lookout while 23% said it is always true that they are observant about such.

**Figure 12.** Technical Functioning (TF)

### 3.2. Autonomy/Independence - AU



#### AU 1

According to AU 1, it shows that 8.30% of the participants would never feel successful in their careers if they have a feeling of having made a real contribution to the welfare of society. 29% said this was always true and 38.05% said it was often true.

#### AU 2

Item 7 stated "I dream of a career in which I can solve problems or win out in situations that are extremely challenging". As shown in AU 2 above, 6% said this was never true for them, 45% said it was often true and 25% confirmed that this was always true for them.

#### AU 3

Item 9 stated, "I will feel successful in my career only if I can develop technical or functional skills to a very high level of competence". 6% of the participants said this was never true for them and 25% said it was always true for them. AU 3 further shows that a dominating 34% said this was often true for them.

#### AU 4

According to AU 4, it is never true for 6% of the participants to dream of being in charge of a complex organization and making decisions that affect many people. Furthermore, 43.41% confirmed that it is often true for them to have such a dream and 28% said it is always true.

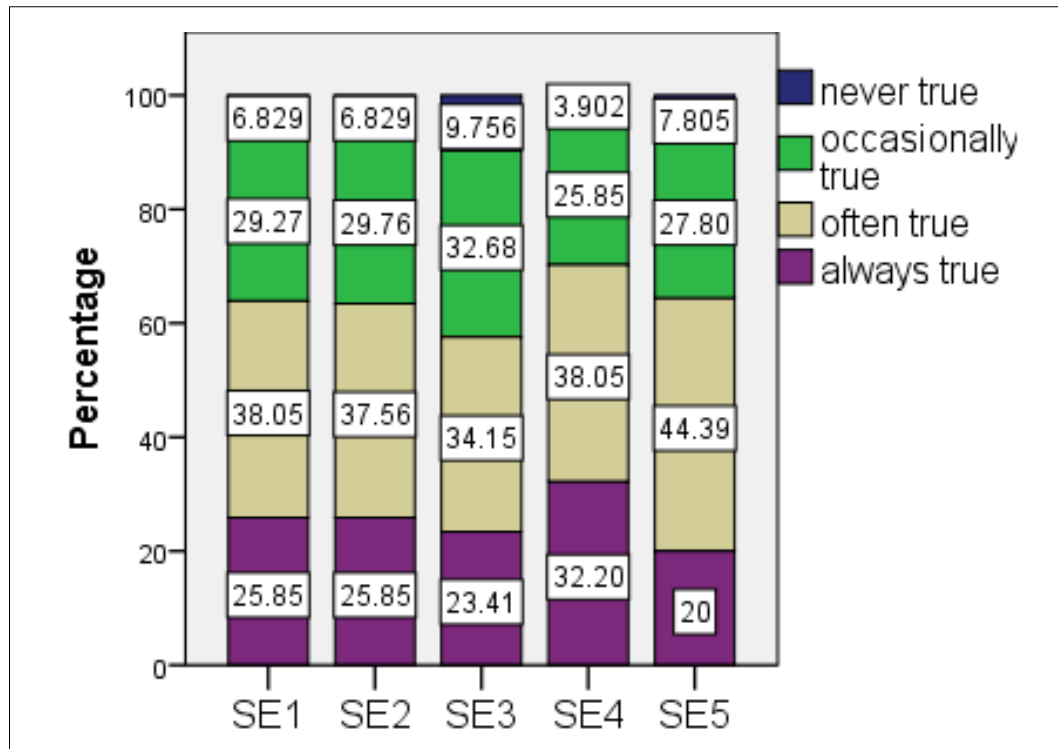
#### AU 5

Item 10 stated, "I dream of being in charge of a complex organization and making decisions that affect many people". In AU 5 it is shown that this is true for 41% of the population and never true for 8% while a contrasting 22% said this was always true for them.

**Figure 13.** Autonomy/Independence (AU)



**3.3. Security/Stability – SE**



**SE 1**

Item 11 stated “I am most fulfilled in my work when I am completely free to define my own tasks, schedules and procedures”. SE 1 showed that this is always true for 26% of the participants while it never true for 7%.

**SE 2**

SE 2 shows that it is never true for 7% of the participants to rather leave their organization altogether than accept an assignment that would jeopardize my security in that organization. For 38%, this is often true while it is always true for 26%.

**SE 3**

In SE 3 it is clearly shown that 23.41% said it is always true that building their own business is more important to them than achieving a high-level managerial position in someone else’s organization. SE 3 further displays that 9.8% said this was never true for them while 34.20% said it is often true.

**SE 4**

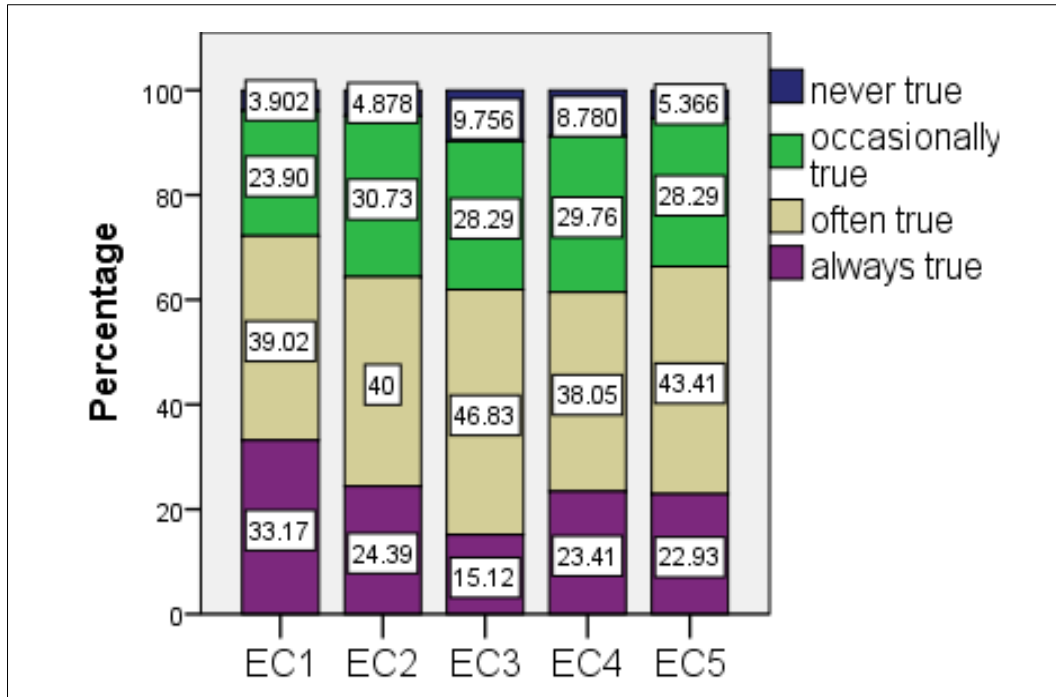
Item 14 stated, “I am most fulfilled in my career when I have been able to use my talents in the service of others”. According to SE 4 above, this was never true for 4% and always true for 32.20% of the participants.

**SE 5**

According to SE 5 above, 7.81% of the participants never think they would feel successful in their career only if they face and overcome very difficult challenges. A dominant 44.40% said this was often true for them and 20% said it is always true for them.

**Figure 14.** Security/Stability (SE)

3.4. Entrepreneurial Creativity – EC



EC 1

In EC 1 above, respondents were asked if they dreamt of a career that would permit them to integrate their personal, family and work needs and 39.02% said this was often true for them and 4% said it was never true.

EC 2

According to EC 2, 40% of the participants said it is often true that they think becoming a senior functional manager in their area of expertise is more attractive to them than becoming a general manager. On the other hand, 5% said this was never true for them, while 24.40% said this was always true.

EC 3

Item 18 stated, “I will feel successful in my career only if I become a general manager in some organization” and 10% said this was never true for them, while 47% of the participants said this is often true and only 15.12% confirming that this is always true for them.

EC 4

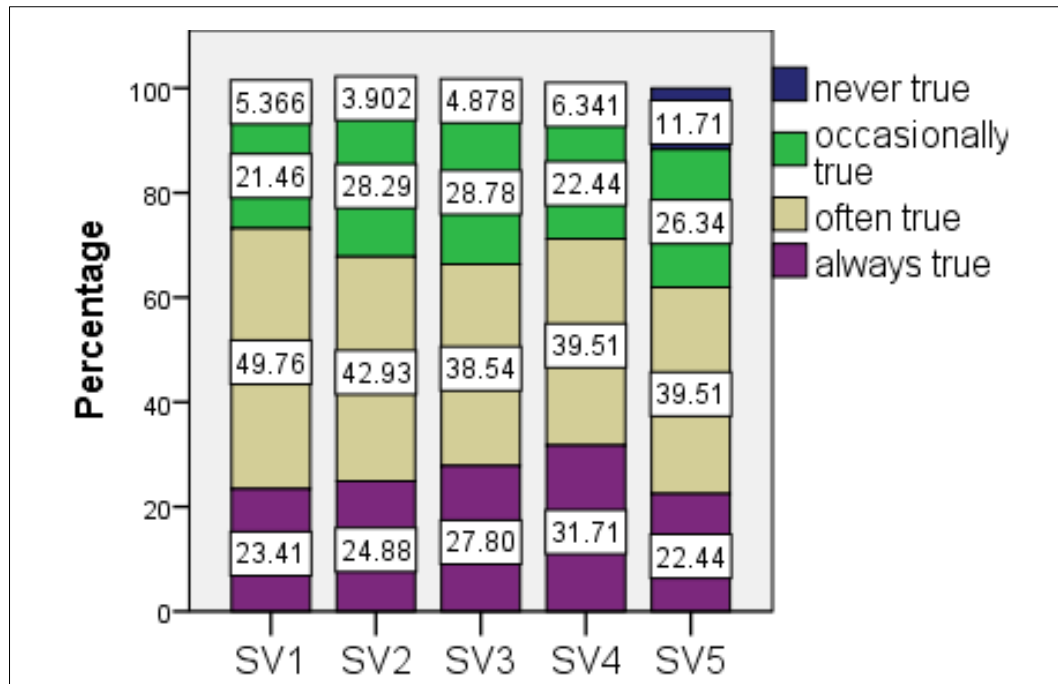
EC 4 above showed that it is often true for 38.05% of the participants that they would feel successful in their careers only if they achieve complete autonomy and freedom. Less than 10% said this was never true for them and a contrasting 23.41% said it is always true.

EC 5

The item “I seek jobs in organizations that will give me a sense of security and stability” had 5.40% of participants confirming that it is never true while 23% had an opposing feeling where they stated that this item is always true for them and 43.41% stating it often is true for them.

Figure 15. Entrepreneurial Creativity (EC)

### 3.5. Service Dedication to a Cause



**SV 1**

According to SV 1, it is never true for 5.40% of the participants that they are most fulfilled in their career when they have been able to build something that is entirely the result of their own ideas and efforts. Half of the population (50%) said this was often true for them and 22% said it was occasionally true.

**SV 2**

Item 22 stated, “Using my skills to make the world a better place to live and work is more important to me than achieving a high-level managerial position”. A low 4% of the participants said this was never true while a contrasting 25% said this was always true for them and 43% said this is often true for them.

**SV 3**

Item 23 stated, “I have been most fulfilled in my career when I have solved seemingly unsolvable problems or won out over seemingly impossible odds”. According to SV 3, 5% of the population said this was never true, while 29% said it is occasionally true and always true for 28%.

**SV 4**

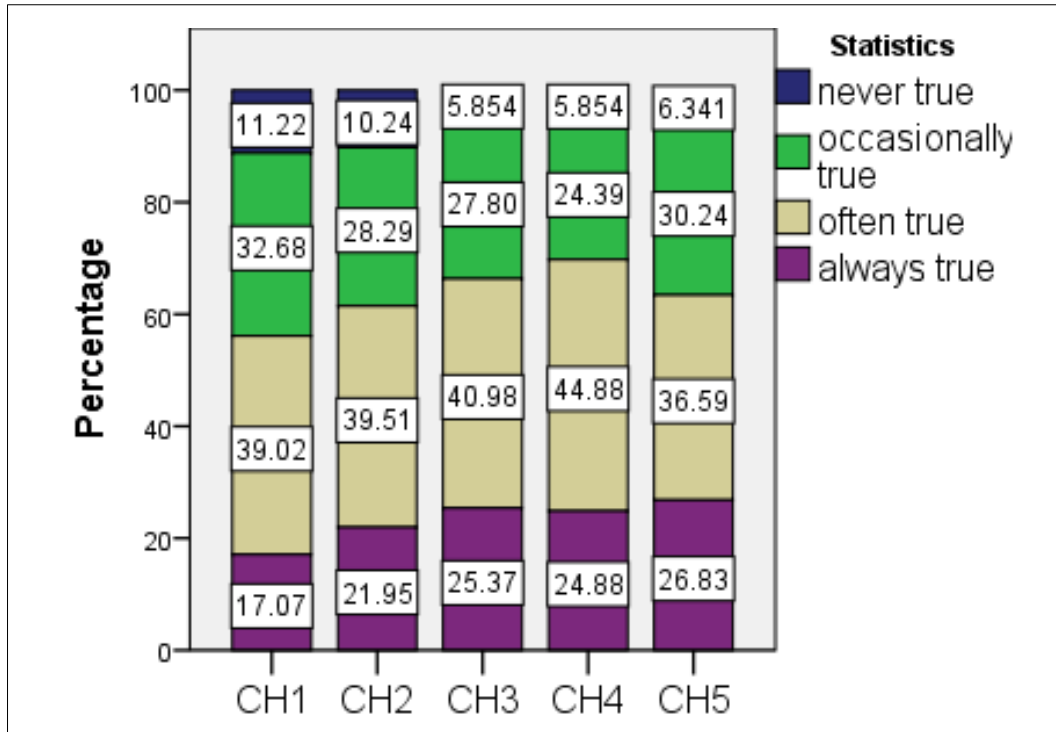
SV 4 shows that it is often true for 40% of the participants that they feel successful in their life only if they have been able to balance their personal, family and career requirements. A scanty 6% said this was never true for them while 22.44% said it was occasionally true for them.

**SV 5**

SV 5 shows that it is always true for 22.44% of the participants that they would rather leave their organization than accept rotational assignments that would take them out of their area of expertise. This was never true for 12% and often true for 40% of the participants.

**Figure 16.** Service Dedication to a Cause (SV)

3.6. Pure Challenge – CH



CH 1

Item 26 stated, “Becoming a general manager is more attractive to me than becoming a senior functional manager in my current area of expertise”. Almost 40% of the respondents said this was often true for them and 17.10% said it is always true for them, while a contrasting 11.22% said this was never true.

CH 2

According to CH 2 above, 10.24% of the participants said it is never true for them that having a chance to do a job their own way, free of rules and constraints, is more important to them than security. Furthermore, 40% said this was often true and only 22% said it is always true.

CH 3

Item 28 stated, “I am most fulfilled in my work when I feel that I have complete financial and employment security”. CH 3 above shows that 6% of the participants said this was never true for them, while a contrasting quarter (25.37) of the respondents said this is always true for them.

CH 4

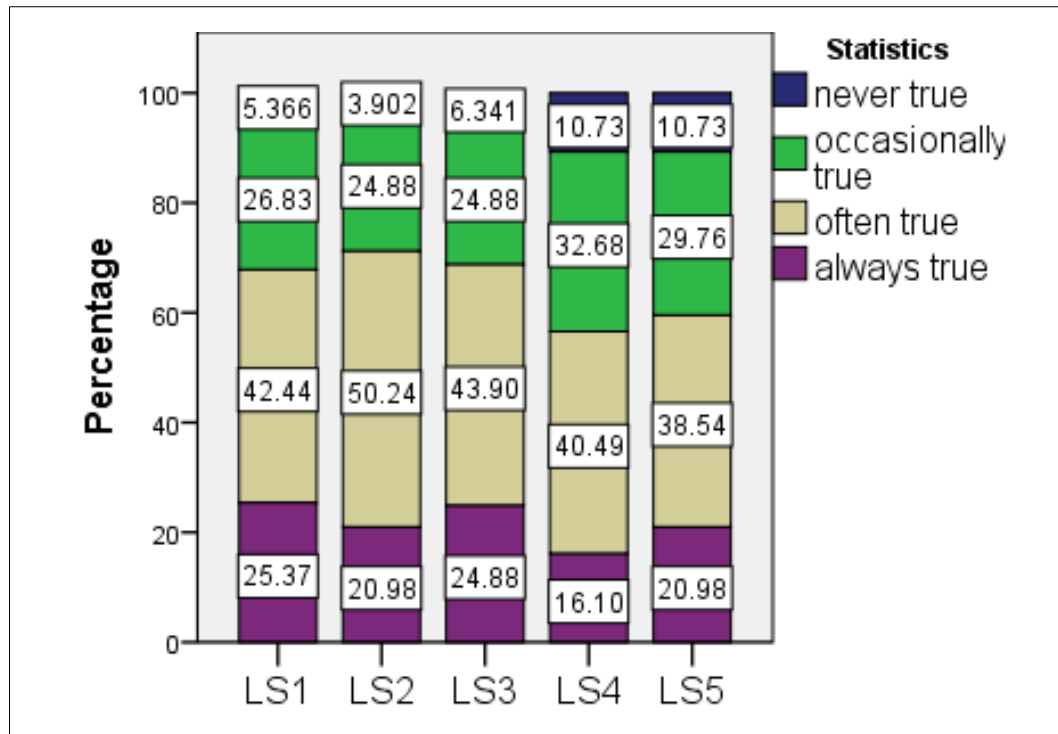
CH 4 shows that 6% of the participants said it is never true that they will feel successful in their career only if they succeed in creating or building something that is entirely their own product or idea. The figure continues to show that this is always true for 25% of the participants and often true for 45%.

CH 5

Item 30 stated, “I dream of having a career that makes a real contribution to humanity and society. According to CH 5, 37% of the participants said this was often true for them, while 6.34% said this was never true and a contrasting 26.83% saying this is always true for them.

Figure 17. Pure Challenge (CH)

3.7. Lifestyle – LS



LS 1

In figure 9 above, the item which stated “I seek out work opportunities that strongly challenge my problem-solving and/or competitive skills” had 27% of the respondents said is occasionally true for them while 42.44% said it is often true and a quarter (25.37) of the participants confirming that this is always true for them.

LS 2

LS 2 shows that it is never true for 4% of the participants that balancing the demands of personal and professional life is more important to them than achieving a high-level managerial position. On the contrary, 50.24% of the participants said this was often true for them.

LS 3

It is often true for 44% of the participants to be most fulfilled in their work when they have been able to use their own special skills and talents. According to LS 3 above, this is always true for only a quarter (25%) of the participants and often true for 44% of the respondents.

LS 4

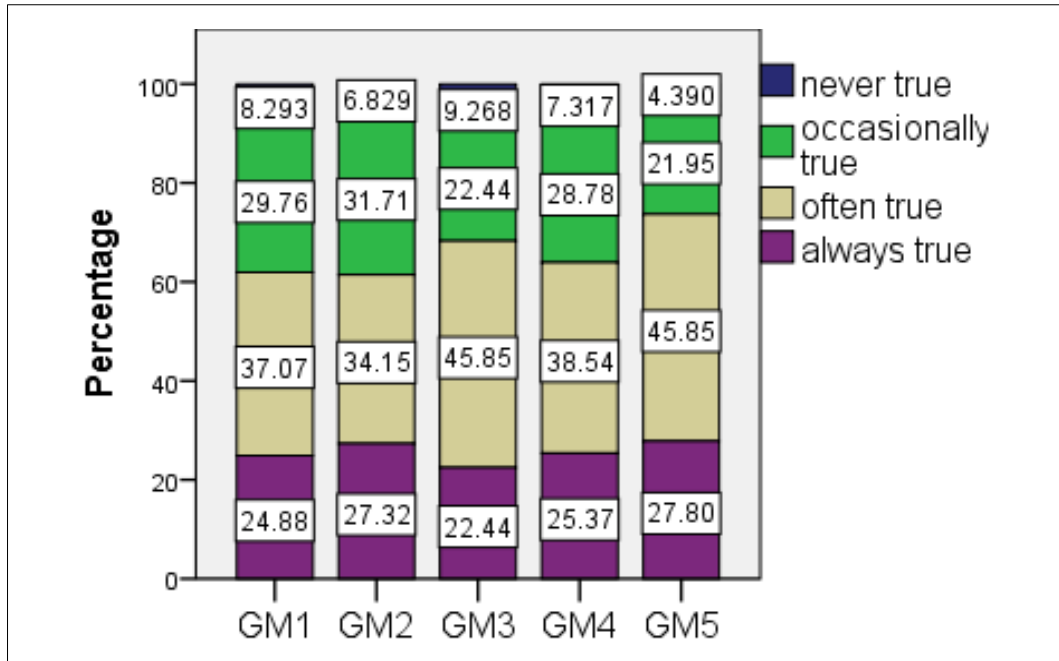
Item 34 stated, “I would rather leave my organization than accept a job that would take me away from the general managerial track” and 40.50% of the respondents said this was often true for them. Lastly, 16.10% said it is always true.

LS 5

According to LS 5, 11% of the participants said it is never true that they would rather leave their organization than to accept a job that would reduce their autonomy and freedom. Contrary to that, 21% said this was always true for them while 39% stated that this is often true for them.

Figure 18. Lifestyle (LS)

3.8. General Management Competency



GM 1

According to GM 1, it is always true for 25% of the respondents to dream of having a career that will allow them to feel a sense of security and stability. Around 9% of these participants said this was never true for them and 30% said it is occasionally true for them.

GM 2

GM 2 shows that for 6.83% of the participants, it is never true that they dream of starting up and building their own businesses. Furthermore, 27.32% claimed that this is always true for them.

GM 3

In item 38 which stated “I would rather leave my organization than accept an assignment that would undermine my ability to be of service to others”. For 46%, this was often true and 9.3% of the participants said this was never true for them as shown in GM 3

GM 4

Item 39 stated, “Working on problems that are almost unsolvable is more important to me than achieving a high-level managerial position”. GM 4 shows that 25.37% of the respondents said this was always true for them while 7.32% said it is never true for them.

GM5

GM 5 shows that 4.4% of the participants never sought out work opportunities that minimize the interference with personal and family concerns. A dominant 46% said they often seek such opportunities and 28% considered this as always true for them.

Figure 19. General Management Competency (GM)

Table 2. Descriptive Statistics of COI Factors

	Mean	Std. Deviation	Skewness	Kurtosis
Technical function	2.806	0.8984	-0.3326	-0.6512
Autonomy/independence	2.84	0.893	-0.3156	-0.6682
Security/stability	2.824	0.8888	-0.2418	-0.7712
Entrepreneurial creativity	2.824	0.861	-0.264	-0.6652
Service dedication to a cause	2.878	0.8676	-0.333	-0.6154
Pure challenge	2.788	0.885	-0.2434	-0.7038
Lifestyle	2.79	0.8582	-0.2562	-0.584
General management competency	2.842	0.887	-0.3022	-0.6796

Table 2 shows the descriptive statistics as mean, standard deviation, skewness and kurtosis. Technical function had a mean score of 2.806, a standard deviation of

0.8984, skewness of -.03326 and kurtosis -0.6512. Lifestyle had a mean score of 2.79, a standard deviation of 0.8582, skewness of -0.2562 and a kurtosis of -0.584.

Concerning all the factors, the view of the participants is the same. It is also confirmed by the Standard Deviation.

## 4. Discussion

The information in Table 1 shows that the scores on the eight factors of the COI are normally distributed. All factors loading less than 0.3 are considered insignificant and were suppressed. Generally, there is consensus with regards to the eight career orientation factors/constructs as revealed by the results. As Feldman and Bolino (1996) argue, career orientation is a container of an individual's held values about the organization.

**Technical Functioning** – According to TF 1 to TF 5, 44% of the participants responded neutrally on this factor. Bravo, Seibert, Kraimer, Wayne and Liden (2015) argue that these individuals are essentially activated by their intrinsic work activities or by the work itself. About 9% responded with never true.

**Autonomy and Independence** – it is shown in AU 1 to AU 5 that 45% of the population stated that this is often true for them and 8% said it was never true. Sia and Appu (2015) regard autonomy as the liberty to execute job tasks and activities together with decision-making in an undisturbed manner by supervisors and managers. While a scanty 26% said this is always true for them.

**Security and Stability** – SE 1 to SE 5 suggests that almost 8% of the participants alleged that this factor is never true for the within their workplaces. Around 40% of the respondents indicated that this is often true for them in their workplaces.

**Entrepreneurial Creativity** – Asamani et.al (2015) suggests that entrepreneurial creativity and general managerial competence have a strong relationship, EC 1 to EC 5 indicates that among the participants 28% said this was occasionally true for them with 41% stating that it was often true for them. A scanty 7% confirmed that this was never true for them in their working environment meaning they never made others think creatively.

**Service Dedication to Cause** – SV 1 to SV 5 indicates that 6% of the respondents stated that this was never true while 26% confirmed that this was always true in their workplaces. The largest group that stated that this was often true for them represented 42% of the whole population.

**Pure Challenge** – CH 1 to CH 5 suggests that this factor was never true to 8% of the population while 23% said it was always true. 40% confirmed that this is often true for them in their workplaces.

**Life Style** – as shown in LS 1 to LS 5, 43% of the population stated that this factor was often true for them while a contrasting 7% said it was never true for them.

**General Management Competency** – GM 1 to GM 5 shows that 7% of the respondents indicated that this factor was never true for them while 40% stated that it was often true. These differ from the 25% that indicated this factor to

always be true for them.

## 5. Conclusions

The objective of this article was to assess factors affecting career orientation such as technical functioning, autonomy and independence, life style, service dedication to cause etc. These were followed by the research design, participants and the demographic information of participants. The results of the study were graphically presented and then the discussion of those results concluded the chapter.

## 6. Limitations

This article was conducted in a relatively small organization where participation was totally involuntary. The respondents consisted mainly of middle management reducing the chances of generalizing the results to all the other managerial levels. Likewise, the respondents to this study were mostly African, which suggests that the perceptions and attitudes displayed in the questionnaire might have been biased in some way or the other. Data was collected by use of questionnaire and participants are sometimes neutral when responding, a further collection method would have made results more reliable.

## 7. Recommendations

It is recommended that organizations and organizational leaders make employees aware of the different career paths that are available for them to pursue. Employees must be subjected to skill tests that will indicate the career path that best suits their skills, knowledge, interests and abilities. This would help them to realize their true potential and keep them intrinsically motivated to perform in their work. Organizations must capacitate employees to ensure that they have technical functioning and are able to effectively execute tasks assigned to them.

It is also important that employees are given enough 'room' to deliver on the job requirements in any way that they desire. Furthermore, organizations must transparently ensure the stability of their workforces' job safety and implant creativity and commitment within employees. All employees need to be trained and developed to ensure that everyone performs at his/her best potential.

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