



Career aspirations, career trajectories and career success – A cohort comparative panel study

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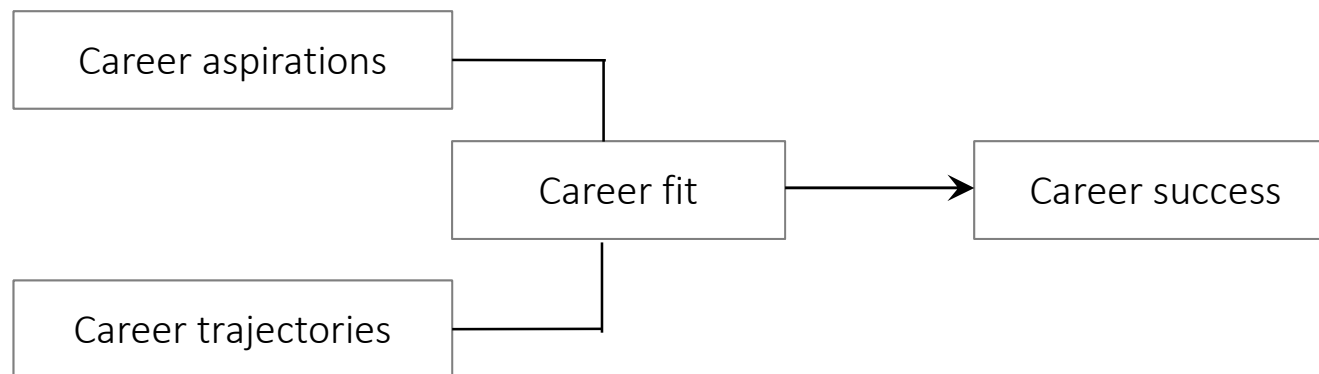
Problem Statement & Research Questions

Global trends in employment

- Flexibilization of work, increase in non-standard employment
(Ashford et al. 2007, BLS 2018, Cappelli/Keller 2013, Destatis 2018, ILO 2016, Statistics Austria 2018)
- Transactionalization of psychological contracts (Baruch 2006, Rousseau 1995)
- Non-traditional career concepts (orientations and trajectories)
(Arthur/Rousseau 1996, Hall 1996, Peiperl/Baruch 1997, Mayrhofer et al. 2011)

Research Questions

1. How do career orientations and career trajectories change in the long-term?
2. Is there a trend in individuals' achievement of career aspirations?
3. (How) does career fit influence career success?



Hypothesis 1: Career trajectories

- New careers: Boundaryless, protean, post-corporate, post-organizational
(Arthur/Rousseau 1996, Hall 2004, Peiperl/Baruch 1997, Larsson et al. 2001, Mayrhofer et al. 2004/2011)
- Empirical evidence
 - The traditional career is still alive (Clarke 2013, Rodrigues/Guest 2010, Vinkenbug/Weber 2012)
 - Shift in work arrangements, transitions, disruptions, complexity, insecurity
(Biemann et al. 2011, Kattenbach et al. 2014, Lyons et al. 2015, Van Winkle/Fasang 2017)
 - Changes accelerated since Great Recession
(Cable/O'Driscoll, 2013, Hašková/Dudová 2017; Simosi et al. 2015)
- Non-traditional patterns based on multiple aspects of “post-organizationality”

H1: The younger a cohort, the more post-organizational the career trajectories.

Hypothesis 2: Career aspirations

- Values and attitudes that affect career-related choices and behavior towards a goal (e.g., Dolan et al. 2011, Litzky/Greenhaus 2007)
- Impact of social and cultural background, education, work experiences, labor market conditions (Rodrigues et al. 2013)
- Career anchors (Schein 1990), PCO (Briscoe/Hall 2006), career orientations (Derr 1986), 5C SCS dimensions (Mayrhofer et al. 2016), career field aspirations (Mayrhofer et al. 2005)
- Long-term trends
 - Work-values: Shifts between generations (Ng et al. 2010, Twenge/Kasser 2013, Wong et al. 2008; Wray-Lake et al. 2011, Zabel et al. 2017)
 - Career aspirations: Gen Y has higher desire for security (Dries et al. 2008)
- Socialization (Mannheim, 1928/1952), scarcity hypothesis (Inglehart 1977/2008)
- Economic developments: 1990s vs. 2000s

H2: The younger a cohort, the less post-organizational the career aspirations.

Hypothesis 3: Career fit

- Correspondence between career aspirations and actual career
- Person-Environment Fit (P-O, P-J, P-V): Influence on work-related attitudes and behavior (Kristof-Brown et al. 2005; Oh et al. 2014; Wilkins/Tracey 2014)
- Person-Career Fit:
 - „the extent to which an individual’s career experiences are compatible with his or her values, interests, and talents” (Parasuraman et al. 2000: 70)
 - Scarce research (Biron/Eshed 2017, Cha et al. 2009, Singh/Greenhaus 2004)
- Critique: Assumption of stable environment and agency (Pryor/Bright 2011, Rice 2014)
- Role of context and happenstance (Bright et al., 2005; Chen, 2005; Grimland et al., 2012; Hancock, 2009; Hirschi, 2010; Hirschi & Valero, 2017)

H3: The younger a cohort, the lower the career fit.

Hypothesis 4: Career success

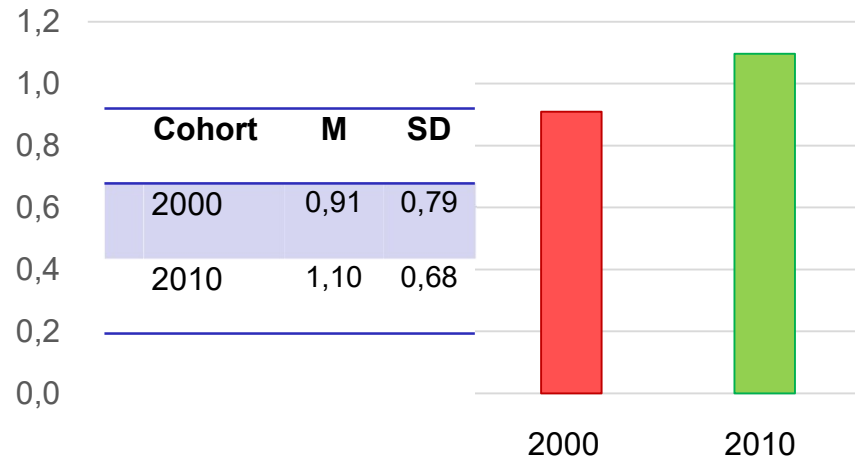
- Objective – subjective (Hughes 1937/1958)
- Salary, achieved position, promotions, prestige – job satisfaction/career satisfaction (Abele et al. 2016, Blickle et al. 2012, Volmer et al. 2016, Judge et al. 2010, Heslin et al. 2019, Ng et al. 2005)
- Predictors: Comprehensive lists of variables and categories (e.g., Heslin et al. 2019, Ng et al. 2005, Spurk et al. 2019)
- Fit as a predictor: Mostly constrained to P-O / P-J and job satisfaction
- Career fit
 - Objective success: via job performance (Biron/Eshed 2017, Cha et al. 2009); Theory of Practice (Bourdieu 1977/1990)
 - Subjective success: P-J – job satisfaction (Kristof-Brown et al. 2005; Oh et al. 2014), extension to career domain

H4: Career fit is positively related to (a) objective and (b) subjective career success.

Study design, method and sample

- Panel study “ViCaPP” (www.wu.ac.at/vicapp; Mayrhofer et al. 2005)
 - Two cohorts of alumni (graduation years 2000, 2010)
 - Graduation year: Career aspirations
 - Annual surveys: Career trajectories, objective/subjective career success
- Sample: Cohort 2000: 104 female, 147 male; cohort 2010: 96 female, 82 male
- Measures
 - Career aspirations: New scale “post-organizationality”, based on career fields (Mayrhofer et al. 2004, 2011)
 - Career trajectories: New scale “post-organizationality”, based on objective career data
 - Objective career success: Gross annual salary (corrected for cohort, career year, part-time)
 - Subjective career success: Career satisfaction
 - Controls: Neuroticism, parents’ socio-economic status

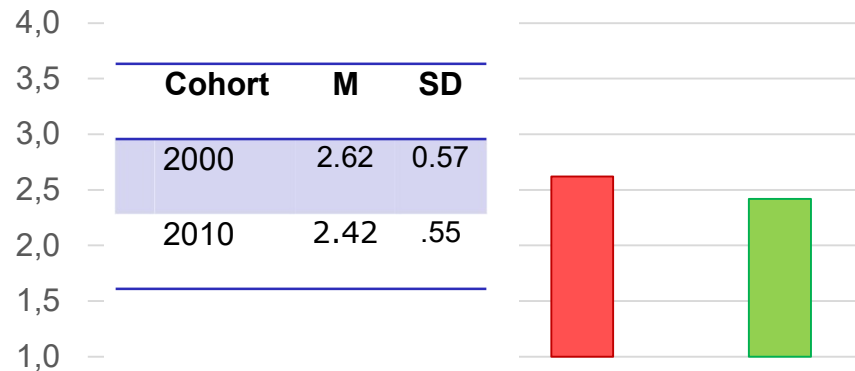
Results (Trajectories, Aspirations, Fit)



GLM	F	part. η^2
Corr. model	6.36**	0.06
Constant	11.42**	0.02
ISEI	3.26 ⁺	0.01
Neuroticism	3.65 ⁺	0.01
Cohort	7.49**	0.04

Non-parametric:
 $U = 17109.5$
 $(p < .01)$

H1
 supported



GLM	F	part. η^2
Corr. model	6.95**	0.05
Constant	624.6**	0.50
ISEI	5.93*	0.01
Neuroticism	16.17**	0.03
Cohort	3.89**	0.02

Non-parametric:
 $U = 15392.5$
 $(p < .01)$

H2
 supported

Cohort	Corr.coeff. r	Confidence intervals ^a	Fisher's z ^a
2000	0,18**	0,12 0,25	
2010	0,09	0,01 0,17	0,89

H3
 not
 supported

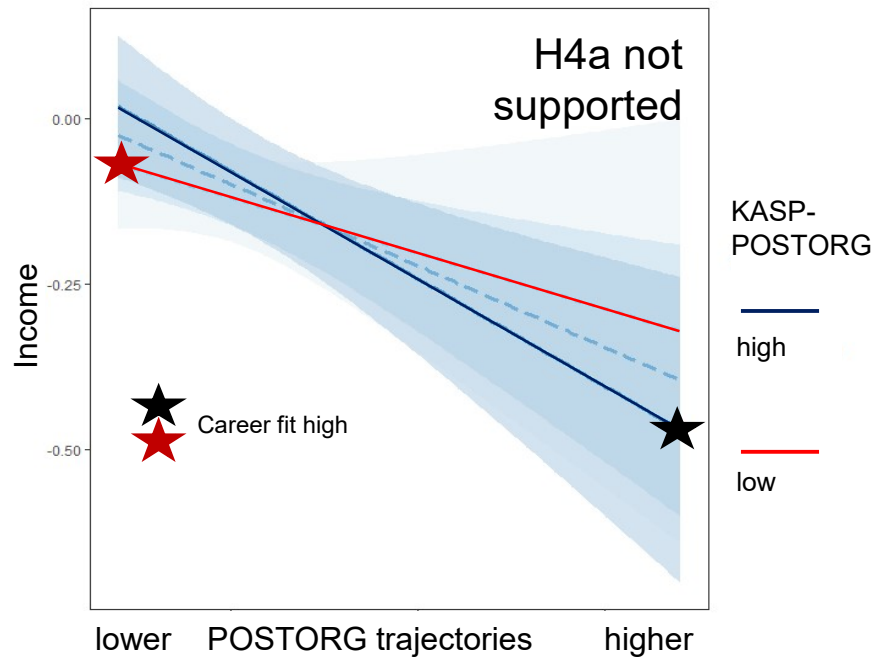
^a Test statistic for comparison of correlation coefficients; * $p < .05$, ** $p < .01$

Results (Career success)

	1	2	3	4	5
1 Income	-				
2 Career satisfaction	.18**	-			
3 Neuroticism	-.16**	-.23**	-		
4 ISEI	.00	-.01	.02	-	
5 KASP-POSTORG	.08 ⁺	.04	-.11*	.07	-
6 KV-POSTORG	-.16**	-.06	.09*	.05	.19**

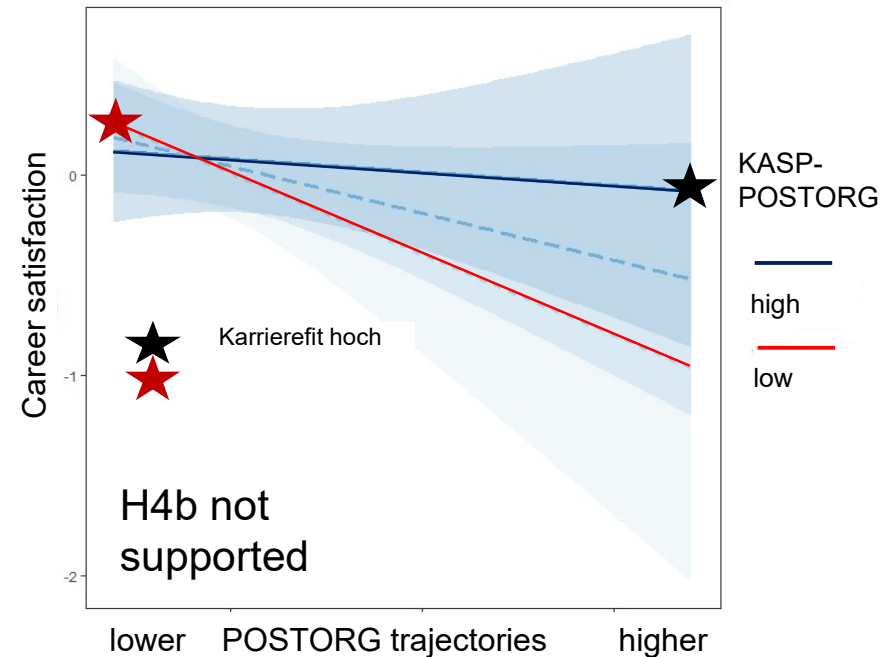
Income	Regr. coeff	SE	Std. Beta	T	Conf. int.
(Constant)	.02	.02		1.00	
Neuroticism	-.07	.02	-.14	-3.32**	
SES	.00	.02	.00	-0.02	
KASP	.05	.02	.10	2.31*	
KV	-.08	.02	-.16	-3.76**	
KASP*KV	-.01	.02	-.02	-0.55	[-.06; .02]

corr. R²= .05



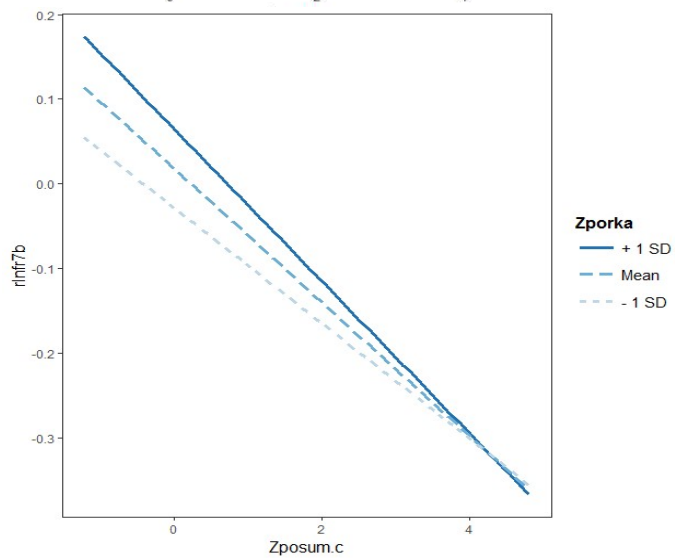
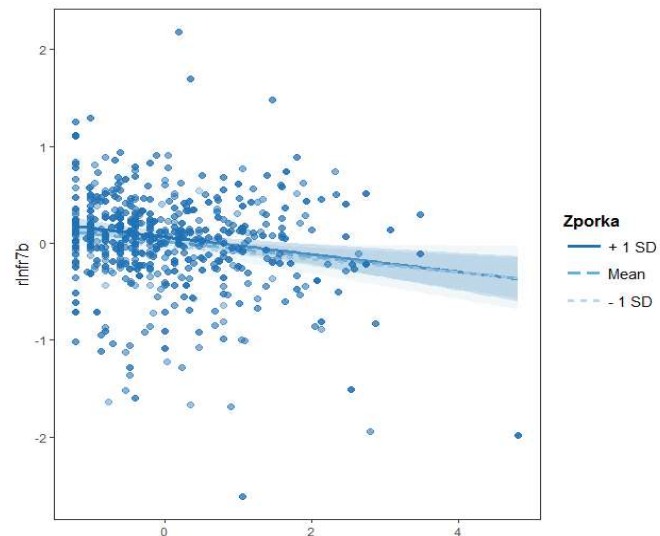
Career satisfact.	Regr. coeff.	SE	Std. Beta	T	Conf. int.
(Constant)	-.01	.07		-.18	
Neuroticism	-.36	.07	.22	-5.43**	
SES	-.03	.07	-.02	-.43	
KASP	.02	.07	.02	.37	
KV	-.11	.07	-.07	-1.58	
KASP*KV	.08	.06	.05	1.24	[-.04; .21]

corr. R²= .05

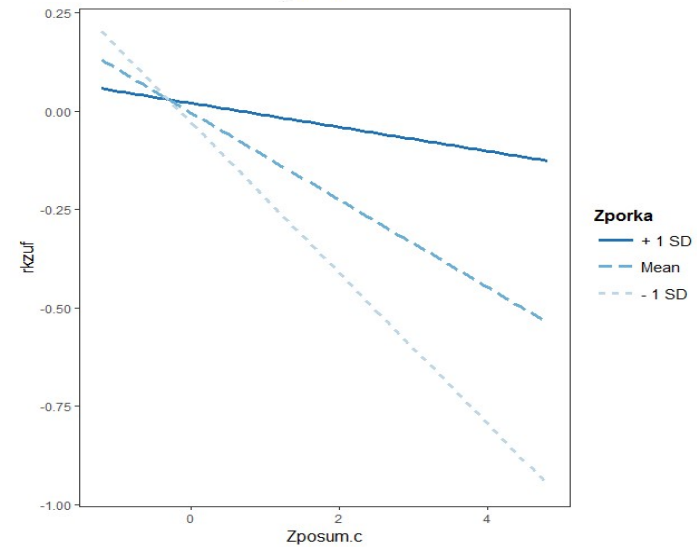
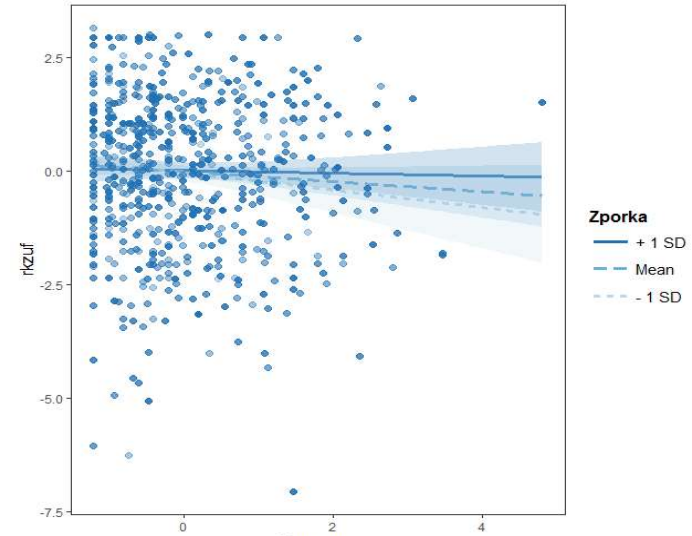


Results (Career success)

Objective career success



Subjective career success



Discussion

- Career trajectories:
 - Younger cohort's careers more post-organizational
(Biemann et al., 2011; Cappelli & Keller, 2013; Kattenbach et al., 2014; Lyons et al., 2015)
 - Role of Great Recession?
(Cable & O'Driscoll, 2013; Hašková & Dudová, 2017; Simosi et al., 2015)
- Career aspirations: Older cohort' aspirations more post-organizational
(cf. Dries et al. 2008)
- Career fit: Slightly lower for younger cohort, but n.s.
- Career success:
 - No positive effects
 - Income: contradictory associations with aspirations and trajectories
 - Career satisfaction: stronger association with income

Limitations and Future Research

- Panel attrition: Risk of attrition bias based on trajectories or success
- Career aspirations: Adaptation to experiences? (Schein, 1990)
- Constructing “post-organizationality” from objective CV data

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