

Career Anchors and the Correlation of Generations, Study with freshmen and Seniors

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Abstract: The purpose of this study was to find a correlation in between the generations X, Y and Z with careers anchors illustrated by Edgar H. Schein. The study was design to benefit the participants, their college and the companies of the region of Campinas. With the survey applied to 267 students that are entering and graduating from the Adventist Institution of Higher Education of Hortolândia. The results indicate that the most frequent career anchor is the Lifestyle, which shows that future professionals are looking not only to maintain a faithful relationship with the professional world, but also in the family, health and leisure - the real juggler.

Keywords: Career Anchors. Generations. Administration. Lifestyle.

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I. Introduction

1.1 Contextualization of the theme

In the 1970s, the academic psychologist Edgar H. Schein defended the theory of career anchors, consisting of eight behavioral factors present in all individuals, having the percentage of relevance in each individual. However, the corporate system has adapted to business modernity, which according to Casanova (2013, p.8), is a transformation of organizational processes, being technological, economical and communicative. Professionals suffer directly from all shocks, because they prioritize the needs of the market and or of the company, failing to cultivate their true "self".

Schein (1996) argues that career anchors are the true professional identities of individuals, which are derived from a set of skills, values and competency that can direct each professional to the appropriate career path. To do so, he developed a test that has the purpose of psychically boosting individuals to their areas of greatest affinity.

This study is relevant because of the ending result that makes it clear which is the best path to follow professionally, such as: Technical / Functional Competence, General Management Competence, Autonomy / Independence, Safety / Stability, Entrepreneurial Creativity, Service / Dedication to a Cause, Pure Challenge and Lifestyle, which will explore thru out this study.

August, Utad, Susana, & Utad (2013, p.2), argues that the generations are spread through a set of values, among them: social, economic, and political, in general, what attaches strongly to the development and life style. By correlating the theory of generations X, Y, and Z with career anchors we can identify which careers predominate in which generations and gender.

II. Theoretical Review

2.1 Careers

According to Silva, Dias, Silva, Krakauer, & Marinho, (2012, p.3-4), the scope of careers has a etymological origin of the Latin, carraria, that in Portuguese has the meaning of rush, it can also be interpreted as professional journey within an organization. Edgar H. Schein, was one of the first researchers who developed and conceptualized the subject addressed, in the past the professionals had the vision that the company should shape its course according to the proposed needs and in return had their job safe.

From time to time, development and globalization have brought influences to this pattern, so social thought is reshaped, so that individuals seek a common good, the desire to perform professionally and independently. Dutra, a more recent researcher, brought in his studies that a career went through a revolutionary phase, no longer being guided and supervised internally or by the organizations, which aimed at only seeking

competitiveness. Individuals then, depart for exploration and autonomy from their professional paths dictated by their bosses, whether inside or outside an organization.

2.1.1 Career Anchors

Based on the authors: Vasconcelos, Merhi, Goulart, & Silva (2010, p.232-233); Gomes, Sala, Santos, & Trevisan (2011, p.21-22) and Maurer (2013, p.43-47), below are the eight factors named as career anchors, which have differentiated characteristics and values.

- Technical-functional competence (TF): the resources of this profile seek by means of studies to specialize in a specific area or profession, aiming high competence and ability of the chosen subject. They are not obstinate to the general managerial positions, because they cherish the development, engagement, promotion, leadership and satisfaction in their area of expertise.
- Managerial competence (CG): the factors that contribute to this anchor make up the resources that have detailed analytical capabilities, identifying, revolutionizing problems. They are able to enthuse with excellent interpersonal relationships the ones led and teams to their results, valuing all emotional balance.
- Autonomy and Independence (AI): Individuals who are related to autonomy and independence, tend to autonomous positions, as they target freedom to organize themselves professionally, relating and flexibility according to their personal life.
- Security and Stability (SE): having employment and financial stability are their targets, professionals seek to be "on the ground", prefer the certain to the uncertain, aim for organizations recognized in the market, which provide benefits, adequate salary range, functions that they can have routinely and to feel motivated seeking to have a good bond with the company and takes rewards such as dedication, time and promotions.
- Entrepreneurial creativity (CE): has the need for innovation, have creative skills, where they envision profits so that projects can achieve status to be undertaken and be appropriate to the constant changes proposed in the market.
- Pure challenge (DP): while some seek the easy tasks, they seek the difficult ones, the feeling of diagnosing problems irresolvable, reaching a solution and feeling victorious, is the achievement.
- Lifestyle (EV): classified as a lifestyle acrobat, comes with the function of giving flexibility to the areas: business, career, personal and family life. Professionals who fall into this pattern have a professional life linked to personal life, that is, they seek to reconcile attention to all the issues, not leaving something to be desired in the cycle.
- Service or dedication to a cause (SD): these are people who aim at the common good as a priority, do or defend something because they know that they are doing good, value values, principles, example: help to a cause of the nation. This type of skill does not necessarily need to be voluntary or for pretensions to positions, but rather to know that their work is correlated to the good of society, professionals with this quality, have a great chance of professional growth, according to Schein.

2.1.2 Factors that influence career

According to Fatima, Veloso, & Trevisan (2009, p.73-74), career is the way that individuals plan their professional steps, historically these steps were determined by organizations, today it is shaped based on the dreams, desires of the professional and their needs. However, every being suffers from the influences that go far beyond the organizations, are macroscopic factors: the cultural system (dominant values); The social structure; The economic structure and the political system.

Casanova (2013, p.28-29), argues that dealing with the interactions of society in the career of professionals brings about non-viability, as they are issues that have not had certain controls. It is then up to individuals to seek to develop themselves constantly, qualifying themselves for self-knowledge and self-evaluation. On the other hand, the role of organizations and managers is to offer stimuli, so that the needs can complement each other, both to fulfill the personal requirements of the professional and the contribution that this knowledge can contribute to the organization. Martins (2001, p.70-72), also cites some external factors that may influence the proposed career decision of the professionals, such as:

- The family influences the initial choice, directly or indirectly, and career redefinition choices; Influence can be both motivating and impeding.
- Society influences choices both by the characteristics of the community in which one lives - such as the climate and expectation of growth of an activity, for example - and by direct interference of the group or social class, which define what is prestige and what is an occupation "with no future".
- Culture - which has an "invisible" character - affects decisions through the various "value judgments" issued and the meaning attributed to the available career options.

Schein (1996), it is realized that regardless of the circumstances or barriers pointed to influencing careers, orientation, it is the professional to be in constant development of performance, that is, not to stagnate, to seek to

specialize, to stimulate the learning process, consequently it will have good benefits and excellent offers, being able to stay ahead of the competitiveness. Organizations can then take advantage of this knowledge to be in a constant competitive market growth.

2.2 Generations X, Y and Z

The generation X is composed of professionals with average birth between the years 1965 to 1977, reflect the previous generation known as Baby Boomers, who faced the Second World War. However, they revolutionize themselves because of the unemployment that the ancestors suffered, reevaluated the policies that were created and sheltered new values, seeking knowledge related to the economic and administrative area, developed in the information age, prioritized the informal hierarchy, merits, wages, benefits and independence. During such instability the goal was to strike a balance between personal and professional life, one of the most striking features of the era, according to Hamilton & Flink (2012, p.4).

Neto & Franco (2010, p.14) argue that those who make up the generation Y are born around the years 1978 to 1989 and are the result of technology and its development. They are professionals who experience globalization due to the ease that technology has provided. They value professional well-being and look for opportunities that value them and want career success. In addition, Hamilton & Flink (2012, p.4-5), complement that are the generation of the millennium and have as characteristics proactive state, holistic vision, ambition, facility to work in team, are self-taught and have high ease with the virtual scope .

On the other hand, the generation Z composed by professionals born in the middle of the 90s has characteristics totally opposite to the previous generations, it carries the letter "Z" like name to derive of an English term "zapear", whose concept is the speed and form of constant adaptation, according to Hamilton & Flink (2012, p.6-7). With remarkable characteristics, they are called multitasking, they have the ability to do lots of activities at the same time, they are immediate, they think and soon they act, they are equipped with electronic equipment and they are saturated with so much information presented. In the labor market, they seek organizations that value their qualities, such as connectivity, expansion, freedom of expression, competence to walk along globalization, explains Maurer (2013, p.34-38).

III. Methodology

3.1 Case to be studied

The research was applied at the Adventist College of Hortolândia, located in the Metropolitan Region of Campinas (RMC), composed of an industrial park of 300 companies and large and medium-sized industries, among them: Bosch, DELL, IBM, SAMINA, DOWN CORNING , HONDA, RHODIA, 3M (NASCIMENTO, 2011, p.40-42). The development of these organizations reflects benefits for the studied campus, increasing the entry of students in the administration course, acquiring recognition from the Ministry of Education, with a note four out of five in its last evaluation (E-MEC, 2016).

Table 1: Data of incoming and outgoing students in administration

Year	Entering	Graduating
2010	171	64
2011	197	64
2012	209	94
2013	191	64
2014	176	84
2015	125	92
2016	118	92
Total	1187	554

Source: (MAGAZINE OF DISCLOSURE OF THE ADVENTIST COLLEGE OF HORTOLÂNDIA / UNASP-HT, 2016).

3.1.1 Emergence of the course of business at the college studied

Second (PPC, 2014, p.7) and (Barreto, 2016), the course with baccalaureate modality, had been implemented in the campus of Hortolândia, São Paulo in August of 2006, having as its first coordinator Professor Holbert Schmidt. Currently, it has 500 students, has the mission of transforming students to entrepreneurs and professionals of the highest quality, enabling them for future work in the business market, with managerial qualities, ethical morality and teaching social integration.

3.1.2 Research process

The research is shaped as descriptive-analytical (TRIVIÑOS, 1987), with the vision of identifying which are the profiles with more and less frequency and predominance, for the different generations and academic levels of each participating student.

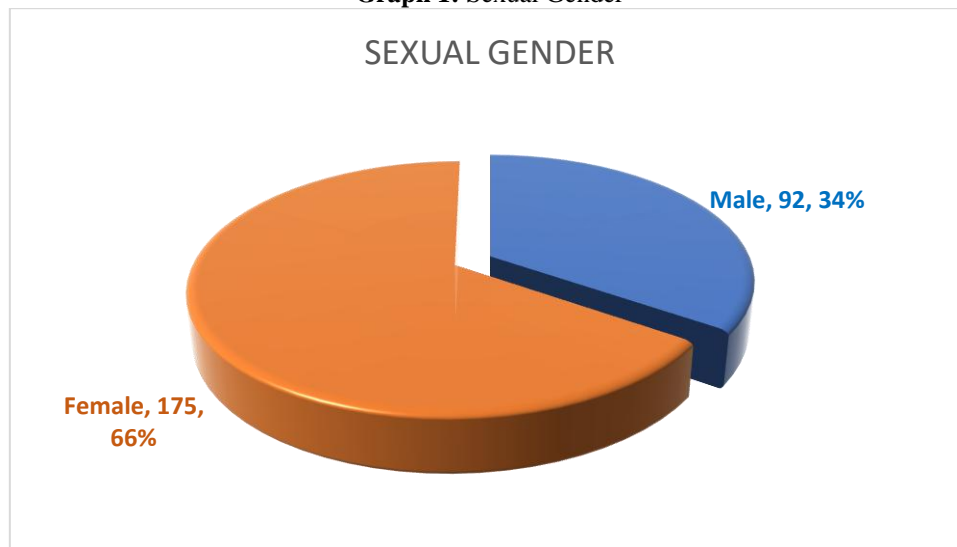
Through field research we base the arguments proposed in the paper, the research instrument was a questionnaire with 43 questions, elaborated by Edgar H. Schein, with the following order: (1) personal information such as: sex and year of birth, for the framing of generations; (2) questionnaire, which when answered with the numbering from 1 to 6, the smallest numbers being for none or few identification and larger numbers for maximum identification; (3) in this context the results of the participant will be presented, being two anchors with the greatest abilities of the participants and an anchor of lesser ability. The data collection process was statistical descriptive, applied through the software Excel, an office package tool - created by Microsoft, so that students had access to the form via a computer and upon completing the research the resource already provides the results, Indicating which anchors fit the profile of the participant. Thus, collecting the data with ease and agility in the process of graphing and analysis of generated data, K. C. de A. Vasconcelos, Merhi, Goulart, & Silva (2010, p.234-235).

The survey was applied to the freshmen and seniors of the business course, obtaining 267 members who contributed based on the data. According to Schein (1996), this categorization of anchors aims and assists career, since talents and abilities are points that are necessary to "listen to the voice of the heart", so that its main values are not abandoned and faced paths that will not bring joy in the career of the professional.

IV. Data Analysis

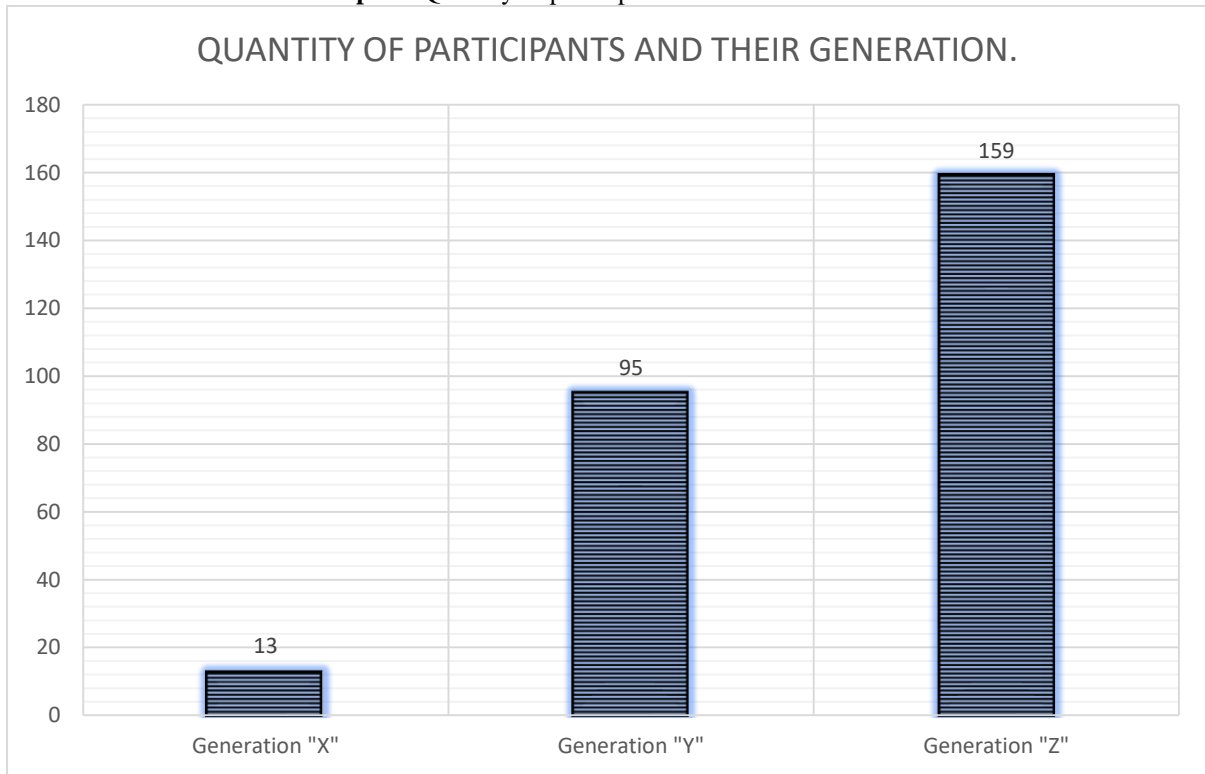
With an amount of 267 participants, graph 1 shows the percentage of individuals by gender, composed of 34% male and 66% female. According to Mello, Mauro Kreuz (2015, p.24-25), the growth of the female figure in the administrative branch has been disseminated since 1995 with an initial percentage of 21%, reaching 34% in 2015. The male figure, on the other hand, is decreasing, starting with 79% and concluding with 66% in the last survey.

Graph 1: Sexual Gender



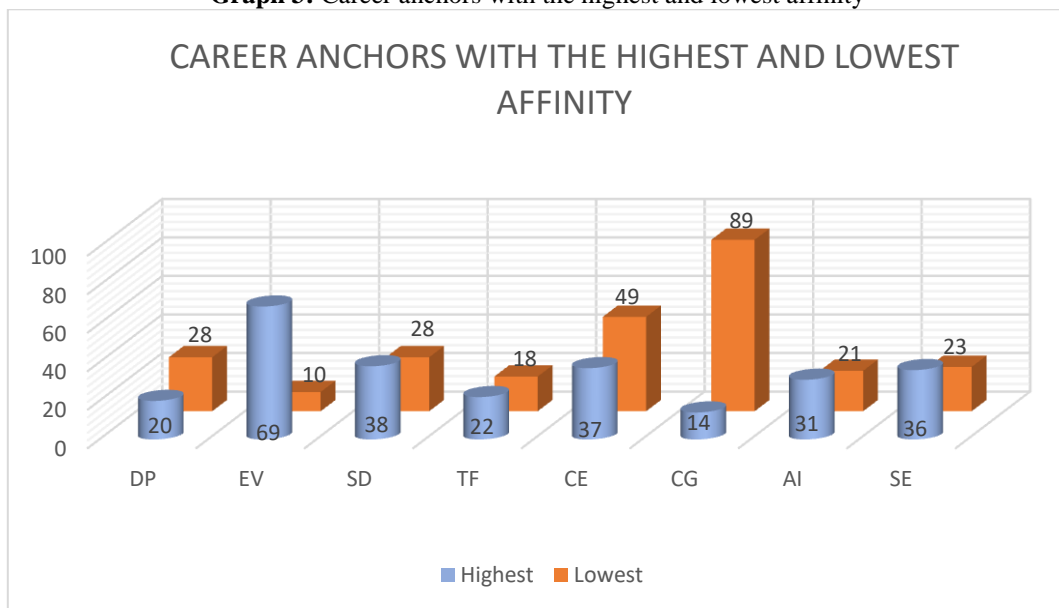
The sample mentioned in graph 2 is developed based on the generations of the participating individuals, composed by the generations X, Y and Z and each group are attributed as follows: X with 13, Y with 95 and among them, the most predominate, generation Z With 159 elements. According to Filho (2008, p.16), this generation comes with a digital framework, which has the capacity to self-adapt, breaking down numerous paradoxes. However, the media, in turn, knew how to take advantage of the strong connections with subjectivity, contributing massively in the power of choices, presenting consecutive economic reflexes.

Graph 2: Quantity of participants and their Generation.



A parameter determined in this research was the anchor of greatest and smallest presence among the participating members, as shown in graph 3. However, the anchor of greatest presence is Lifestyle, composed of 69 people, which has been predominant since 1990s, fusing work, family or even in the extracurricular activities. Christina, Costa, Fumec, Miranda, & Fumec (2007, p.6). On the other hand, the lowest anchor was presented through 89 people, in Managerial Competence, so that they are integrated by analytical, interpersonal and intergroup perspectives, according to André, Amorin, As, Lideran, & Humans (2010, p.242).

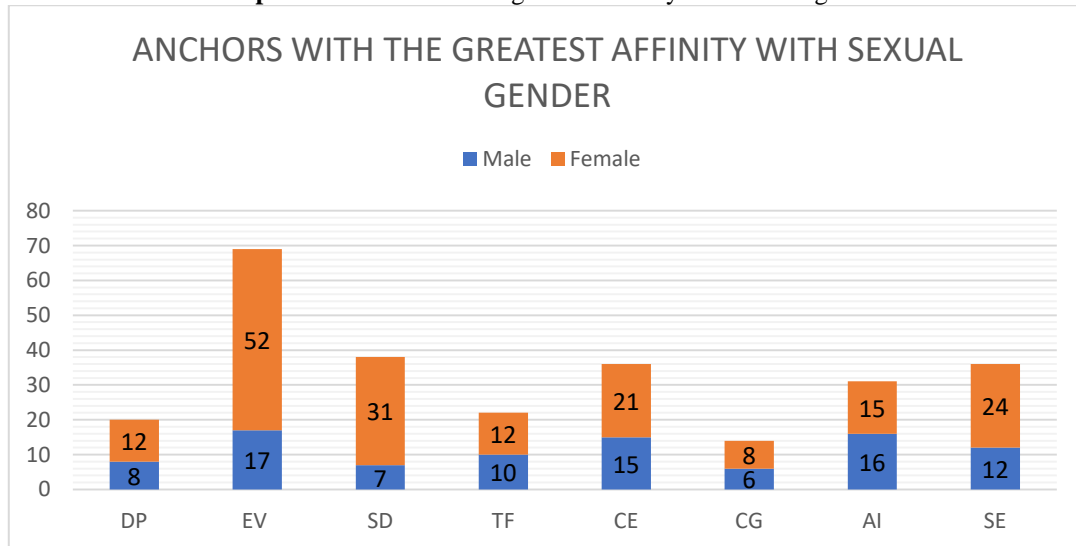
Graph 3: Career anchors with the highest and lowest affinity



In graph 4, the anchor and the sexual gender with greatest presence are present in the Lifestyle with 52 female and 17 male members. Coming from the Middle Ages, women were labeled as incapable of acting in the corporate environment, suffering from the lack of value in the labor market. Therefore, with a project to reverse this situation, in the 90's occurred the peak with percentage of women creating their own educational and

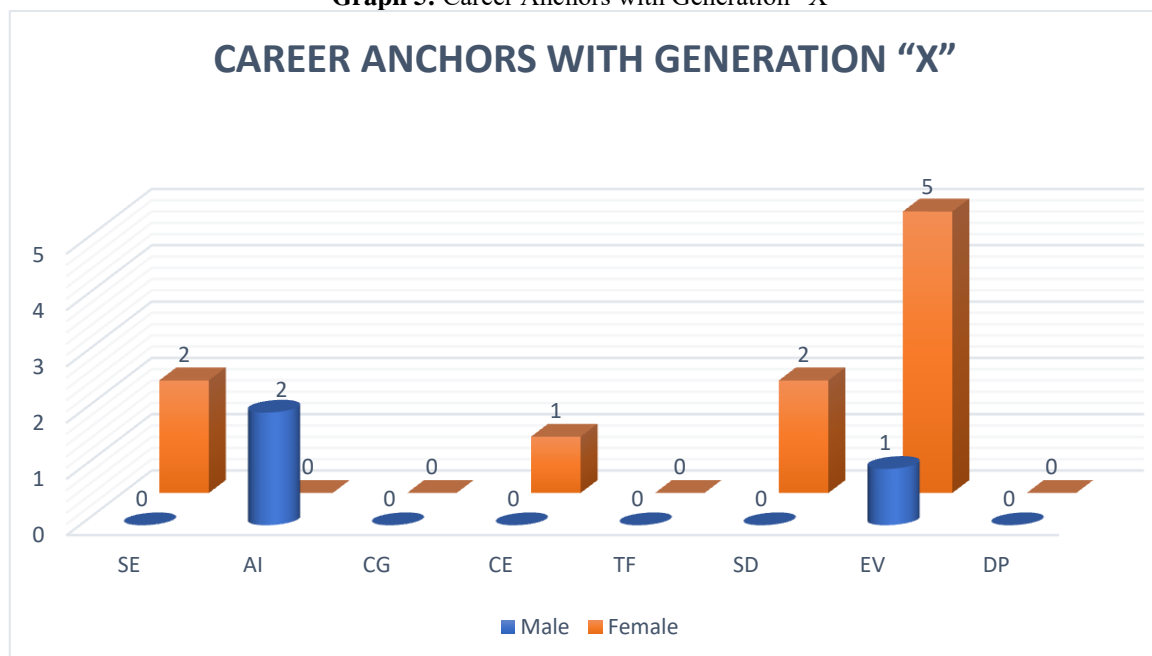
professional identity, which reflects to the present day. As such, the connection between women is justified, higher education and the pursuit of specialization in a certain profession, leaving her ancestor, looking to trace her ways, in search of gratifying works and possibilities to raise her own way of life, according to Betiol, MIS, Tonelli (1991, p.18) and Souza and Santos (2014, p.3).

Graph 4: Anchors with the greatest affinity with sexual gender



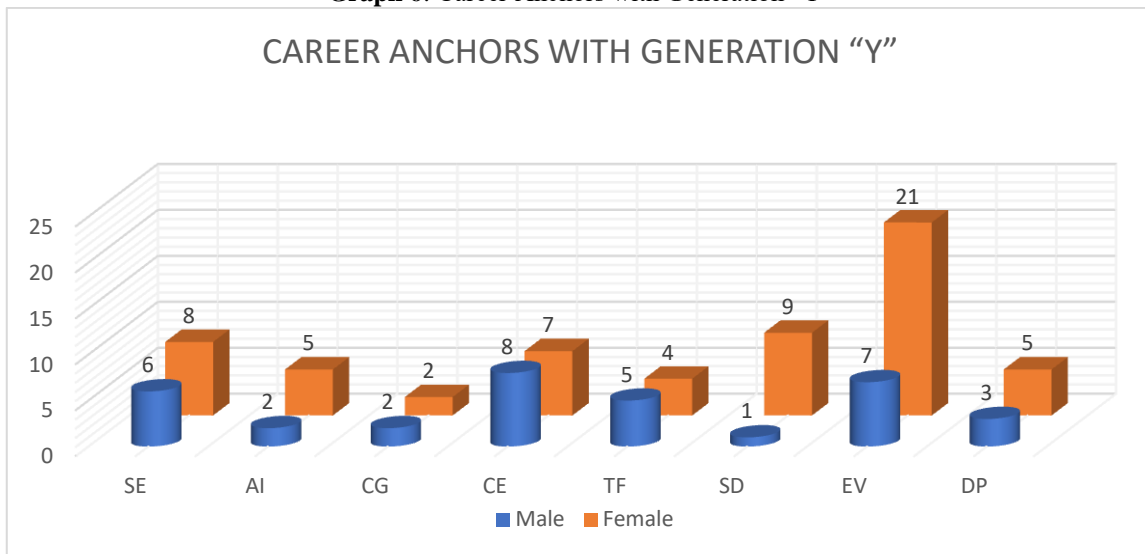
The generations X, Y and Z not only change their characteristics according to the years, but also change the way individuals view their work circumstances, that is, their profiles, according to Silva et al. (2012, p.5). In graph 5, it shows the "X" generation in favor of their profiles and genders, respectively: the largest anchor in the female gender is Lifestyle (EV), and the lowest, Creativity and Entrepreneur (CE). In the male gender, the highest profile presented is Autonomy and Independence (AI), and the lowest, Lifestyle (EV).

Graph 5: Career Anchors with Generation "X"



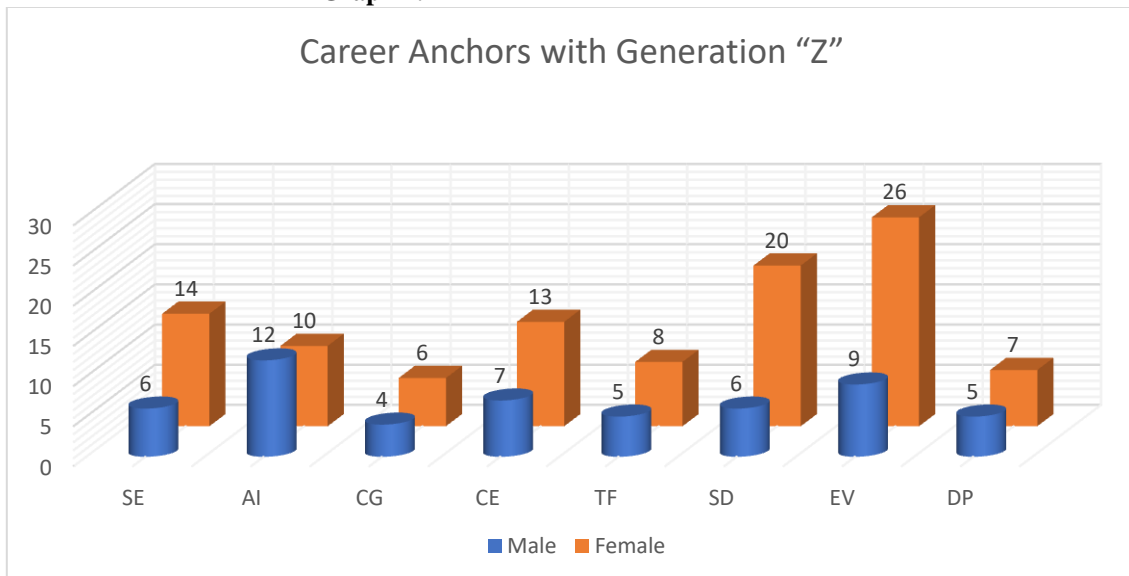
In graph 6 and the next topic we will address the same subject described above, so with each subsequent generation, "Y", according to graph 6, with the following profiles and genera: the largest anchor in the female gender remains Lifestyle (EV), the lowest Management Behavior (CG). On the masculine side, the greatest anchor, Entrepreneurial Creativity (EC), and the smallest, Service or Dedication to a cause (SD). Neto & Franco (2010, p.14), points out that this is a generation marked by the technological revolution, who seek professional success and the ability to fit into an organization, which attributes the desired benefits.

Graph 6: Career Anchors with Generation “Y”



In graph 7, we identified the career anchors of the "Z" generation, with the female gender remaining with the same results as the previous generation "Y", with the largest anchor in Lifestyle (EV) and the lowest Managerial Competency). In the masculine gender the greatest anchor was Autonomy and Independence (AI) and smallest in Managerial Competence (CG). According to Maurer (2013, p.34-38), this generation brings to itself immediacy skills, think and acting as soon as possible, such as connectivity, expansion, freedom of expression, subsequent research.

Graph 7: Career Anchors with Generation “Z”



V. Final Considerations

In times when organizations cease to act in the professional decision-making factors and the employees enter into a transient process searching for their true anchors, the present study has as its essence the cognition of careers anchors, gender and generations of the students freshmen and seniors of Business. The correlation between career anchors and the generations allowed the identification of the most predominant profile in the generations X, Y and Z that is the anchor of Lifestyle. That has as a characteristic the power of the balance between personal, family and professional lifestyle, breaking the paradigm that the managers, have by their anchor of Managerial Competence, which presupposes a new professional behavior for the futuristic job market. Far from concluding something, this issue brings innumerable ways to follow with relevant research, contributing to the development of professional’s together organizations. Subsequent research can address the differences between the levels of profiles of the new and graduating students studied and how social factors may contribute to these results.

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