EXPLORING RELATIONSHIP BETWEEN COGNITIVE MODES AND CAREER ANCHORS: IMPLICATIONS FOR CAREER DEVELOPMENT

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ABSTRACT:
In this article, an attempt is made to explore the relationship between Cognitive Modes and Career Anchors. Edgar Schein's career anchors are found to be related to certain cognitive modes and can be predicted for applying the knowledge to help organizations use the same for career development of employees. Four out of five hypotheses find support through empirical data. Implications have been further discussed.

INTRODUCTION:
It is being widely recognized that effective career development programmes can reduce employee turnover and increase productivity. Hence career development is receiving increased attention in the management of human resources.

A career is a sequence of occupations, jobs or positions engaged in, or occupied throughout the lifetime of the person. Wilensky (1961) has defined career as a succession of related jobs, arranged in a hierarchy through which people move in an ordered (and more or less predictable) sequence.

Super and Hall (1978), look upon career as "a series of positions occupied by a person during the course of a lifetime". According to them, career does not mean advancement, failure or success. Further, any paid or unpaid work performed over an extended period of time amounts to a career. Work does not necessarily mean the formal job work alone; it may mean any kind of work like school work, home making or even voluntary work.

The basic difference between an occupation and a career is the longitudinal, sequential character versus the static nature. Occupation is static in nature, but career is not. An occupation is what one does to earn a living at a particular time, whereas a career is a sequence of positions occupied over a period of time. Arnold et al (1991) have suggested that work on Careers can be divided between 'career choice' and 'career development', though such a distinction is likely to be considered as artificial to some extent. The former concerns itself with the nature and process of choice by (usually) young people, while the latter involves subsequent changes and adjustments.

Another distinction, which is relevant to career development, concerns itself with whether it is carried out within the perspective of the organization or the individual.

From an organizational viewpoint, career development involves tracking career paths. Management seeks information so that it can direct or monitor the progress of employees and ensure that capable managerial and technical talent is available to meet the organization's needs.

In contrast, individual career development focuses on assisting individuals to identify their major career goals and to determine what they need to do in order to achieve these goals. It addresses each individual's personal work career irrespective of where this work is performed.

Schein's Career Anchors model:
This model evolved out of a 10-12 year longitudinal study of 44 MBA graduates from the Sloan School of Management at the MIT, undertaken by Schein (1975). Part of the study included interviews focusing on detailed job histories of each person and reasons given for making career decisions. Schein did not find much consistency as far as job histories were concerned, but he certainly observed a great deal of consistency in the reasons individuals gave for the decisions they had made. These reasons become more clear-cut, accurate, and consistent as the individuals accumulated greater work experience. The concept of career anchors emerged as a way of explaining the pattern of reasons given by the panellists- patterns of self-perceived talents, motives, and values that served to guide, constrain, stabilize, and integrate individual careers.

Schein defined five career anchors that characterized the lives of his subjects over the period studied:

(i)   Technical–Functional competence – Organizing one's career around specific areas of technical or functional expertise/skills, and making job moves essentially by the criterion of maximizing the opportunity to remain challenged in one's specific area of content.

(ii)   Managerial competence – Concerned with climbing the corporate ladder to positions of general management with a view to exercise large amounts of responsibility and link organizational achievements to one's own efforts. Three sub competences critical for general managers were found to underlie managerial competence. These are: (i) analytical competence, the ability to solve problems under conditions of uncertainty, (ii) interpersonal competence, the ability to influence and lead people to achieve organizational goals, and (iii) emotional competence, the capacity to be stimulated by crises rather than exhausted or debilitated by them.

(iii)   Security and stability – Preoccupation with stability, either in the continued employment of a particular company or in geographical stability, stabilizing the family, or integrating oneself into the community.

(iv)   Creativity – Organizing all decisions pertaining to one's career around the need to create something – a product, a company, or a service of one's own. Schein referred to the members of this group as entrepreneurs.

(v)   Autonomy – Individuals with this anchor find it difficult to work in large organizations and as a result, opt for autonomous careers such as being a professor, free – lancing writer or consultant.
        Apart from the above five major career anchors, T. J. Delong (1982) identified three other career anchors, while he developed his "Career Assessment Test". These are:
        Service – concern for helping others or working on an important cause.
        Identity – Concern with status, prestige and titles in one's work.
        Variety – Seeking an endless variety of new and different challenges.

A career anchor serves as a major basis on which an individual decides what kind of job he/she should take up with a view to settle in it, and treat it as his/ her final choice, he/she may seek a job that provides opportunities to fulfil certain needs or use those abilities in which he/she perceives himself/herself to be high. Such self-perception of the individual in respect of his/her needs, abilities, or talents are indicative of what is that which is likely to be looked upon as a career anchor by him/her. For example, a scientist or an engineer perceives himself/herself in certain area of technical expertise and may in turn look for that job which provides scope for utilizing

his/her technical competence. It is this technical competence which becomes his/her career anchor.

REVIEW OF LITERATURE AND RATIONALE OF THE STUDY:
The contention of the present study is that individual differences in certain predispositions developed among people, even before their actual work experience, probably determine which career anchors are likely to be emphasized more by some and less by others. Such predispositions to act and perceive oneself in certain ways tend to get established by adolescence and are likely to be carried over into the world of work. Thus whatever self-insight an individual acquires from the experience of youth and education matures further due to actual work experience, and ends up into an evolving occupational self-concept. This determines which career anchor will be emphasized more by some and less by others.

According to Schein (1978), after several years of experience in the world of work it becomes possible for most people to identify which career anchors become dominant. Arnold, Robertson and Cooper (1991), however, have argued that the process, by which young people adopt one career anchor rather than another, is far from clear. It is contended in this respect that factors like predispositions to adopt certain 'cognitive modes' for receiving and processing information on the part of people, as well as to perceive themselves in certain ways probably determine why certain career anchors are emphasized more by some people than others. As such, these individual difference variables may serve as significant sources of variance in the degree of emphasis placed on career anchors by people. This should make it possible to predict which career anchors are likely to be emphasized more by certain people.

According to Singer and Loomis (1984), a cognitive mode is a composite of one of the two attitudes, viz. introversion and extraversion, and one of the four psychological functions, viz. sensing, intuition, thinking, and feeling. The attitudes team up with psychological functions in different ways giving rise to the following eight cognitive modes: Introverted Sensation (IS), Introverted Intuition (IN), Extraverted Sensation (ES), Extraverted Intuition (EN), Introverted Thinking (IT), Introverted Feeling (IF), Extraverted Thinking (ET), and Extraverted Feeling (EF).

Singer and Loomis (1984) point out that an individual may have several well developed cognitive modes, which generally tend to work together. They further argue that one of the hallmarks of a well adjusted personality is that the most highly developed cognitive mode does not tend to remain isolated, but works harmoniously with one or other cognitive modes. They, therefore, have proposed the concept of 'cognitive mode interactions'. Since each of the eight cognitive modes can interact with others, 28 cognitive mode interactions have been described in the 'interpretive Guide' by Singer and Loomis (1984).

However the present author has covered only eight cognitive mode interactions. The rationale behind their choice is like this: sensing and intuition are the two information-receiving functions each of which can team up with the two information-processing functions, namely, thinking and feeling. This results in the four basic 'types' known as sensing-feeling, sensing-thinking, intuition-feeling and intuition-thinking. If we combine the two orientations (or attitudes), introversion and extraversion, with them we get the following eight cognitive mode interactions:

(i) Introverted sensing-introverted feeling, (ii) introverted sensing-introverted thinking, (iii) introverted intuition-introverted feeling, (iv) introverted intuition-introverted thinking, (v) extraverted sensing-extraverted feeling, (vi) extraverted sensing-extraverted thinking, (vii) extraverted intuition-extraverted feeling, and (viii) extraverted intuition- extraverted thinking.

It would be worthwhile to examine at conceptual level the nature of behavioural and personality characteristics associated with each interactive cognitive mode with a view to indicate (i) which career anchor may prove more relevant to it than others, and (ii) how individual differences in predisposition to adopt this interactive cognitive mode more or less frequently are likely to affect the strength of emphasis laid on the career anchor identified as relevant to it. The behavioural and personality characteristics associated with each interactive cognitive mode have been described by Singer and Loomis (1984) in their interpretive guide.

One of the career anchors proposed by Schein is 'technical or functional competence'. It focuses on the actual content of a person's work. Persons who emphasize this career anchor more would like to remain challenged in their specific areas of technical or functional expertise. Therefore, differences in the strength of emphasis laid on this career anchor are likely to be caused by that interactive cognitive mode, which involves a combination of 'introverted thinking and introverted sensation': Persons who use these cognitive modes simultaneously and more frequently tend to function well independently. They can proceed logically from gathering facts to solving problems. They are persevering type and tend to be precise. As such they are found to be overly conscientious, and feel overwhelmed by the tasks at hand, which may require specific skills.

'Extraverted sensation feelers' (people who prefer extraverted sensation and extraverted feeling as their cognitive modes) tend to work well with others. They have warm and sympathetic personality that others may appreciate and respond to. Because of their attention to details and their concern for people, they are likely to succeed in motivating and coordinating the activities of others so as to get the work done from them. They can, therefore, make good managers. Thus it is likely that these persons may place greater emphasis on 'managerial competence' as their career anchor than that placed by those who adopt this interactive cognitive mode less frequently.

'Introverted Intuitive Thinkers' (people who prefer introverted intuition and introverted thinking as their cognitive modes) have a tendency to analyze ideas and insights provided by their intuition. They can work independently, have enormous drive and are creative. Such individuals may, therefore, place greater emphasis on 'creativity' as their career anchor.

People who prefer 'introverted intuition and introverted feeling' as their cognitive modes tend to be guided by their inner beliefs and inner standards more than by the present day realities. As such, they would like freedom to follow their inner standards and try new ideas, which they can think of. Thus these people may be more inclined to seek autonomy in their work life. It is then likely that individuals with introverted intuition and introverted feeling as their cognitive modes may look upon 'autonomy' as their career anchor.

HYPOTHESES:
The following hypotheses based on some indirect evidence from the past research and hunches about logical relationships between certain predispositions and some relevant career anchors have been formulated:
1. 'Identity' would be emphasized more as a career anchor by individuals who use 'Introverted sensation and Introverted Feeling' cognitive modes more frequently than by those who use these cognitive modes less frequently.
2. 'Creativity' would be emphasized more as a career anchor by individuals who use 'Introverted Intuition and Introverted thinking' cognitive modes more frequently than by those who use these cognitive modes less frequently.
3. 'Technical Competence' would turn out to be more emphasized career anchor for individuals who use 'Introverted sensation' and 'Introverted thinking' cognitive modes more frequently than for those who use these cognitive modes less frequently.

4. Individuals, who use 'Introverted Intuition' and 'Introverted Feeling' cognitive modes more frequently, would place greater emphasis on 'Autonomy' than would those who use these cognitive modes less frequently.
5. 'Managerial competence' would be emphasized more as a career anchor by individuals who use 'Extraverted Sensation' and 'Extraverted Feeling' cognitive modes more frequently than by those who use these cognitive modes less frequently.

SAMPLE:
The sample of this study consists of 300 individuals working as officers, executives, and managers in various organizations located in and around Nagpur. These individuals belong to the government, private and public sector organizations. The age range of these individuals is 25 to 40 years with the average age being 32.92 years. Of these 300 individuals, 269 are males and the remaining 31 are females.

MEASURES:
The following measures have been used for collecting data:

The Singer- Loomis Inventory of Personality (SLIP) developed by Singer and Loomis (1984) has been used to measure the strength of cognitive modes adopted by the Ss of this study.

The 'Career Assessment Test' (CAT) developed by T. J. Delong (1982) has been used to measure the relative preferences for the career anchors covered in this study.

These instruments were administered to the participant either individually or in small groups. They were administered to them at the places of their work.

DATA ANALYSIS:
The data have even analyzed by employing a 2x2 factorial design. For the verification of hypotheses 1 to 5, the two variables, which have received the status of independent variables, are two cognitive modes that form the pair of the given interactive cognitive mode. The given career anchor, which is emphasized with a certain magnitude, has served as the dependent variable. The 'magnitude of emphasis' laid on the choice of a given career anchor is the dependent variable, the 2x2 factorial design employed in this study has facilitated the assessment of impact introduced by the interactive cognitive modes as well self-perceived abilities and needs on the magnitude of emphasis laid on the given career anchors.

RESULTS:
Introverted Feeling and Introverted Sensation cognitive modes assumed the status of independent variables in the analysis of results pertaining to Hypothesis 1. The degree of emphasis placed on 'identity' career anchor served as the dependent variable.

Verification of Hypothesis 1 called for finding out whether Ss using 'both' the cognitive modes more frequently, were inclined to place greater emphasis on 'Identity' than those who used both the cognitive modes less frequently. It was, therefore, necessary to examine the joint impact created by the two cognitive modes on the preference for 'identity' as a career anchor.

Accordingly, mean differences in the strength of emphasis placed on identity career anchor for the following pairs were taken into consideration:

(i)   High Introverted Feeling – High Introverted Sensation
        Low Introverted Feeling – Low Introverted Sensation

(ii)   Low Introverted Feeling – High Introverted Sensation
         High Introverted Feeling – Low Introverted Sensation

Table I: Means and SDs of scores indicating the strength of emphasis laid on identity career anchor by various subgroups.				
Type of Group	N	Mean	SD	t
High IF-High IS	75	3.16	0.54	
Low IF-Low IS	75	2.68	0.55	5.37**
Low IF-High IS	75	2.88	0.50	
High IF-Low IS	75	2.83	0.54	0.57
** p<.01				

As can be seen in Table I, the group which is high in both the cognitive modes under consideration tends to place significantly greater emphasis on identity career anchor than that placed by the group which is low in both the cognitive modes (t = 5.37, p< .01). The remaining two subgroups, viz. high introverted sensation and low introverted feeling and low introverted sensation and high introverted feeling, on the other hand, have not differed significantly in the extent of emphasis laid on identity career anchor.

The second hypothesis of the study states that 'Creativity' tends to be emphasized more as a career anchor by the individuals who use 'introverted intuition' and 'introverted thinking' cognitive modes more frequently than by those who use these cognitive modes less frequently. One of the two cognitive modes, 'introverted intuition' was treated as one independent variable while the other, viz. 'introverted thinking' was treated as the other independent variable.

Table II: Means and SDs of scores indicating the strength of emphasis laid on 'creativity' identity career anchor by various subgroups and the results of 't' test.				
Type of Group	N	Mean	SD	t
High IN-High IT	75	2.94	0.44	
Low IN-Low IT	75	2.82	0.41	1.73*
High IN-Low IT	75	3.01	0.44	
Low IN-High IT	75	2.90	0.47	1.38
** p<.05				

The group which is high in both the cognitive modes, viz. introverted intuition and introverted thinking, has turned out to be significantly higher in the extent of preference for being creative in their job than the group which is lower in the two cognitive modes (t = 1.73, p<.05, one tailed test). The difference between the groups in the extent of emphasis laid on creativity career anchor has proved significant because of one tailed test. The remaining two contrast groups have not differed in the extent of preference for creativity as a career anchor (t = 1.38, n.s.). These trends (table II) can be treated as indicative of support to Hypothesis 2.

The third hypothesis of the study, states that individuals with 'Introverted Sensation' and 'Introverted Thinking' as their most frequently used cognitive modes tend to place greater emphasis on 'technical competence' as their career anchor than that placed by those who use the two cognitive modes less frequently.

Table III: Means and SDs of scores indicating the strength of emphasis laid on 'technical competence' career anchor by various subgroups and the results of 't' test.

Type of Group	N	Mean	SD	T
High IS-High IT	75	2.86	0.56	
Low IS-Low IT	75	2.52	0.47	4.05**
High IS-Low IT	75	2.62	0.51	
Low IS-High IT	75	2.63	0.48	0.05
** p<.01				

The group which is higher in both the cognitive modes, viz introverted sensation and introverted thinking, tends to place greater emphasis on 'technical competence' career anchor than the group which is lower in the two cognitive modes (t = 4.05, p<.01). The remaining two contrast groups have not differed in the extent of preference for technical competence as a career anchor (t = 0.05, n.s.). These trends (table III) provide support to the contention that those individuals who most frequently use 'introverted sensation' and 'introverted thinking' cognitive modes tend to look for that kind of job, which provide them with scope for utilizing their technical expertise or competence in it. The trends are presented in Table III.

The fourth hypothesis of this study states that 'autonomy' tends to get emphasized more as a career anchor for those individuals who use 'introverted intuition' and 'introverted feeling' cognitive modes more frequently than for those who use these cognitive modes less frequently. Verification of this hypothesis involved creation of a 2X2 factorial situation in which 'introverted intuition' and 'introverted feeling' cognitive modes serves as independent variables, while strength of emphasis laid on 'autonomy' in the job served as dependent variable.

Table IV: Means and SDs of scores pertaining to the strength of emphasis placed on 'autonomy' career anchor by various subgroups and the results of 't' test.

Type of Group	N	Mean	SD	T
High IN-High IF	75	2.72	0.43	
Low IN-Low IF	75	2.67	0.43	0.78
High IN-Low IF	75	2.69	0.42	
Low IN-High IF	75	2.68	0.43	0.13
P = n.s.				

When the 'high introverted intuition and high introverted feeling' group was compared with the 'low introverted intuition and low introverted feeling' group, it was found that they did not differ significantly in the strength of emphasis place on 'autonomy' career anchor. This lack of significant difference between the two groups indicates that Hypothesis 4 has failed to receive support from the results of this study.

Hypothesis 5 of the study contains a statement about the probable relationship between choice of 'managerial competence' on one hand, and two cognitive modes, viz. 'extraverted intuition' and 'extraverted thinking', on the other.

The results have shown that the group which is high in both the cognitive modes under consideration tends to emphasize more significantly the 'managerial competence' career anchor than does the group which is low in both the cognitive modes. The 't' ratio of 1.67 (table V) turns out to be significant when one tailed test of significance in employed.

Table V: Means and SDs of scores indicating the strength of emphasis laid on 'managerial competence' career anchor for groups with different combinations of 'extraverted intuition' and 'extraverted thinking' cognitive modes along with the results of 't' test.				
Type of Group	N	Mean	SD	T
High EN-High ET	75	3.13	0.62	
Low EN-Low ET	75	2.97	0.53	1.67*
High EN-Low ET	75	3.12	0.62	
Low EN-High ET	75	3.02	0.47	1.07
** p<.05				

DISCUSSION:

The concept of career anchor, the central theme of this study, has its origin in a longitudinal study of a representative group of Sloan School of Management alumni conducted by Schein (1975). Career anchors, according to Schein, not only influence career choices, but also affect decisions t move from one organization to another, shape what individuals are looking for in life, and colour their views of the future and their general assessments of related foals and objectives. That is why people tend to do their best when their jobs fit with their career anchors. Lack of fit between the two can make an individual leave the organization or suffer excessive stress.

However, since people differ in the degree to which they emphasize different career anchors, it is worthwhile to understand what makes them differ in the strength of emphasis placed by them on various anchors. Although Schein (1978) has pointed out that the formation of certain motivational/ attitudinal/value syndromes in the early lives of individuals, determines which career anchors would be adopted by them, the problem still remains why a certain syndrome gets formed in respect of some individuals and not in others.

The contention of the present study is that individual differences in predispositions to adopt certain cognitive modes of receiving and processing information on the part of people, and also to perceive themselves as persons of a certain kind with certain traits, abilities and needs are responsible for, at least in part, the formation of different syndromes of needs and values among people. It is these syndromes which in turn determine what people look for in their jobs. People may like to anchor their careers around that which they want most from their work. Thus what they want most from their work is likely to serve as career anchors for them. Further, how strongly they emphasize certain career anchors depend, in part, on the aforesaid individual differences.

Hypothesis 1 is concerned with which people would emphasize 'identity' more as their career anchor. The prediction is those who use 'introverted sensation and introverted feeling' cognitive mode more frequently would emphasize identity more than those who use the above cognitive mode less frequently. The two leading functions, feeling (by which we process information) and sensation (by which we receive information) are 'introverted' in the concerned persons. They, therefore, are in tune with their subjective, inner world and tend to be guided by their internal standards while understanding them and others. Thus their cognitive framework mainly consists of their inner standards and personal images of what the world is like. These individuals have been described by Singer and Loomis (1984) as persons with ability to work alone for long period of time. Since they tend to relate to the world from their highly individual standpoint, they are able to make 'unique' contributions that are distinctly different from the commonly accepted view or from the way things were done in the past. This in turn makes it possible for them to create a distinct self-identity for themselves. Their concern for status, prestige, or titles in work

appears to be symbolic in that the titles or status earned by them act as an assurance that their personal identity as valued contributors by the organizations to which they belong, has been duly established. Thus it is the inner satisfaction arising out of a sense that one could establish oneself as an asset to the organization, which is desired more than the status or title by itself. However, adherence to their own beliefs may possible make them ignore the values or beliefs of others. As a result, they are likely to be looked upon as stubborn or rigid. In spite of this, the possibility remains that these people may do their best if work allows them to establish their personal identity by way of making unique contributions in their own way.

'Creativity' is that cognitive activity which leads to a new or novel way of viewing or solving a problem (Solso, 1991). Divergent thinking is the main cognitive process involved in creativity. In this thinking the individual moves outward from the conventional knowledge or solution into unexplored paths and unconventional solutions. Creative breakthroughs are derived from such thinking.

Creative people thrive on change and are attracted by whatever is new and different. Since it is intuition, which is responsible for creative leaps that may lead to new knowledge or ideas those in whom the 'intuition' function is dominant may turn out to be creative. If intuitive people are introverted, their inner lives tend to be guided by their inner vision (Singer and Loomis, 1984). Further, if these introverted people are also high in 'thinking' function, this means another cognitive mode turns out to be dominant in them and it is known as introverted thinking. When this cognitive mode interacts with introverted intuition, such a cognitive mode interaction is labelled as 'introverted thinking and introverted intuition.' The distinctive characteristic of people with this combination is that the ideas and insights provided by their intuition are analyzed by their thinking function. They can thus determine which visions, ideas, plans and procedures are worth pursuing and which are not this is what is required precisely, if creative breakthroughs have to prove socially useful. Hypothesis 2 has been duly supported by the trends of findings pertaining to this hypothesis.

By providing support to Hypothesis 3, the results have indicated that individuals who prefer to use the two cognitive modes, viz. introverted sensation and introverted thinking modes more frequently tend to place greater emphasis on 'technical competence' career anchor than those who use the said cognitive modes less frequently.

People in whom sensing and thinking functions are dominant tend to show greater concern for facts and deal with them in an objective and impersonal manner. This is because these persons rely on sensing for perception and on thinking for judgment. Overall, sensing-thinking type of people tend to be practical and matter-of-fact (Myers, 1980). They are likely to succeed in those fields that call for impersonal analysis of concrete facts. Some common examples of such fields are economics, law, surgery, business, accounting, production, and the handling of machines and materials.

When the sensation and thinking functions are introverted, the resulting cognitive modes are identified as introverted thinking and introverted sensation. People, in whom these cognitive modes are leading, tend to proceed logically from gathering facts to solving problems. Since their leading functions are introverted, these individuals tend to function well independently and alone. Not only this, but there is also a balance between judging and perceiving in these individuals. As such, their rationality is in tune with their experience in the here-and-now. In general, these people are likely to become overly conscientious and feel overwhelmed with the tasks at hand (Singer and Loomis, 1984). They, therefore, may look for opportunities to exercise their talent and feel intrinsically satisfied in their work. This in turn may enhance their self-esteem.

Possibilities are high that these people would lay more emphasis on 'technical competence' as their career anchor.

According to Schein (1990), some people discover as their careers unfold that they have both a strong talent and high motivation for a particular kind of work. What really turn them on, he further notes, is 'the exercise of their talent and the satisfaction of knowing that they are experts (p. 20). Thus the technically or functionally anchored person commits to a life of specialization.

It, nevertheless, remains true that though many people start out specializing, only some find it intrinsically rewarding enough to develop career anchors around their specialties. This implies that for many people the specialist job may be a means to some other end such as security or advancement to higher level positions in the organizational ladder. But, who could be those to find a specialist job intrinsically rewarding? Perhaps those who are conscientious or possess a high sense of duty, and get completely carried away by the tasks at hand. The description of people high in introverted sensation and introverted thinking suggests that these are the people who may find a specialist job to be intrinsically rewarding. They, therefore, are more likely to develop career anchors around their specialties. The results pertaining to Hypothesis 3 provide support to this prediction.

Hypothesis 4 involves a prediction concerning the 'autonomy' anchor. Schein (1990) describes autonomy anchored individuals as having a strong need to do things in their own way, at their own space, and against their own standards. They, therefore, prefer to pursue more independent careers on their own terms. According to Schein, the development of such a need occurs in people in the childhood itself due to those child-rearing practices which put great emphasis on self-reliance and independent judgment.

However, the contention of this study is that people with predisposition to use introverted intuition and introverted feeling cognitive modes more frequently are likely to place greater emphasis on autonomy. As the feeling function in these individuals is introverted, they tend to use their own internal standards of values to judge people and things (Singer and Loomis, 1984). It is likely that they might have acquired these values from their parents. Whatever be the source of acquisition, the possibility remains that they are less likely to change their beliefs and values to conform to current trends. Also, they may not yield readily to others' pressures until the actions of others are compatible with their own beliefs and values. These characteristics show an overlap with those found in people with high need for autonomy.

Further, if another leading cognitive mode, introverted intuition, also happens to be a second more frequently used cognitive mode among those in whom 'introverted feeling' happens to be a leading cognitive mode, the dominant cognitive mode interaction turns out to be 'introverted feeling-introverted intuition' in respect of these people. Persons with such leading cognitive mode interactions are likely to be guided by their inner vision. The distinctive characteristic of their behaviour is that they are neither swayed by popular opinion nor they get convinced by the best logic when it differs from what they know within themselves to be true (Singer and Loomis, 1984). Such personality orientation is indicative of how these persons prefer to remain totally self-reliant and have a tendency to do things in their own way and with their own standards. It is, therefore, reasonable to expect that individuals who are predisposed to use the two cognitive modes more frequently would place greater emphasis on autonomy anchor than those who use the said cognitive modes less frequently. However, the results have not supported this contention. The Ss with high introverted feeling and introverted intuition combination of the said cognitive modes have not differed in the strength of emphasis laid on autonomy anchor. This relationship, therefore, needs to be verified across the instrumentation involving a different scoring system.

Hypothesis 5 contains prediction about managerial competence anchor. As per this hypothesis, individuals with a combination of 'extraverted intuition and extraverted thinking' as their leading cognitive modes are expected to place greater emphasis on managerial competence.

Individuals, who find management in itself interesting, tend to place greater emphasis on managerial competence. They aspire to rise to those organizational levels where they will be responsible for major policy decisions. However, only those who possess certain talents and skills along with a high level of motivation may prove suitable for managerial positions and can reach the top. It is these individuals, who are more likely to anchor their career around managerial competence. But the problem is who these individuals could be? The answer to this question calls for a thorough understanding of managerial competence.

Schein (1990) has identified the following competencies as the basic constituents of managerial competence: analytical competence, interpersonal competence, and emotional competence. Analytical competence involves abilities to identify, analyze, synthesize and solve problems under conditions of incomplete information and uncertainty. Also, the ability to pose the problems or questions in a way that can be worked out is one more component of analytical competence. The interpersonal competence involves abilities to influence, supervise, lead, handle and control people at all levels of the organization toward organizational goal achievement. In addition, ability to function well with others and get the work done from them is regarded as yet another component of interpersonal competence. The emotional competence involves the capacity to accept emotional and interpersonal issues as well as crises as a challenge rather than get exhausted or debilitated by them. Managers should have the capacity to exercise power and make difficult decisions without guilt or shame.

It would be worthwhile now to see where do individuals with a high combination of 'extraverted intuition and extraverted thinking' modes stand in the context of various components of managerial competence described above. Since both the functions intuition and thinking are extraverted in these people, they tend to function well with others. Moreover, they may turn out to be 'idea people' and capable of organizing their ideas and inspire others to implement them. They can conceive of a plan of action and think it through. Thus they can prove to be good decision makers. This description has been provided by Singer and Loomis (1984).

A careful look at the aforesaid behavioural characteristics would make it clear that each of them reflects some competency or other that forms a part of managerial competence. If it is so, persons with high combination of extraverted thinking should place greater emphasis on managerial competence with a view to anchor their careers around it. The results of this study have shown that this prediction can come true.

The impact of self-perceived attributes on the strength of emphasis laid on certain relevant anchors has been assessed both independently and in interaction with the 'Age' of participants of this study. As an independent source of variation, age has failed to create a significant impact on the anchors covered in the relevant hypotheses. This, in fact is not unexpected. The age-range of the Ss covered in this study is 25 to 40 years, and it is in this period of occupational life that the decision to settle in some job by anchoring it around certain factor believed to be most important is taken by almost every person. As such, even if the above range is split into high and low like 25-33 years and 34-40 years as in case of the present study, not much difference is likely to be noticed in the strength of relevant anchors between the lower and higher age groups. Probably, during the earlier stage (25-33 years) itself certain anchors get emphasized to a considerable extent due to relevant predispositions on the part of people, and the decision regarding which job

is to be chosen with a view to settle in it is finalized in the years to come. Perhaps the degree of emphasis on a certain career anchor laid earlier due to certain predisposition does not go a drastic change in the later stage (34-40 years in the present case). This may be the reason why the lower and higher age groups within the age-range of 25-40 years have not differed in the degree of emphasis laid on the relevant anchors.

Although as an independent source of variance age has not introduced its impact on the strength of relevant career anchors, in one instance it has interacted with one self-perceived attribute, need for self-actualization, and created a significant impact on the 'variety' anchor. The trend has indicated that the younger managerial personnel (officers and executives included) with high need for self-actualization tend to be very emphatic about finding scope for utilizing all their capabilities. If such opportunities come their way, they may experience a great deal of growth satisfaction. It is this satisfaction which appears to be influencing them in their decision regarding which kind of job they should select with a view to settle in it in the ultimate analysis. Probably over the 25-33 years age range is crossed, even if the self-perceived need for self-actualization tends to be high, people are likely to assign relatively less importance to 'variety' anchor.

To sum up, the results of this study can be said to have upheld the contention to a considerable extent that individual differences in predispositions to adopt certain cognitive modes tend to determine which career anchors are likely to be emphasized more than others. The obtained trends have a great deal of practical applicability. Certain career anchors emphasized more by certain people indicate what is that which they tend to look for in their jobs. If top management of organizations can provide their employees what they want, it is possible to ensure a fit between the jobs and career anchors. Such a fit in turn would induce employees do their jobs well.

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