

HOW DO PERSONAL DEMOGRAPHICS AFFECT THE CAREER ORIENTATION OF ASPIRING MANAGERS? A CASE STUDY

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ABSTRACT

The aim of this study is to examine the career orientation variations among aspiring managers and the effect of their age, gender and birth place on their career directions with a sample of 100 MBA students of Guru Jambheshwar University of Science & Technology, Hisar. For this purpose the analysis part has been divided in three categories. First part measure the variations in career orientation of aspiring managers with the help of t-test, the second part explains the relationship between dependent variables and independent variables with the help of correlation analysis and the third part of the analysis explains the effect of age, gender and birth place on the dependent variables. The first finding of this study suggests that aspiring managers differ significantly in case of 'variety' on the basis of age and gender and for 'autonomy' on the basis of birth place. The second finding of the study represents both negative and positive correlation among dependent and independent variables. The third finding of the study measures the effect of independent variables on the dependent variables and the main finding which emerged in this study is that only birth place has significant impact on one's career orientation towards 'autonomy' and further the urban born respondents have exhibited more autonomy orientation as compared to the rural born respondents.

Keywords: Career, Career Orientation, Career Anchor, Aspiring Managers, Age, Gender, Birth Place.

INTRODUCTION

With the rapid change in the growth of the business every organization need to uphold their competitiveness. As managerial skills are concerned, it is necessary to develop and maintain essential skills in the organization to achieve success. For this purpose there is a huge rise in the demand for the managerial professionals. According to Sturges et al. (2003) 'management' has gained wide importance rather than other professional courses because MBA course provides various key competencies to the students. According to a rough estimate and with reference to the study of Agarwala (2008), the Indian corporate sector needed near about 3,500 of entry-level managers every year. But near about only 2,500 managers are produced by the best business schools in India in any given year. The demand-supply gap is almost 30 percent, which in turns give high competition for scarce and best talents, high level of employee stability and a high level of compensation packages.

Till 2009-10 MBA had a greater attention rather than other professional course. There was a huge increase in the number of the business schools till 2006-2008. But from few time there is a decrease in the growth of business schools as well as in MBA degree pursuers. There was a drastic increase in the number of management education institutes in India during 2004-2008. More than 200,000 students are approaching towards an MBA degree in approximately 1,800 institutions offering MBA degrees in India. The main purpose of the present study was to identify important factors that influenced the choice of career of students for pursuing an MBA degree. The main factors which are considered in this study are age, gender and birth place. The main practices in this paper is to see how different age group of MBA students have different career orientation, how male have different career orientation than the females and how rural background students have different career direction than the urban students. For answering these questions we conduct a research on a sample of 100 MBA students of Guru Jambheshwar University of Science & Technology, Hisar.

THEORETICAL BACKGROUND

A career is the sequence and variety of occupations (paid and unpaid) which one undertakes throughout a lifetime. More broadly, 'career ' includes life roles, leisure activities, learning and work.

Career Orientation, Career Guidance

Career choices that line up with a person's character profile provide the greatest level of job satisfaction, less personal stress and the most effective channeling of energy into productive activities. Career guidance includes ample terms that have been used to explain a range of intrusions including career education and Counselling, which help people to move from a general understanding of life and work to a specific understanding of the practical life, learning and work options that are open to them. So career guidance is frequent thought to integrate career information, career education and career Counselling.

The Context for Career Decision-Making

It is very important for every individual to be aware of the context in which career development and career decision-

making occur. Career decision-making is not simply matching a person to an occupation. There are many factors that directly or indirectly influence a person's career decisions and most prominent of these are shown as Figure-I.

Career Development and Influencing Factors

It is the process of managing life, learning and work over the lifespan. Career development, a major aspect of human development, is the process through which an individual's work identity is created. It covers one's entire lifetime. Career development begins with a person's earliest awareness of the ways in which people make a living, continues as he or she travel around occupations and ultimately decides what career to pursue, prepares for it, applies for and gets a job and advances in it. It may, and probably will include, changing careers and jobs. It is important to note that career development will occur naturally, as one matures, but with intercession, one can form a happier and more successful path. Career guidance and education, or other means of managing one's career development, can prove to be very helpful. This intervention can begin as early as basic school and should continue through later life. Career development is influenced by several factors and their relations with one another explained

Personal Characteristics: Personality type, interests and values all play a vital role in career development. Therefore, we should pay close attention to these characters when choosing a career. A careful self assessment will help us become aware of our personal characteristics. Age and gender are the two terms which directly influence the career choices of an individual. Simpson *et.al* (2005) studied that gender and age directly influence perceptions about career outcomes like men gain extrinsic benefits like career change and pay as well as intrinsic benefits like confidence from MBA while women gain intrinsic benefits only from MBA. The study suggested that the benefits gain from MBA course depends on the age and gender differences.

Socio-Economic Factors: Socio-economic factors may serve as a hurdle to career development. One might not easily be able to practice for a selected career due to his or her family's financial situation. If we talk about impact of educational

Individual Variables		Social Context	Environmental Context	Other Factors
Self-concept	Beliefs	Family	Political decisions	Time perspective (past, present and future)
Health	Aptitudes	Peers	Education institutions	
Values	Ethnicity	Community	Geographical location	Chance
Gender	Disability	groups	Employment market	
Interests	Sexual orientation	Media	Workplace	Change over time
Skills	Physical attributes	Socio-economic	Globalization	
Age	World of work knowledge	status	Historical trends	Interdependence of influences

Figure-I: Adapted from Patton, W. & McMahon, M. (2001). *Career development programmes: Preparation for lifelong career decision-making*. Melbourne: ACER, p. 13.

background on career directions we can prefer a study conducted by Kundu & Rani (2007), this paper analyzed the impact of region and educational background on entrepreneurial orientation of Indian young female trainees by using four personality descriptors i.e. need for achievement, innovation, personal control, and self-esteem around three attitude components i.e. affect, behavior, and cognition. The findings revealed the highest score of the respondents on the achievement motivation as compared to the other three personality descriptors (innovation, personal control, and self-esteem) and lowest score on the self-esteem dimension. Among attitude components, cognition has scored as highest. Entrepreneurial orientations of female trainees from South India are having an edge over their counterparts from North India. There was no significant difference in the entrepreneurial orientation of females on the basis of their educational background.

Physical and Mental Abilities: The career selected by any individual should be matched with his/her physical abilities, mental abilities and limitations. Entrepreneurial creativity emerges in an individual during the post graduation years and now the question arises is that how post graduation influence the degree of entrepreneurial creativity. To answer this question we can refer the study examined by Casasola & Riportella (2012) which indicated that the postgraduate studies provide the opportunities to the graduates to enlarge skills and abilities to ascertain new business opportunities and to start-up their own business. In this paper the impact of postgraduate studies on the entrepreneurial activity developed by MBA graduates was measured. The results suggest that there are a number of factors that significantly influence the entrepreneurial activity intention of MBA graduates like entrepreneurial culture of family, individual personality characteristics (non-risk adverse, creativity, taking initiative, teamwork skills). The paper also analyses that gender largely affects the entrepreneurial activity intention of an MBA graduate. If we talked about the effect of student's specialization at the time of their graduation and post graduation on their career movements there are a lot of studies that justifies this statement. Buchanan et.al (2007) compared the career orientations of business master's degree seekers with social work degree pursuers. Business degree followers are more strongly predisposed by the purpose to achieve professional advancement than the intention to attain knowledge. The findings indicated that careerism and educational motives for business master's students are based on the recognition of various job alternatives while social workers' were influenced by careerism and a very high desire to gain knowledge, and less devoted to professional advancement. However, the results show that business degree pursuers are fewer careerists than social work graduate students.

Chance Factors: Chance factors are those life events over which we have little or no control. These can also influence the careers what we choose.

After reviewing the exiting studies which describes the influence of various factors like age, gender, educational qualifications and entrepreneurial orientations etc. there are certain stages of career. These are the stages which play an important role in one's career growth wherein individual age also play a dominant role. Every individual form ideas about their future career during their elementary and secondary school years and this process is followed by the five stages presented through Figure-II.

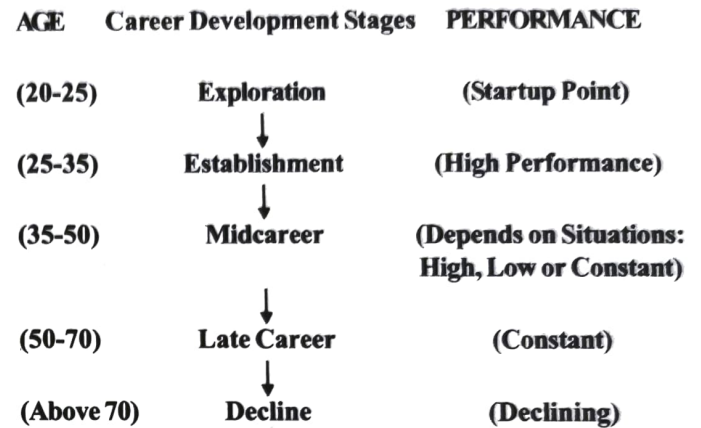


Figure-II: Adapted From: D. T. Hall, Careers in Organizations (Glenview, IL: Scott, Foresman and Co., 1976), p. 57.

Exploration

Individuals make critical choices about their career long before they enter the workshop on a paid basis. The influence of relatives, friends and teachers as well as television programmes and movies, serves to narrow an individual's career alternatives very early in life and leads them in certain directions. The exploration period ends for most people when they are in their mid twenties and make the transition from school to work. From an organizational standpoint, this stage has limited relevance since it occurs prior to employment. It does have some relevance, however. The exploration period is a time when a person develops a number of expectations about his or her career, many of which are unrealistic. Such expectations may, of course, be unapparent to an individual for a number of years, and then arise at such point, much to the frustration of the employee and employer.

Establishment

The establishment period begins with the search for work and includes getting the first job, being accepted by one's peers, learning the job, and gaining the first tangible evidence of success or failure in the "real world". This stage is characterized by steadily improving job performance, making mistakes and learning from mistakes.

Midcareer

Most people do not face their first serious career dilemmas until they reach the midcareer stage. This is a time when a person's performance may continue to improve, level off, or

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begin to deteriorate. An important fact about this stage is that the individual is no longer seen as a “learner”. Individuals who successfully make the transition to this stage receive greater responsibilities and rewards. This stage has become, and will continue to be, particularly relevant to baby boomers (those people born between 1946 and 1964) because of career plateauing.

Late Career

For people who continue to grow through the midcareer stage, the late career usually is a pleasant time when they can relax a bit and play the part of “elder statesperson”. Their value to the organization lies in their judgment, built up over many years and through varied experiences, and their ability to share their knowledge with others. For those whose work performances have stagnated or deteriorated during the previous stage, the late career brings the reality that they will not have a significant impact on or change the world as they had once thought. It is a time when individual recognize that they have decreased work mobility and might be locked into their current jobs until retirement.

Decline

The final stage in a career is difficult for everyone, but ironically, it is probably hardest on those individuals who have had continued success in the earlier stages. After several decades of achievement and high levels of performance, the time has come for retirement. At retirement, a person is forced to step out of the limelight and give up a major component of his or her identity. For modest performers or those who have seen their performance deteriorate over the years, it may be a pleasant time as the frustrations that have been associated with work can be left behind.

Career Anchors and Career Dimensions

Career anchors are self-perceived talents, motives and values which are developed from a range of life and career experiences and are critical in helping the individual make career decisions. In order to conceptualize the values related to careers, the concept of Career Anchors can be used as a means to recognize individuals’ career values which authorize them to deal with career choices and decisions. According to Schein (1985), the knowledge of one’s career anchor is critically important because of its influence in career choices and its effect on

shaping individual goals in life. He confirmed additional authentication that the manifestation of a career anchor may also influence the selection of specific occupations and work settings. The ability to place the career anchor in association with an individual’s work ultimately becomes a definition of his/her career success. With this foundation, numerous authors have sought to test and measure the various career anchors within different populations. The dimensions of career anchors which can be taken as an indicator of orientation of an individual have remained at the centre for review and further exploration. Delong (1982) has also worked on the concept and added more categories or dimensions to the study and the description of the careers anchors along with one would never give up driven by a specific career anchor has been shown as the Figure-III followed by a brief description of each career anchor leading to career orientation.

- 1) **Managerial competence anchor**, point out the willingness to integrate and coordinate other individuals’ activities. People with this anchor have a tendency to be accountable and responsible for the results of a process or function.
- 2) The main aim of people who have **technical competence** anchor to use their technical skills in the particular areas they work. An individual with this anchor is interested in a job/task that provides him/her to improve his or her capabilities.
- 3) **Autonomy anchor** is related to the aim of developing a career that provides autonomy to decide when, what on and how hard to work. Autonomy has primary importance than the Promotions or other rewards.
- 4) Individuals anchored in **security** tend to attain job security, stable income, and a certain future in the form of a good retirement programme and benefits. Security has a dual concept: one side of security is related with the job, the other side is related with the possibility of working in the same geographical area.
- 5) Individuals in the **creativity anchor** tend to hold the need to make or create something that is entirely their own product. Although the formation of a product or process is the key to these people’s career anchor, they lose interest once the programmes are up and running successfully.
- 6) **Service anchor** is all about the achievement and respect for the specific individual and social values. The interpersonal

CAREER ANCHORS	WHAT ONE WOULD NEVER GIVE UP
<i>Technical Competence</i>	The ability to apply and continually develop your skill in that particular discipline
<i>Managerial Competence</i>	The opportunity to manage the contribution of others from across an organisation to achieve results
<i>Autonomy</i>	The enduring freedom to control your own activities
<i>Security</i>	The opportunity for financial or job security
<i>Creativity</i>	The challenge to create an enterprise of your own, built on personal endeavour
<i>Service</i>	The ability to achieve something of benefit or value to others
<i>Variety</i>	The opportunity to achieve the almost impossible
<i>Identity</i>	The harmonious balance of personal, family, and work positions

Figure-III: The Career Anchors vis-à-vis Expected Drive

competence and helping can be stated as ends in themselves rather than means to reach these ends.

7) Individuals in the *variety anchor* are typical of respondents who look for job novelty, variety and tasks ensuring challenge and emotional commitment.

8) *Identity* profile provides a measure of the degree of balancing the identity of the respondent, his or her family and the organization.

Objectives of the study

As it is evident from the title, the main objective of the study has been to ascertain whether personal demography affect the career orientation of the aspiring managers or not. However the incidental objectives of the study were as under:

- To study the variations in the career orientation and its dimensions according to age, gender and birth place of aspiring managers.
- To study the relationship between career orientation dimensions and independent variables (i.e. age, gender and birth place).
- To study the effect of independent variables (i.e. age, gender and birth place) on dependent variable i.e. career orientation dimensions.

Sample Characteristics and Data Collection

The sample consisted of 100 management students at Guru Jambheshwar University of Science & Technology, Hisar, who were pursuing their second year of a two-year full time MBA degree programme. The total sample size was 100, wherein 58 percent were male, and 42 percent were female which is shown in Table-1 and can be gauged that the age of the respondents were found ranging in two categories as up to 21 years and above 21 year. The majority of the students (71 percent) were above 21 years of age, and rests (29 percent) were up to 21 years. Their birth place was also divided in two categories as urban and rural, of whom 61 percent respondents were urban born and the rests 39 percent were rural born. The data for the present study was collected with the help of a mix of simple random and purposive sampling techniques.

Measures

The present study was based on primary data collection through a well-structured questionnaire that measures the related variables of career anchors. The questionnaire encompasses different sections covering formalized set of questions related to career orientation of aspiring managers in addition to personal and institutional variables of aspiring managers. Career Orientation Inventory (COI) a 44-item scale developed by Delong (1982) depicting eight types of career anchors i.e. technical competence, autonomy, service, identity, variety, managerial competence, security and creativity was used to measure the career orientation of aspiring managers. The values of .592 for Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity have been found significant and guided for further data analysis.

Data Analysis

The data collected was tabulated, analyzed and interpreted by applying various statistical tools and techniques. The data has been analysed strictly as per the guidelines of scale used. Tables were used for interpretation in the light of the objectives of the study. The statistical analysis done as per the directions of tools used and relevant statistical techniques i.e. Mean, SD, t-test, F-test, correlation and regression were used to answers the objectives of the study.

RESULTS & DISCUSSION

Analysis of Variations in Career Orientation Dimensions

According to Age

It can be visualized from the Table-2 that views of aspiring managers according to their age vary on all the dimensions of career orientation i.e. career anchors. Interestingly while comparing the two age categories i.e. upto 21 years and above 21 years, the mean score of every career anchor is higher in later age category i.e. above 21 years. It signifies that with maturity by age the aspiring mangers become more career conscious and start working in the direction. Though variations have emerged on every dimension of career orientation yet difference in the mean scores has been found significant with regard to only one of the career anchor i.e. Variety. It further explains the task variety seeking behaviour vis-à-vis grabbing the opportunities of achieving almost impossible and with age maturity the aspiring mangers become more career conscious.

Table-1: Respondents' Profile Sheet

Variable(s)	Age		Gender		Birth Place	
	Up to 21 Yrs.	Above 21 Yr.	Male	Female	Urban	Rural
Age	Up to 21 Yrs.	29	6	23	22	7
	Above 21 Yr.	71	52	29	39	32
Gender	Male		58	—	30	28
	Female			42	31	11
Birth Place	Urban				61	—
	Rural					39

Table-2: Variations across Age

Career Anchors	Age Category	Mean	SD	F-value	Sig.
Technical Competence	upto 21 yrs.	2.770	0.476	1.839	0.178
	above 21 yrs	2.887	0.352		
	Total	2.853	0.393		
Autonomy	upto 21 yrs.	2.775	0.315	0.916	0.341
	above 21 yrs	2.847	0.348		
	Total	2.826	0.339		
Service	upto 21 yrs.	3.005	0.544	2.138	0.147
	above 21 yrs	3.140	0.357		
	Total	3.101	0.421		
Identity	upto 21 yrs.	3.165	0.490	0.216	0.643
	above 21 yrs	3.208	0.387		
	Total	3.196	0.417		
Variety	upto 21 yrs.	2.856	0.402	7.164	0.009*
	above 21 yrs	3.091	0.397		
	Total	3.023	0.411		
Managerial Competence	upto 21 yrs.	3.091	0.503	1.141	0.288
	above 21 yrs	3.187	0.361		
	Total	3.160	0.407		
Security	upto 21 yrs.	2.882	0.508	0.864	0.355
	above 21 yrs	2.969	0.380		
	Total	2.944	0.420		
Creativity	upto 21 yrs.	3.025	0.449	0.334	0.565
	above 21 yrs	3.084	0.464		
	Total	3.067	0.458		

*= Significant at 5 percent level of significance.

According to Gender

The Table-3 presents the results of career orientation dimensions across gender of the aspiring managers. Evidently the table does not present a unidirectional response on career anchors. With regard to the career anchors of autonomy, identity, and creativity, the female respondents have scored higher in contrast to their male counterparts. In rest of the career anchors, the male aspiring managers have outscored their female counterparts. Except the 'Variety' career anchor the difference in mean scores has not been found significant. It signifies the task variety seeking behaviour of male aspiring managers who further attempt to grab the opportunities and tend to achieve almost impossible. However female respondents have exhibited increased amount of autonomy seeking, identity creating, and creativity driven career orientation when compared with male aspiring managers.

According to Birth Place

People have diverse myths regarding the birth place and career orientation of individuals. The Table-4 presents the career orientation comparisons of urban and rural born aspiring managers. On Technical Competence, Service, Identity, Variety, Managerial Competence, and Creativity career anchors, the rural born aspiring managers have scored higher as compared to urban born aspiring managers. Except the 'Autonomy' career anchor, no significant variations regarding career

orientation dimensions emerged across rural and urban born aspiring managers. This finding signifies that urban born aspiring managers are prone to enduring freedom to control your own activities and this could be the outcome prevalent nuclear family system in the urban areas. When results were analysed for 'Security' career anchor, the outcome was very close to witness significant differences and portrayed that rural born aspiring managers manifested additional service & social orientation and increased ability to achieve something of benefit or value to others.

Relationship Analysis of Career Orientation Dimensions with Age, Gender and Birth Place

Table-5 illustrates the relationship status of career orientation dimensions i.e. career anchors with age, gender and birth place of aspiring managers. Age and gender of the respondents have exhibited significant relationship with 'Variety' career anchor at 5 percent level of significance. A nearly significant relationship between age and 'Service' career anchor of the respondents has also emerged. The positive significant correlation of the career anchor 'variety' with the independent variable age i.e. $r=0.261$ and the p-value of 0.004 implies that as the age of the respondents increase they will become more variety seekers in their respective careers. On the other hand 'variety' is negatively correlated with the independent variable gender i.e. $r=-0.247$ and p-value of 0.007 which on further exploration signified the dominance of male respondents for

Table-3: Variations across Gender

Career Anchors	Gender	Mean	SD	F-value	Sig.
Technical Competence	Male	2.876	0.372	0.473	0.493
	Female	2.821	0.423		
	Total	2.853	0.393		
Autonomy	Male	2.813	0.334	0.215	0.644
	Female	2.845	0.348		
	Total	2.826	0.339		
Service	Male	3.135	0.359	0.865	0.355
	Female	3.055	0.496		
	Total	3.101	0.421		
Identity	Male	3.193	0.392	0.007	0.936
	Female	3.200	0.454		
	Total	3.196	0.417		
Variety	Male	3.109	0.386	6.353	0.013*
	Female	2.904	0.418		
	Total	3.023	0.411		
Managerial Competence	Male	3.178	0.416	0.272	0.603
	Female	3.134	0.398		
	Total	3.160	0.407		
Security	Male	2.982	0.424	1.173	0.281
	Female	2.890	0.414		
	Total	2.944	0.420		
Creativity	Male	3.064	0.474	0.005	0.942
	Female	3.071	0.442		
	Total	3.067	0.458		

*= Significant at 5 percent level of significance.

Table-4: Variations across Birth Place

Career Anchors	Birth Place	Mean	SD	F-value	Sig.
Technical Competence	Urban	2.803	0.415	2.568	0.112
	Rural	2.931	0.347		
	Total	2.853	0.393		
Autonomy	Urban	2.879	0.355	3.952	0.049*
	Rural	2.743	0.298		
	Total	2.826	0.339		
Service	Urban	3.062	0.466	1.330	0.252
	Rural	3.162	0.336		
	Total	3.101	0.421		
Identity	Urban	3.170	0.424	0.581	0.448
	Rural	3.235	0.410		
	Total	3.196	0.417		
Variety	Urban	3.008	0.418	0.210	0.647
	Rural	3.047	0.402		
	Total	3.023	0.411		
Managerial Competence	Urban	3.109	0.431	2.458	0.120
	Rural	3.239	0.358		
	Total	3.160	0.407		
Security	Urban	2.881	0.437	3.485	0.065
	Rural	3.041	0.378		
	Total	2.944	0.420		
Creativity	Urban	3.053	0.485	0.149	0.700
	Rural	3.089	0.419		
	Total	3.067	0.458		

*= Significant at 5 percent level of significance.

variety seeking behaviour in their respective careers. Across the third independent variable i.e. birth place it can be seen that 'technical competence' and 'security' career anchors have shown positive correlation with birth place of the aspiring managers with $r=0.160$ and $r=0.185$ and p-values of 0.056 and 0.032 respectively however the career anchor 'autonomy' has been found negatively correlated with significance value of 0.025 with birth place. It revealed that rural born aspiring managers are relatively more capable to apply and continually develop their skill in that particular discipline due to their increased need for the opportunities for financial or job security. However urban born aspiring managers have been found more freedom loving to control their own activities and thus proving rural born aspiring managers to be good team players.

Analyzing the Effect of Age, Gender and Birth Place on Career Orientation

Further, Table-6 rendered by model summary of multiple regression analysis showing impact of independent variables (i.e. age, gender and birth place) on dependent variable (i.e. technical competence, autonomy, service, identity, variety, managerial competence, security and creativity). The examination has been carried out at 5% significance level. To better understand the impact following model has been derived.

Estimated Regression Models :

$$y1 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y2 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y3 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y4 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y5 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y6 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y7 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place}$$

$$y8 = b_0 + b_1 \text{Age} + b_2 \text{Gender} + b_3 \text{Birth place where}$$

$y1, y2, y3$ up to $y8$ - Dependant Variables (i.e. technical competence, autonomy, service, identity, variety, managerial competence, security and creativity).

b_0 - y Intercept

b_1, b_2, b_3 - Slopes of corresponding independent variables Age, Gender, and birth place.

From Table-6, the value of R indicates the coefficient of correlation between the dependent variables and independent variables and it is found to be better in case of the dependent variable 'variety' which shows the value of 0.296. Furthermore, value of R Square (coefficient of determination) shows the

Table-5: Correlation among Dependent and Independent Variables

Career Anchors	Age		Gender		Birth Place	
	Correlation	Sig.	Correlation	Sig.	Correlation	Sig.
Technical Competence	0.136	0.089	-0.069	0.247	0.160	0.056*
Autonomy	0.096	0.170	0.047	0.322	-0.197	0.025*
Service	0.146	0.073	-0.094	0.177	0.116	0.126
Identity	0.047	0.322	0.008	0.468	0.077	0.224
Variety	0.261	0.004*	-0.247	0.007*	0.046	0.324
Managerial Competence	0.107	0.144	-0.053	0.301	0.156	0.060
Security	0.093	0.177	-0.109	0.141	0.185	0.032*
Creativity	0.058	0.282	0.007	0.471	0.039	0.350

*= Significant at 5 percent level of significance.

Table-6: Summary Model for Multiple Regression Analysis

Career Anchors	R	R Square	Adj. R Square	Std. Error	ANOVA	
					F	Sig.
Technical Competence	0.193	0.037	0.007	0.3925	1.236	0.301
Autonomy	0.251	0.063	0.034	0.3333	2.155	0.098
Service	0.172	0.029	-0.001	0.4218	0.970	0.410
Identity	0.095	0.009	-0.022	0.4223	0.293	0.830
Variety	0.296	0.088	0.059	0.3986	3.079	0.031*
Managerial Competence	0.176	0.031	0.001	0.4074	1.024	0.386
Security	0.200	0.040	0.010	0.4186	1.334	0.268
Creativity	0.079	0.006	-0.025	0.4647	0.201	0.896

*= Significant at 5 percent level of significance.

effect of independent variables (age, gender, and birth place) on dependent variables (technical competence, autonomy, service, identity, variety, managerial competence, security and creativity). The value of R Square is also considered as a goodness of fit for multiple regression equation (Anderson et al., 2011) and is noted as 0.088 which means that 8.8% variance in 'variety' is explained by all the independent variables. The value of error term (standard error of estimate) has been noted as 0.398. In addition to regression analysis, overall ANOVA results indicates that $F_{.05} = 3.079$ with a p-value of 0.031 which shows that a significant effect of independent variables on dependant variable i.e. 'variety'.

With the help of Table-7 models of the multiple regression analysis for age, gender and birth place as independent variables and technical competence, autonomy, service, identity, variety, managerial competence, security and creativity as dependent variables can be expressed as follow:

$$y1 = 2.501 + 0.101Age + 0.015Gender + 0.113Birth\ Place$$

$$y2 = 2.720 + 0.133Age + 0.059Gender + (-0.147) Birth\ Place$$

$$y3 = 2.821 + 0.112Age + (-0.013) Gender + 0.076Birth\ Place$$

$$y4 = 2.950 + 0.053Age + 0.045Gender + 0.066Birth\ Place.$$

$$y5 = 2.955 + 0.169Age + (-0.134) Gender + (-0.022) Birth\ Place$$

$$y6 = 2.828 + 0.081Age + 0.019Gender + 0.120Birth\ Place$$

$$y7 = 2.757 + 0.032Age + (-0.047) Gender + 0.143Birth\ Place$$

$$y8 = 2.820 + 0.077Age + 0.048Gender + 0.033Birth\ Place$$

The slope of the regression model (y_i) for age, gender and birth place is positive, implying that these three demographic variables have positive impact on the career anchor 'technical competence'. Furthermore, p-value in all the case is more than 0.05 so we can say does not significantly affect any of the dependent variable. In case of regression model y_2 the slope for age and gender is positive but for birth place it is negative. Further in case of 'autonomy' the p-value is 0.040 it means birth place significantly affect the orientation for autonomy and if we put the value label of urban respondents i.e. 1 in equation y_2 the result shows the value of -0.147 that is more than the value -0.294 (in case of rural respondents) which implies that urban born respondents are more autonomy oriented rather the rural born respondents who are found to be less autonomy oriented.

CONCLUSION

The main aim of this paper was to examine the career orientation of aspiring managers of a select state funded technical University through the three distinct objectives of the study. The outcome of the study can definitely provide guidelines to

Table-7: Regression Analysis for Measuring the Effect of Age, Gender and Birth Place on the Dependent Variables

Model		Un-Standardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
Technical Competence	Age	0.101	0.099	0.117		1.021	0.310
	Gender	0.015	0.092	0.019		0.164	0.870
	Birth Place	0.113	0.083	0.141		1.367	0.175
Autonomy	Age	0.133	0.084	0.179		1.579	0.118
	Gender	0.059	0.078	0.086		0.752	0.454
	Birth Place	-0.147	0.070	-0.213		-2.086	0.040*
Service	Age	0.112	0.107	0.122		1.053	0.295
	Gender	-0.013	0.099	-0.015		-0.129	0.898
	Birth Place	0.076	0.089	0.089		0.855	0.394
Identity	Age	0.053	0.107	0.058		0.493	0.623
	Gender	0.045	0.099	0.053		0.454	0.651
	Birth Place	0.066	0.089	0.077		0.739	0.462
Variety	Age	0.169	0.101	0.188		1.680	0.096
	Gender	-0.134	0.093	-0.162		-1.437	0.154
	Birth Place	-0.022	0.084	-0.026		-0.263	0.793
Managerial Competence	Age	0.081	0.103	0.090		0.784	0.435
	Gender	0.019	0.095	0.023		0.200	0.842
	Birth Place	0.120	0.086	0.144		1.390	0.168
Security	Age	0.032	0.106	0.035		0.301	0.764
	Gender	-0.047	0.098	-0.055		-0.475	0.636
	Birth Place	0.143	0.089	0.166		1.613	0.110
Creativity	Age	0.077	0.118	0.077		0.656	0.514
	Gender	0.048	0.109	0.052		0.445	0.657
	Birth Place	0.033	0.098	0.036		0.340	0.734

*= Significant at 5 percent level of significance.

the policymakers on the theme but the same cannot be considered as an exhaustive one due to its very specific locale and almost homogeneity of the respondents. It emerged that with maturity by age the aspiring managers become more career conscious and start working in the direction. Particularly their task variety seeking behaviour vis-à-vis grabbing the opportunities of achieving almost impossible things increases with age maturity. The task variety seeking behaviour of male aspiring managers has been found higher however female respondents have exhibited increased amount of autonomy seeking, identity creating, and creativity driven career orientation. The urban boring aspiring managers have been found prone to enduring freedom to control your own activities and this could be the outcome prevalent nuclear family system in the urban areas. When results were analysed for 'security' career anchor, the outcome was very close to witness significant differences and portrayed that rural born aspiring managers manifested additional service and social orientation, and increased ability to achieve something of benefit or value to others. The study further revealed that rural born aspiring managers are relatively more capable to apply and continually develop their skill in that particular discipline due to their increased need for the opportunities for financial or job security. However urban born aspiring managers have been found more freedom loving to control their own activities and thus proving rural born aspiring managers to be good team players. The joint effect of the three independent variables has shown positivity on technical competence, identity, managerial competence and creativity career anchors however the same has not been found significant except 'variety'.

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