

CAREER ANCHORS IN DECISION-MAKING BY NON-  
WORKING EDUCATED URBAN WOMEN TO JOIN  
WORKFORCE: A STUDY OF NATIONAL  
CAPITAL REGION

A THESIS

*Submitted by*

HIMANSHI SHUKLA

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Dr. Krishna Raina

SBS, SU



SCHOOL OF BUSINESS STUDIES

SHARDA UNIVERSITY, GREATER NOIDA-201310

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## **CHAPTER 5**

## **CONCLUSION**

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### **5.1 Introduction**

This section includes conclusion and recommendation as suggested by the research findings. The impact of research question RQ, Career Anchor one to ten, that is CA1 to CA10 on dependent variable that is decision to join the workforce is answered in this chapter. It also brings forward the limitations and future scope of the study. The most dominant career anchor identified through regression analysis is aligned with the career anchors suggested in the qualitative study and also suggested by Schein who has propounded the concept of career anchors.

### **5.2 Conclusion**

Women are the least represented in workforce and those who have joined the workforce after college education quit at a particular phase of their personal and professional lives. Awareness has gradually increased that career decision making is complex especially for women. Multidimensional factors including individual characteristics along with gender specific characteristics, challenges and issues have to be taken in to account in order to understand the way females deal with their career decision making.

Through this work an attempt is made to find out the reasons for less representation of women in active workforce. Initial work done by McClelland, Clark and Lowell (1953) on women, work and gender have specified that there is a difference between men and women in terms of their ‘needs for achievement and gratification’ (Maslow 1954 & Horner 1972). But recent work in the area of understanding approaches of men and women towards career and work indicates that both men and women perceive their work in a similar manner and work holds same meaning for them (Sandberg 2018). Latest theories argue that both men and women feel motivated by the similar needs like ‘need for survival’, ‘need for pleasure’ and ‘need for contribution’. The difference in the process of socialization and discrimination in

the structure of opportunities available to women is the mainly instrumental in producing diverse expectations from both the genders (Astin 1984). This is applicable not only at work settings but also at home. Some researchers argue that though both men and women are inspired and driven by similar needs, there is some evidence to bring forward that there are definite needs which act as more driving and motivating for women than men (Gati et al, 2010; Saviskas, 2004). Schein's work (1990 & 1996) on Career Anchor has served as the foundation postulate for this study.

This study concludes that 'need for Recognition' is the most dominant Career Anchor that could motivate non-working educated women to join the workforce. It also brings forward the latest studies and empirical work in this area. It tries to outline new research and perspectives when an educated woman takes a decision to stay out of the active workforce and throws some light upon the interventions and drives that can attract her back to work. It is found that 'need for seeking Interest & Challenge', 'need for utilizing her Education' and 'need for Financial Independence' also play key role in the process of decision making by a non-working women to join the workforce. These results are empirically significant and are also in alignment with Schein's Career Anchors (1990) ranging from 'Technical/Functional Career Anchor' to 'Pure Challenge and Lifestyle'. This study argues that it is very important to understand the most leading Career anchor for educated women. This understanding may lead to designing right interventions to convert her towards active work engagement.

### **5.3 Suggestions**

This study highlights the significant Career Anchors that could motivate an educated woman to start the career. The construct and concept of Career Anchors propounded by Schein (1990, 1998) and the approach followed for this research is objective and individual oriented. The qualitative study done for the process of identifying key items for investigation has highlighted certain gender specific role differentiation and gendered phenomenon of choosing the field of study and also career. If women could identify that her motivation is in the area of utilising her technical qualifications and education competence, likewise if a women knows that her motivation is utilization of managerial skills she will make sound career related decisions, thereby proving her leadership credentials. Her sagacity of self-concept will be arrived when she is free to apply her technical competence and skills in managerial area. Similarly if a woman is aware of her key career anchor as managerial competence she will

accept such opportunities that might help her to climb up the career ladder and could lead her to a position where she is heading a unit or an organization. She could be a good entrepreneur if she is not afraid of taking complete responsibilities of the decisions and looks up at the totality of some work or challenge and has the capability to envision her success and failure in the success and failure of her work or enterprise. If the dominant Career Anchor for women is autonomy/independence, she wishes to utilize the options of work where she could plan her work as per her way. In future whenever such women starts her career she gives priority to a flexible work environment. Such women are not very comfortable with strict directives and she tries to make her career in the fields that could give her desired freedom and autonomy to act and make day to day decisions like, teaching, consulting and freelancing etc. Such women prefer their autonomy to the extent of refusing promotions and career advancement if that had the possibility to steal away her freedom. Need for autonomy sometimes play a major role in choosing entrepreneurial works for such ladies because these self-employed kind of setup guarantee her the autonomy that she look forward in her career.

When the dominant career anchor is security and stability women prefer to stay longer in a job or field of career. She spends a long tenure in her work and tries to achieve a stable position. Security and stability not only covers long tenure but also a secure financial position in terms of pension or retirement benefits and gratuity etc. Research has evidence that like autonomy, everyone has some aspect of need for security and stability, especially at times of financial and economic requirements. Interestingly economic needs and financial independence has not emerged as a dominant career anchor for women to start their career. One of the reasons for this could be the financial backup that they already have from their parents or husband. Though those women who are predisposed in this manner remain worried about such issues and they develop their self- concept in and around the need of security and stability.

Contrary to this if a women has ‘entrepreneurial creativity’ as her dominant career anchor, she will give her best to start an organization or enterprise of her own on the basis of her capability to manage liabilities and pass the hurdles. The desire that plays key role is the aspiration to show everyone that she can start and run a venture on her own abilities. Willingness to take risks and to overcome obstacles emerges as an intrinsic factor in such cases. She has an inner desire and dominant interests to face challenges. Women with ‘entrepreneurial creativity’ as the dominant career anchor fight all personal battles to prove their true mental to the world. If ‘service or dedication to cause’ is the dominant career

anchor a women will choose societal problems and environmental issues over a comfortable and relax work environment. Such women believe that solving answers for difficult problems is one of the significant reasons for pursuing the career. Another career anchor is ‘pure challenge’ and if it is dominant, woman will seek challenging situations in her work. The category of work could be designing complex structures as engineers, or providing financial consultancy to a nearly bankrupt client or teaching disabled students etc. Such women find joy and reward in pursuing difficult career options and easy routes does not charm her. ‘Improved Lifestyle and better living conditions’ is also one of the career anchors used in this study. Followers of Schein’s work (2018) argue that a woman with dominant career anchor as ‘improved lifestyle and better living conditions’, will not compromise the personal needs and family needs over career goals. Such women always look forward for striking a balance between their work and life and see different important areas of their life working together in synergy. Therefore they seek such careers that can help her in attaining this coordination and synergy. They would not choose a career advancement if it will disturb their whole family situation. For such women success is broader and deeper than mere career success and they believe that their individuality is linked up with the way they take their entire life, how they passed each milestone in personal life and professional life and how they mature themselves in total rather than as a working person with some job or enterprise. Therefore, as an immediate measure this thesis suggests that these women should have access to platforms like women specific career counselling hubs for specific counselling to help her restart her career after a break.

#### **5.4 Limitations of the Study & Future Scope**

It should be noted that the researches and scholarly work presented in this thesis cannot precipitously be indiscriminate and universal with a general applicability in all situations, because the data and the results generated thereafter were taken from restricted section of contributors. Therefore future work in women careers and workforce participation should use further demonstrative sections of vast population of India and also authenticate the effects in the contexts of other nationalities. Another limitation is that major work done till now have taken school students and graduates as their respondents. So there lies a gap in identifying the link between the career anchors and career start and career development decision of non-working educated women. This study has taken the responses of only those women who are

living in an urban area, have educational qualification that enables them to start their career soon after the completion of the education and who are economically sound enough to take care of their basic needs.

The findings of this thesis can be useful for counsellors, mentors, professors and educators who face the problem in playing a more confident, forceful and empathetic role in designing and offering platforms to help women in choosing, advancing and restarting their work. It is important that these educators, counsellors, mentors and/or professors not only understand various factors that impact career choice or career related decisions of women but also make extra efforts to streamline the impact of family, society and work setting on women careers. For this they are required to go extra mile and know the non-traditional voices from unconventional audiences. For introducing capacity building programs at college level that could train women and make them future ready, requires these professors, educators, mentors and counsellors to be efficient in knowing, understanding and managing the relationship between family, society and other stakeholders and women career choice decisions and career development related decisions. Designing and implementing innovative programs and interventions that could help parents, educational institutions and female students in identifying and searching a widespread collection of careers and occupational choices rather than the typical and traditional so called women friendly career choices can unclutter the pathways of unconventional and new career choices for women. One of the key implications of this thesis is to understand various career anchors of educated women and providing assistance to women in restarting their career. Once a thorough understanding is established, designing capacity building interventions and arranging career counselling facilities for educated urban women to join the active workforce will be easier. An open and unrestricted learning and preparation for future challenges can better equip these women to plan their entry and re-entry after a break in job market.