

## **СОЦИАЛЬНАЯ ПСИХОЛОГИЯ**

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### **CAREER ANCHORS AND SELF-MONITORING AS PREDICTORS OF CAREER MOTIVATION – A STUDY OF RUSSIAN STUDENTS**

Up-to-date technologies, fluctuated business climate and sociocultural mobility have highlighted the importance for companies selecting staffs that are potentially able to adjust speedy to turbulent environment as well as provide high quality of job responsibilities. Therefore, one of the core human resource management issues is to attract, retain and develop talent from diverse groups of people particularly young generation. In this regard, career management may be worthy benefits for personnel to work a good while for the company.

According to literature career motivation is crucial element of career management practices in organizations. In foreign and national research has pointed to the importance of different psychological attitudes to career motivation among age groups (generations), dynamically acting within the labor market. Our case study of career anchors and self-monitoring between three generational cohorts in Saint-Petersburg companies indicated significant peculiarities which may be worthwhile for staff recruiting and career building. Consequently, the employers are probably interested in getting information how to measure career motivation and professional values of students and estimate their matches to organizational environment.

In accordance with Schein (1996) career anchors are stable characteristic formed within human socialization stage (age of 8-14 years). Therefore, it is possible to examine them as essential basis of career motivation. Career anchors are differentiated between the following groups:

1) Career anchors that focus on the expression of work-related talents (Technical or functional competence; General managerial competence; Entrepreneurial creativity).

2) Career anchors that focus on structuring work roles consistent with basic personal desires and personal life (Autonomy and independence; Organizational security; Geographical stability; Lifestyle).

3) Career anchors that focus on individuals' identification with their occupations and the corporate cultures (Service or dedication to a cause; Pure challenge).

The next main social-psychological characteristic of career management is self-monitoring developed by Snyder (1974). It indicates both sensitivity to situational cues and the ability to manage the impression.

In this research, the aim was to examine career anchors and self-monitoring between students studying at the following bachelor degree programs: "Logistics and supply chain management" (L&SCM), "Sociology" and "Human Resource management".

The data was collected from 179 students (139 females and 40 males). The average age of participants was 19.5 years. All respondents filled in two questionnaires adapted to the Russian panel: Snyder's Self-monitoring scale and Schein's Career Orientations Survey.

The results of variance analysis indicated significant effects between student groups in the following career anchors: Technical or functional competence ( $F=7,28$ ;  $p=0,0009$ ) and Pure challenge ( $F=3,5$ ;  $p=0,03$ ). Further, t-test was done to assess the differences between each group of bachelor programs. The L&SCM students demonstrated a significantly higher preference for these career anchors in particular for Technical or functional competence. It is likely shown that they are more confident at their knowledge-on-demand on the labor market.

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Thereafter, factor analysis was done which indicated General managerial competence, Entrepreneurial creativity and Pure challenge as leading career anchors (the first factor) for all groups. These findings show that students have similar preferences to their future job. It is presented probably that young generation who is studying at the Russian Universities are generally motivated to overcome obstacles, participate in projects and develop their skills to get promotion. In order to retain young employees, the employers should consider both expertise and the various personal traits such as career anchors which are amongst others the basis of career motivation.