

## **Investigating the role of career anchor congruence – Catherine Steele & Jan Francis-Smythe**

### Introduction

This paper reports the findings of two studies conducted within a UK police organization. The research aims to explore the role of career anchors in the workplace through an examination of person-job (PJ) and person-organisation (PO) fit (congruence).

#### *Study 1:*

When Schein originally proposed the career anchor model he stated that career anchors were part of an individual, not necessarily part of a job (Schein, 1978). In other words he felt that you could not tell someone's career anchor from the job that they do. At the same time, Schein (1978) describes one of the key aspects of the career anchor approach as congruence. If the congruence between the person and the job they do is high then other factors such as work performance, job satisfaction and organisational commitment should also be improved (Feldman & Bolino 1996). In order to empirically test this statement some method of matching career anchors to some aspect of the work environment has to be developed. To date the exploration of congruence in relation to career anchors has been conducted using assumptions made by the researcher of the anchors that are suited to particular roles (e.g. Bester & Mouten, 2006; Feldman & Bolino, 2000; Igarria, Greenhaus & Parasuraman, 1991). In order to explore whether degree of congruence between a person's career anchors and the characteristics of their job really has an effect on work related outcomes such as job satisfaction, it was first necessary to establish a way of measuring fit in a more sophisticated way.. In study 1 a commensurate measure of job anchor characteristics was developed and used to calculate a profile similarity index to enable congruence analysis.

H1: A commensurate measure of job anchor characteristics can be developed from the COI.

H2 Career anchors can be matched to job roles within the host organisation and different jobs will have different career anchor profiles.

#### *Study 2*

The second study builds on the research findings from study 1 by examining the role of congruence.. Two approaches to measuring career anchor congruence are taken,

objective and subjective. The proposed relationship between congruence and outcomes in relation to career anchors is shown in Figure 1 as H3.

H3 Career anchor congruence will explain a significant proportion of the variance in a) job satisfaction and b) organisational commitment.

Igbaria and Baroudi (1993) found a positive relationship between the TF career anchor and job satisfaction suggesting that career anchors may have a direct effect on outcomes. Similarly, Tranberg, Slane and Ekeberg (1993) found that some of Holland's vocational personalities were more likely to lead to job satisfaction than others. The proposed relationship between career anchors and outcomes is shown in Figure 1, H4.

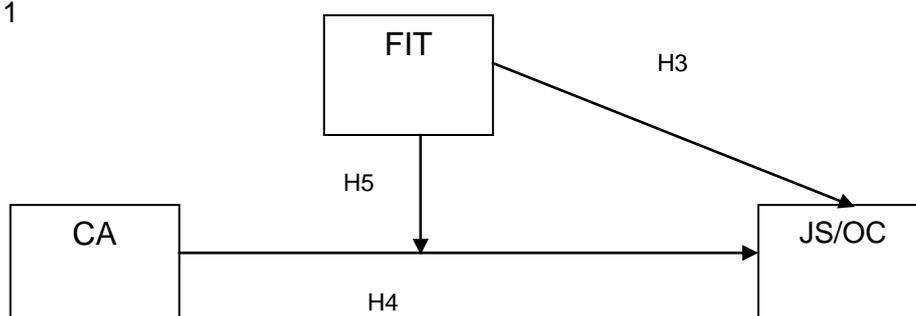
H4 Career anchors will explain a significant proportion of the variance in a) job satisfaction and b) organisational commitment.

Previous research has only considered the direct effects of career anchors and outcomes (Igbaria & Baroudi, 1993) or the direct effects of anchor congruence and outcomes (e.g. Bester, Phil & Mouten, 2006). Tinsley (2000) believes it is also important in fit research to consider the role of fit as a moderator of the relationship between predictor and outcome. In this case it is expected that as the value of the moderator (i.e. fit) increases the relationship between the IV (career anchors) and DV (outcomes) will strengthen. This acknowledges that the hypothesised relationship between career anchors and outcomes may not be universally true but may be dependent on fit (shown in model 1, Figure 1, H5).

H5: Congruence will moderate the relationship between career anchors and a) job satisfaction and b) organisational commitment.

Figure 1: Model to be tested in the analysis of career anchor congruence

Model 1



## Method

### *Study 1:*

#### DESIGN

Study 1 incorporated questionnaire, correlation and factorial design.

#### PARTICIPANTS

All participants were recruited from a single police force in the UK a total of 157 police staff from 9 separate roles completed the job anchor profile (see table 1).

#### MATERIALS

A 40-item, 8 factor COI examined for its empirical properties in Steele et al (in prepn) was used as the basis for development of a measure of job career anchor characteristics. Initially each item of the COI was re-worded from an individual perspective to a job perspective, for example:

*1: To build my career around some specific function or technical area is*

was changed to:

*1: This job enables me to work in a specific function or technical area*

This approach led to a great deal of repetition in the job version; therefore an alternative approach was taken. The job anchor characteristics questionnaire was constructed partially through rewording questions from the COI and partly through generating questions from the career anchor literature. Each of the eight anchors is measured with five questions in the same way as in the COI. Responses were collected on a six point Likert scale.

#### PROCEDURE

Study 1 aimed to use the job anchor measure to construct a job career anchor profile for nine police staff roles. These roles were chosen because they had the highest number of job incumbents. The job anchor measure was made available online and sent to line managers who had participated in previous stages of this research. The managers then distributed the link to the questionnaire to all of their staff. In total 157 useable responses were received. These are broken down by job role in Table 1.

## Results

### *Study 1*

Table 1 shows the descriptive statistics for each of the scales measured by the job career anchor measure. Cronbach's alpha coefficients, demonstrating the internal consistency of each of the scales measured by the job career anchor measure, ranged from 0.59 to 0.81 with just one scale falling below 0.6.

To determine whether the mean is an appropriate representation for each group of job incumbent's scores it was necessary to examine whether the job ratings between individuals within the same job were reasonably similar. This was done by;

- a) deriving a job anchor profile from each job incumbent
- b) calculating the Pearsons correlation coefficient between every combination of job incumbents job anchor profile within the same role (i.e. each correlation represents a comparison between eight anchors scores for the two job incumbents)
- c) calculating the average value of the coefficients and the standard deviation (see table 2).

This is the method employed by Francis-Smythe and Robertson (2003).

Table 2 Average inter-correlations of job incumbents profiles within jobs

	<b>n</b>	<b>Average inter- correlation (Pearson r)</b>	<b>s.d</b>
Caseworker	15	.80	.12
General Support Clerk	8	.62	.24
Call Taker	14	.60	.28
CMC Supervisor	11	.75	.15
Communications Operator	27	.66	.18
CSO	36	.74	.15
Forensic Investigator	21	.65	.20
Counter Clerk	16	.61	.22
PSD Operator	9	.74	.16

The intercorrelations for all jobs show good consistency between ratings of job incumbents

Table 1 Descriptive statistics for the job roles used for the matching process

Anchor	CW			GSC			CT			CMCS			CO			CSO			FI			CC			PSD		
	N	M	sd	N	M	sd	N	M	sd	N	M	sd	N	M	sd	N	M	sd	N	M	sd	N	M	sd	N	M	sd
TF	15	13.53	3.98	8	13.5	2.98	14	23.64	3.30	11	19.36	4.46	27	19.52	3.70	36	16.58	4.02	21	21.24	4.18	16	14.62	4.59	9	19.22	4.82
GM	15	9.33	0.44	8	8.00	2.39	14	9.93	2.76	11	15.90	5.68	27	15.22	2.62	36	7.94	1.87	21	9.00	2.56	16	9.38	3.03	9	8.89	3.22
AU	15	13.13	4.90	8	13.13	4.76	14	14.36	4.54	11	11.82	2.64	27	11.11	2.74	36	15.17	2.72	21	13.90	3.08	16	12.50	4.60	9	11.67	3.91
SE	15	19.73	2.99	8	19.88	5.14	14	19.14	4.83	11	24.36	2.29	27	22.07	3.72	36	21.78	3.29	21	21.62	3.89	16	22.38	4.25	9	22.78	3.96
CR	15	11.13	3.42	8	9.13	2.70	14	14.14	5.53	11	13.45	3.75	27	12.33	2.94	36	19.22	5.13	21	12.14	3.34	16	12.31	3.77	9	13.33	4.79
SV	15	22.33	3.15	8	17.13	2.23	14	24.64	4.18	11	23.91	4.04	27	21.81	4.03	36	24.94	4.68	21	21.76	4.59	16	20.63	4.66	9	19.33	1.22
PC	15	15.47	1.85	8	10.88	3.40	14	16.57	2.85	11	17.55	4.63	27	15.96	3.08	36	17.83	4.53	21	16.95	3.51	16	15.50	4.13	9	17.00	4.21
LS	15	21.8	2.56	8	21.35	6.20	14	20.21	5.55	11	23.91	2.98	27	20.44	4.01	36	18.94	4.15	21	15.52	5.85	16	17.31	5.86	9	14.67	5.61

Key: CW = Caseworker, GSC = General Support Clerk, CT = Call Taker, CMCS = Call Management Centre Supervisor, CO = Communications Operator, CSO = Community Support Officer, FI = Forensic Investigator, CC = Counter Clerk, PSD = Public Service Desk.

One way of demonstrating construct validity for the job anchor measure is to show that the measure discriminates between two or more jobs, which are hypothesised to vary on the degree to which they provide for different career anchors. Subject matter experts from the host organization indicated that they expected there to be differences between these nine jobs in the career anchors they were best suited to.

Significant differences between jobs were tested for using MANOVA. The anchor scales (TF, GM, AU, SE, CR, SV, PC, LS) were the dependent variables and job type the group factor with nine levels.

The analysis showed that job anchor characteristics differed significantly across jobs  $F(80,611) = 4.58, p < 0.001$ , Wilk's Lambda = 0.051 see Table 4. The univariate findings showed that all anchors except SE differed across jobs.

Table 3 Differences in job anchor characteristics between jobs

Job anchor characteristics	Job Type (df = 10,102)
TF	F = 4.11***
GM	F = 6.60***
AU	F = 1.96*
SE	F = 1.30
CR	F = 6.19***
SV	F = 3.60***
PC	F = 2.18*
LS	F = 4.64***

Key: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

*Study 1 summary:*

A job anchor characteristics measure was developed based on the COI and acceptable levels of intercorrelations were found between job incumbents' ratings this provides some support for H1.

Support for the construct validity of this measure was gained through the demonstration of significant and plausible differences between jobs demonstrated through MANOVA. The analysis reported here shows that the job anchor measure can discriminate between police staff roles and as such provides full support for H2.

## Method

### *Study 2:*

#### DESIGN

Study 2 uses a correlation design with multiple regression as the method of analysis.

#### MATERIALS

**Job Satisfaction:** The 15-item measure developed by Warr, Cook and Wall (1979) was used to measure job satisfaction. Alpha coefficients reported by Warr et al. (1979) for this scale range from 0.85 to 0.88.

**Organisational Commitment:** The 9-item measure developed by Cook and Wall (1980) was used to measure organisational commitment. The measure is based on 3 facets of commitment: Organisational Identification, Organisational Involvement and Organisational Loyalty. Alpha coefficients for this scale reported by Cook and Wall (1980) range from 0.80 to 0.87.

**Career Anchors:** The COI described in Steele et al (in prepn) was used to measure career anchors. Alpha coefficients for the scales range from 0.59 to 0.83. Test re-test reliabilities range from 0.68 to 0.89.

**Objective Fit:** Objective fit was measured by calculating a fit index for each participant involved in this study. The fit index represented fit between participant career anchor profile and their job role career anchor profile calculated study 1. Coefficient  $r_p$  developed by Cattell (1949) was used as the measure of objective fit. The mean sten profile for each job was used as the group profile and these were calculated from the norms in Steele et al (in prepn). The norms were derived from UK based employees from a range of organizations (n=658).

The group profile for each job was then matched against the individual participants using the equation given by Cattell, Eber & Tatsuoka. (1970, p.141).

$$r_p = \frac{(4K + \Sigma D^2) - \sum_1^k \Sigma d_2^2}{(4K + \Sigma D^2) + \sum_1^k \Sigma d_2^2}$$

Where K = the median chi square value for k degrees of freedom (k being the number of profile elements).

K = median chi-square for 8 degrees of freedom = 7.344 (taken from Table C p.301 Cattell et al., 1970).

$\sum_1^k d_2^2$  = sum of sten score differences of the two profiles over the k elements.

$\Sigma D$  = the difference between the job group mean sten and the population mean sten of 5.5.

The range of  $r_p$  for all the participants was from  $-0.62$  to  $+0.96$  with a mean of  $0.20$  and a standard deviation of  $0.28$ . This indicates that the job and individual profiles ranged from being quite dissimilar to being very similar.

**Subjective Fit:** In the measurement of subjective fit both person job (P-J) and person organisation (P-O) fit were considered using two direct questions. After receiving their own career anchor profile individuals were asked:

“How well do you think your career anchors are suited to your job?”

To assess P-J fit and

How well do you think your career anchors are suited to the organisation?”.

To assess P-O fit.

Individuals were asked to rate these statements from 1 (not at all) to 7 (very well suited). A similar approach to the measurement of subjective fit was taken by Lovelace and Rosen (1996) in their study of fit amongst managers and Erdogan and Bauer (2005) in their study of the effects of proactive personality on career benefits.

## OBJECTIVE FIT PROCEDURE AND PARTICIPANTS

Heads of four departments within the host organisation were contacted. These departments had already agreed to take part in an earlier part of the research. The department heads agreed to distribute online measures to individuals in each of the specific job roles.

184 useable responses were received from the relevant departments. The numbers of respondents per job are listed in Table 4.

Table 4 Responses by job role for objective fit study

Job Title	Number of respondents
Caseworker	18
General Support Clerk	11
Call Taker	26
CMC Supervisor	8
Communications Operator	29
CSO	36
Forensic Investigator	19
Counter Clerk	16
PSD Operator	21

### SUBJECTIVE FIT PROCEDURE AND PROCEDURE

Data for these studies were collected through the Police Staff union e-mail distribution list. Upon receipt of a completed COI the researcher sent participants a career anchor profile and asked the two subjective fit questions.

The data were obtained from a sample of 122 members of Police Staff from within the host organisation. Length of service ranged from 15 months to 43 years, 63% were female.

### Results

#### *Study 2*

The results for the objective and subjective measurements of fit are presented together and organised by hypothesis. Means, standard deviations and intercorrelations between the variables for each sample are shown in Tables 5 and 6.

H3a Career anchor congruence will explain a significant proportion of the variance in job satisfaction.

#### **(i) Objective fit sample**

Analysis of the regression model indicates that fit is a significant predictor of job satisfaction as R is significantly different from zero,  $F(1,180) = 7.73, p < 0.01$ . Fit accounted for 4.1% of the variance in JS providing some support for H3 (see Table 7).



Table 5 Descriptive statistics and intercorrelations for the objective fit sample

	Mean	SD	Age1	Age2	Age3	Age4	Sex	TF	GM	AU	SE	CR	SV	PC	LS	r <sub>p</sub>	JS	OC	CS
<b>Age1</b>	022	.48	X	-.33	-.31	-.25	.11	.71	.07	.07	.21	-.07	.06	.01	.16	-.06	-.25	-.04	-.10
<b>Age2</b>	028	.42		X	-.36	-.29	.22	-.02	.22	.02	-.16	.05	.01	.10	-.07	-.08	-.05	.03	-.01
<b>Age3</b>	026	.45			X	-.27	-.08	-.01	-.10	-.13	-.01	-.04	-.07	-.16	-.10	.17	-.80	-.4	.04
<b>Age4</b>	018	.43	X			X	-.27	.01	.01	.09	.06	.07	-.01	.06	.03	-.01	-.01	.12	-.01
<b>Sex</b>	1.62	0.49					X	.02	.03	-.08	.04	.01	.14*		-.13*	.01	.06	.01	-.01
<b>TF</b>	19.78	3.70						X	.23**	.11	.30**	.10	.18*	.38**	.13	-.41***	-.07	.02	-.08
<b>GM</b>	15.65	5.50							X	.31***	.12	.40***	.36***	.39***	-.03	-.57***	-.14	-.01	.10
<b>AU</b>	17.26	4.15								X	0.11	.50***	.29***	.31***	.40***	-.41***	-.02	.10	-.11
<b>SE</b>	24.08	3.76									X	-.09	.16**	.11	.2**	-.14	.16*	.08	.17*
<b>CR</b>	14.04	4.57										X	.31***	.040***	.12	-.39***	-.01	.12	.03
<b>SV</b>	23.64	3.99											X	.62***	.22***	-.50***	.12	.08	.02
<b>PC</b>	22.64	4.33												X	.20**	-.70***	-.07	.18**	.00
<b>LS</b>	23.47	3.89													X	-.39***	.08	.03	-.20**
<b>r<sub>p</sub></b>	0.20	0.28														X	.23	-.7	.06
<b>JS</b>	61.42	12.39															X		
<b>OC</b>	42.96	6.16																X	
<b>CS</b>	47.07	13.99																	X

Key: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$



Table 6 Descriptive Statistics and intercorrelations for the subjective fit sample

	Mean	SD	GM	AU	SE	CR	SV	PC	LS	PJ	PO	JS	OC	CS
<b>TF</b>	19.79	4.30	.04	.16	.33*	.15	.29*	.39*	.15	.03	.04	-.01	-.05	.01
<b>GM</b>	15.62	5.50		.35	-.04	.46**	.34*	.26*	-.02	-.13	-.13	.00	.00	.03
<b>AU</b>	16.93	4.41			.10	.49**	.28*	.24*	.33*	-.03	-.08	.16	.09	.11
<b>SE</b>	24.27	3.34				-.10	.10	.10	.17	.13	.12	-.10	-.02	-.08
<b>CR</b>	14.28	4.75					.38**	.35	.21*	-.18*	-.17	.06	.03	.04
<b>SV</b>	23.39	4.09						.63**	.20*	-.03	-.06	-.12	-.14	-.07
<b>PC</b>	23.21	3.98							.23*	-.02	-.07	-.15	-.14	-.07
<b>LS</b>	23.18	4.73								.15	.04	.08	.04	-.03
<b>PJ</b>	5.06	1.27									.81**	.18*	.19*	.16
<b>PO</b>	5.02	1.24										.10	.11	.08
<b>JS</b>	65.59	11.79											.56**	.19*
<b>OC</b>	43.38	6.88												.52**
<b>CS</b>	46.61	14.35												

Key: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

**(ii) Subjective fit sample**

Using PJ fit analysis of the regression model showed that R was significantly different from zero  $F(1,120) = 3.92, p < .05$ . In this model fit accounted for 3.2% of the variance in JS (see Table 7). No relationships were found with PO fit (see Table 7).

H3b: Career anchor congruence will explain a significant proportion of the variance in organisational commitment.

**(i) Objective fit sample**

In this analysis fit was not found to be a significant predictor of OC. (see Table 7).

**(ii) Subjective fit sample**

Looking at PJ fit analysis of the model showed that R was significantly different from zero  $F(1,120) = 4.56, p < 0.05$ . Fit accounts for 3.7% of the variance in OC (see Table 7). No relationships were found for PO fit. (see Table 7).

Table 7 Multiple regression analysis, fit predicting outcomes

		Job Satisfaction	Organisational Commitment
Objective Fit	P-J	.20**	-.08
Subjective Fit	P-J	.18*	.10
	P-O	.10	.12

Shows standardised beta values

Key: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

H4a Career anchors will explain a significant proportion of the variance in job satisfaction.

**(i) Objective fit sample**

Analysis of the regression model indicates that career anchors alone are significant predictors of job satisfaction as R is significantly different from zero;  $F(8,173) = 2.64, p < 0.05$ . Four of the anchors made a significant contribution to the prediction of job satisfaction; GM, SE, SV & PC. In total 10% of the variance in JS was predicted by career anchors providing support for H4a (see Table 8).

**(ii) Subjective fit sample**

Analysis of the regression models showed no support for this relationship as R was not significantly different from zero using PJ or PO fit see Table 8).

H4b: Career anchors will explain a significant proportion of the variance in organisational commitment.

**(i) Objective fit sample**

The same analysis was used to test H4b. In this analysis career anchors were not found to be a significant predictor of organisational commitment (see Table 8).

**(ii) Subjective fit sample**

Analysis of a second regression model with OC as the dependent variable showed no relationship between career anchors and organisational commitment as R was not significantly different from zero (see Table 8).

As no significant relationship was found between career anchors and either of the outcome variables using the subjective fit sample it was not possible to test for moderation effects in H5 using the subjective measure of fit. Also as no relationship was found between career anchors and organizational commitment H5b was not tested.

Table 8 Multiple regression analysis, career anchors predicting outcomes

	Objective fit		Subjective fit	
	Job Satisfaction	Organisational Commitment	Job Satisfaction	Organisational Commitment
TF	-.19*	-.08	-.09	-.06
GM	-.06	-.14	-.02	-.12
AU	-.07	.05	-.03	.04
SE	-.20**	.11	-.11	.06
CR	.12	.09	.09	.03
SV	.25**	-.06	.10	-.05
PC	-.19*	.17	-.08	.12
LS	.04	-.06	.02	-.04

Shows standardised beta values

Key: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

H5a Congruence will moderate the relationship between career anchors and job satisfaction.

**(i) Objective fit sample**

In order to statistically test the effect of the moderator the procedure recommended by Baron and Kenny (1983) was employed. As recommended by Frazier, Baron and Tix (2004) the

variables were standardised before they were used in the regression to reduce the likelihood of encountering issues related to multicollinearity.

The results of the regression model analysis are shown in Table 9 this indicates the regression model accounts for 24% of the variance in JS. Examining each step of the model shows that the control variables (gender and age) account for 2% of the variance although this is not significant. Addition of the COI scales contributes a further 11% of the variance explained. Whilst the career anchors as a block did not predict JS the results show that GM, SE and SV contributed significantly ( $p < .05$ ) to the prediction of JS over and above the contribution made by the control variables. Addition of fit contributed an additional 6% of the variance and was significant at  $p < .001$ .

When considering the role of career anchor congruence as a moderator the contribution of the interaction terms needs to be examined. The results shown in Table 9 suggest that this step explains an additional 5% of the variance in JS over and above the previous models. However, examination of the individual contribution of each of the interaction terms shows that only CR and SV are acting as moderators. Therefore only partial support has been found for H5a.

### *Study 2 Summary*

Table 10 shows a summary of all the findings from the congruence studies reported in study 2. This research provides a comprehensive examination of congruence and the career anchor model. It provides evidence to suggest that career anchors, objective and subjective congruence all contribute independently to the prediction of job satisfaction. The data also indicates that subjective congruence contributes to the prediction of organisational commitment. Some support for the role of congruence as a moderator of the relationship between career anchors and job satisfaction was found.

### Discussion

The research described here provides a starting point for empirical consideration of the role of congruence in the career anchor model. A commensurate measure of job career anchors was developed in study 1 by adapting the questions from the COI and using the available literature on career anchors, providing support for H1.

Table 10 Summary of career anchor congruence findings

Hypothesis	a) Job Satisfaction		b) Organisational Commitment	
	Objective fit	Subjective fit	Objective fit	Subjective fit
H9.1 Demographics will explain a significant proportion of the variance	NS	N/A	NS	N/A
H9.2 Career anchor congruence will explain a significant proportion of the variance	4.1%	PJ - 3.2% PO – NS	NS	PJ – 3.7% PO = NS
H9.3 Career anchors will explain a significant proportion of the variance	10% (GM, SE, SV, PC)	NS	NS	NS
H9.4 Congruence will moderate the relationship between career anchors and outcomes	5% (CR, SV)	N/A	N/A	N/A

Key – N/A = analysis not undertaken; NS = results of analysis  $p > 0.05$  (not significant).

To provide some validation for this measure a sample of police staff from nine specific job roles were asked to complete the job career anchor measure. MANOVA was used to test for differences between the 9 job role profiles and significant differences were found for all anchors apart from SE. The lack of differences in the SE job anchor across the 9 job roles was attributed to the fact that all the job roles are taken from one public sector organisation where it could be assumed that employment security is fairly universal. This analysis supports H2.

As this is the first time an attempt has been made to develop a commensurate measure of job anchors the results presented from study 1 should be considered as a first step. If this approach is taken forward in future studies a more sophisticated approach to the development of a job career anchor measure is required. This may involve item analysis to ensure the items are accurately reflecting the constructs in question, factor analysis to see if the 8 career anchor scales are actually being measured and analysis of the reliability and validity of the measure. More research would be required to ensure that the matching process could be generalised to other organizations and other job roles.

The results from study 2 show that using the objective fit measure career anchor congruence explains 4.1% of the variance in job satisfaction. Using the subjective P-J fit measure 3.2% of the variance in job satisfaction was explained. Perceived P-O fit was not found to be related to job satisfaction. These results provide support for Schein's (1978) notion that congruence is an important component of the career anchor model and for H3a. 3.7% of the

variance in organisational commitment was explained by subjective P-J fit providing partial support for H3b. Schein (1978) and Feldman and Bolino (1996) believed that career anchor congruence would be related to both job satisfaction and organisational commitment. The findings from this research provide some support for this notion.

For the objective fit sample the career anchors GM, SE, SV and PC explained 10% of the variance in job satisfaction. However for the subjective fit sample career anchors alone were not found to be a significant predictor of job satisfaction suggesting only partial support for H4a. No support was found for H4b suggesting that career anchors alone do not predict organisational commitment. The only difference between the two samples in this study is the way fit is measured and the job roles they carry out. Participants in the objective fit sample come from a narrow range of police staff roles (one of the nine roles). Whereas those in the subjective fit sample were from a much broader range of police staff roles. Therefore, when explaining the difference in the results found for each sample it seems necessary to take this into consideration. A possible explanation for the significant results found using the objective fit sample could be related to the fact that we know, from the analysis presented in study 1, that the 9 job roles these individuals carry out can be matched to career anchors. The same cannot be said for the job roles carried out by those in the subjective fit sample. Therefore, it could be said that the negative relationship between GM, for example, and job satisfaction could be because none of the nine job roles have management responsibilities. However this implies some consideration of fit (i.e. the roles provide low support for GM therefore if an individual has a high need for GM shown by high scores on this scale of the COI job satisfaction will be low) and this hypothesis and associated analysis should relate only to the direct effect of career anchors. In conclusion it is suggested that the significant finding from the objective fit sample that was not replicated in the subjective fit sample is due to some aspect within the sample. Without further data that explain the differences between samples (which could include any number of variables for example job title, job level, length of service) it is not possible to be certain that career anchors alone explain variance in job satisfaction.

Only the objective fit sample could be used to examine the role of congruence as a moderator as no relationships were found between career anchors and job satisfaction using the subjective fit sample. The results show that the interaction terms associated with fit for CR and SV are acting as moderating variables and this moderation accounts for an additional 5% of the variance over and above the contribution made by career anchors and career anchor congruence. In total the model accounts for 24% of the variance in job satisfaction providing support for H5a. The findings suggest that person-job fit on the CR

and SV career anchors are particularly important. Possible reasons for this relate to the culture of the host organisation and to the nature of the nine job roles conducted by individuals in the objective fit sample.

To summarise, Schein (1978) believed that congruence was an important component of the career anchor model. However, his statements about career anchors not necessarily being related to jobs made the examination of career anchor congruence methodologically difficult. Previous work has made assumptions about the career anchors that would be provided for by particular roles (e.g. Bester, Phil & Mouton, 2006). This research is the first to demonstrate that career anchors can be matched to job roles through the development of a job career anchor measure. This research also shows that the job career anchor measure can actually distinguish between job roles, therefore successfully addressing a gap in the current literature on career anchors. The fact that the job roles were taken from the same organisation makes this finding even more salient. It suggests that the differences found are really due to differences in career anchors provided for by the job role as other factors such as organisational culture remained relatively constant. The findings from this research make some important contributions to our knowledge of the career anchor model. If these findings could be replicated in other organisations and in broader samples then stronger support for the hypothesised relationships could be provided. Research that considers the role of congruence conducted with larger samples may provide some clarification as to if and why only certain career anchors predict outcome variables and why only fit with certain anchors acts as a moderator. Similarly the relationship between congruence and other outcome variables could also be examined. Feldman and Bolino (1996) including increased work effectiveness, job stability, work role adjustment, psychological well-being and reduced role conflict as outcome variables that might be affected by congruence or incongruence related to the career anchor model.

The main contribution made by this research is that the data for measuring congruence were gathered from the job incumbents themselves. These data provide evidence that indicates career anchors themselves may have an impact on outcomes, that career anchor congruence predicts outcomes and that this congruence may moderate the relationship between anchors and outcomes. This is by far the most thorough investigation into the relationship proposed by Schein (1978) between career anchor congruence and outcome variables conducted to date. Without more evidence, gathered from larger and broader samples, to suggest that career anchor congruence is important the utility of the model could be questioned.

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