

Einladung
„Insights WU-Karriereforschung“

Dienstag, 14. Februar 2012, 14 bis 18 Uhr
WU (Wirtschaftsuniversität Wien)

Dimensionen des Karriereerfolgs global – Ergebnisse einer weltweiten Studie

o. Univ.-Prof. Dr. Wolfgang Mayrhofer
Interdisziplinäre Abteilung für
Verhaltenswissenschaftlich Orientiertes Management (ivm)
Wirtschaftsuniversität (WU) Wien
wolfgang.mayrhofer@wu.ac.at

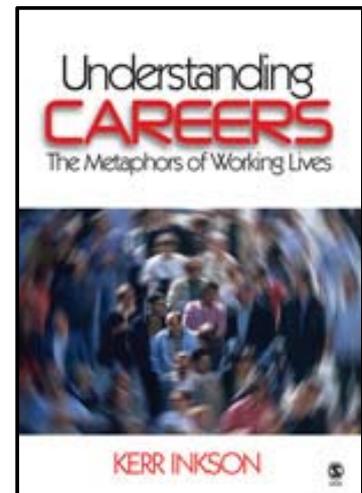
Karrierebegriff

- Ein schillernder Begriff ...
- Karrieren
 - Objektive Sequenz von Positionen in einem Feld
 - Subjektives Erleben (,konstruieren') der beruflichen und privaten ,Stationen' und ,Veränderungen'
 - Muster berufsbezogener Zustände eines Karriereakteurs in einem begrenzten sozialen Feld (a pattern of the career actor's condition over time within a bounded social space; Gunz/Mayrhofer 2010)

Objektive und subjektive Karriere – eine klassische Unterscheidung

- Objektive Karriere
 - Positionsfolge in einem sozialen Raum
 - Beobachtbar, von außen sichtbar, relative klar messbar
- Subjektive Karriere
 - Individuelles Erleben einer Folge von beruflichen Erfahrungen
 - Intrapersonal, nicht eindeutig messbar, auf Introspektion angewiesen
- Indikatoren von Erfolg
 - Große Vielfalt an Kategorien
 - Tendenzielle Unterscheidung in
 - Objektiv – z.B. Einkommen, Leistung, Aufstieg
 - Subjektiv – z.B. Zufriedenheit, besserer Mensch werden, Selbstverwirklichung

- Metaphern ⇒ Karrieren als...
 - Legacy ⇒ inheritance
 - Craft ⇒ construction
 - Seasons ⇒ cycle
 - Matching ⇒ fit
 - Path ⇒ journey
 - Network ⇒ encounters and relationships
 - Theater ⇒ role
 - Economic ⇒ resource
 - Narrative ⇒ story

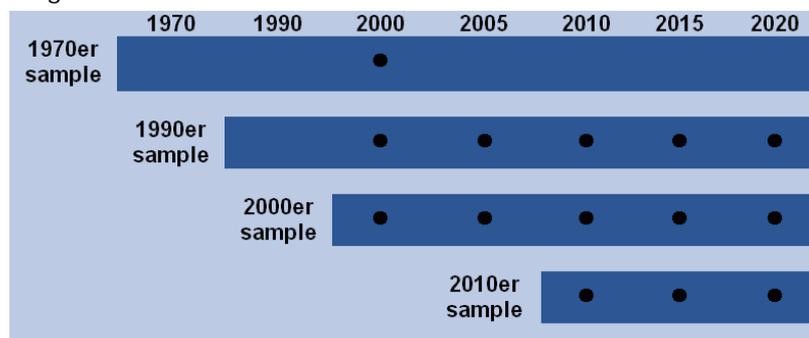


- Wladimir: Du musst eigentlich auch glücklich sein, gib's zu.
- *Estragon: Worüber glücklich?*
- Wladimir: Dass du mich wieder hast.
- *Estragon: Meinst du?*
- Wladimir: Sag es doch, auch wenn es nicht wahr ist.
- *Estragon: Was soll ich denn sagen?*
- Wladimir: Ich bin glücklich.
- *Estragon: Ich bin glücklich.*
- Wladimir: Ich auch.
- *Estragon: Ich auch.*
- Wladimir: Wir sind glücklich.
- *Estragon: Wir sind glücklich. Was sollen wir jetzt machen, da wir glücklich sind?*
- Wladimir: Wir warten auf Godot.
- *Estragon: Ach ja.*

Samuel Beckett, Warten auf Godot, 2. Akt

ViCaPP – Vienna Career Panel Project (www.vicapp.at)

- Zentrale Fragestellung: Wie verlaufen Karrieren von Wirtschaftsakademikerinnen/akademikern und welche Einflussfaktoren auf Karriereverlauf und –erfolg lassen sich identifizieren?
- Longitudinale Panel-Studie – vier Kohorten



- Umfassende und laufende Erhebung von
 - Persönlichkeits- und Herkunftsvariablen
 - Studien- und Karriereverlauf

Verhältnis subjektiver und objektiver Erfolg

■ Kohorte 1990

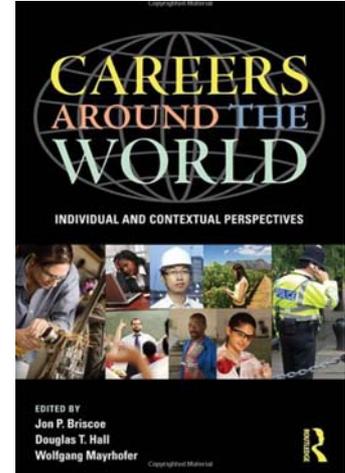
- Objektiver und subjektiver Erfolg laufen nicht parallel
- Es gibt geschlechtstypische Kombinationen von objektivem und subjektivem Karriereerfolg

■ Bleibt das Bild auch später ähnlich?

Das globale Bild

5C - Cross-Cultural Contemporary Careers Collaboration

- Zentrale Fragestellung
 - Wie unterscheiden sich individuelle Konzeptionalisierungen von Karriere, Karriereerfolg und Karriereübergängen in verschiedenen Kulturclustern und Generationen?
- Sample
 - Elf Länder – entsprechen den sieben globalen Kulturregionen von Schwartz: China, Costa Rica, Israel, Japan, Malaysia, Mexico, Österreich, Spanien, Südafrika, USA, Serbien/Montenegro
 - Berufsgruppen: Wirtschaftsakademiker/innen, Diplomierte Krankenpfleger/innen, Facharbeiter/innen
 - Zwei Generationen: 'jung', 'alt'
- Phase 1: ‚qualitative‘ Erhebung via Interviews
 - in der jeweiligen Landessprache
 - pro Land zwischen 12 (JPN) und 29 (RSA) Interviews
- Phase 2: Fragebogenuntersuchung – derzeit Designphase

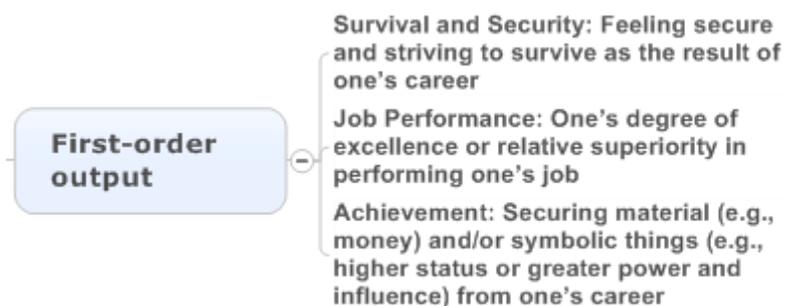


Erfolgsdimensionen

Erfolgsdimensionen – zentrale Dimensionen



Erfolgsdimension 'first-order output'



Erfolgsdimension ‚valuing what one does‘

Valuing what one does

Job-Task Characteristics: Engaging in a job/task with specific features that one values

Satisfaction: Being pleased and content with how one's career has turned out

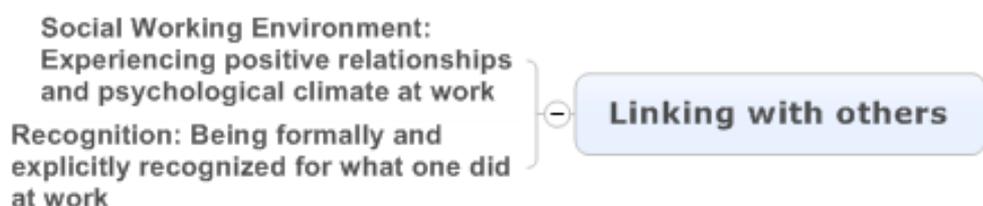
Erfolgsdimension ‚learning and growth‘

Learning and growth

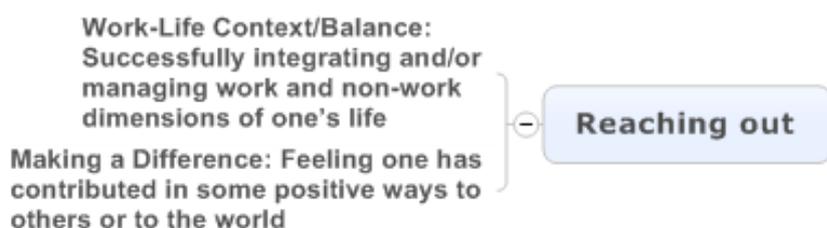
Learning and Development: Continuous learning and growing as a whole person, either formally (e.g., certificate programs) or informally (e.g., experiential learning)

Self-actualization: Becoming a “better” or full person as a result of one's career.

Erfolgsdimension ‚linking with others‘



Erfolgsdimension ‚reaching out‘



Länderspezifika

Dreams Across Borders

EXHIBIT 2

GEOGRAPHIC LOCATION CAN HAVE A MAJOR IMPACT ON THE GENERAL NATURE OF PEOPLE'S CAREER DREAMS.

STUFF DREAMS ARE MADE OF

COUNTRY	Job Satisfaction	Job Stability	Financial Rewards	Sense of Achievement/ Advancement	Recognition	Performing One's Role	Making a Difference	Social Working Environment	Continuous Learning & Professional Development	Nature of Work	Work/Life Balance	IMPLICATIONS
AUSTRIA	○			○					○	○		<ul style="list-style-type: none"> Pay attention to strict regulations governing work Bear in mind that flexible concepts of work generally meet resistance
CHINA			○	○					○	○		<ul style="list-style-type: none"> Understand achievement-related needs of younger generation Help employees find non-material sources of meaning
COSTA RICA	○	○		○							○	<ul style="list-style-type: none"> Provide greater job responsibilities, professional development opportunities and, above all, job stability
ISRAEL	○				○		○		○			<ul style="list-style-type: none"> Offer more professional training opportunities Address work/life balance conditions Focus on intrinsic drives over extrinsic rewards
JAPAN				○	○	○				○		<ul style="list-style-type: none"> Encourage autonomy and individual career development Offer support such as career advice, coaching, mentoring



Hall/Feldman 2011

Dreams Across Borders

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	Job Satisfaction	Job Stability	Financial Rewards	Sense of Achievement/Advancement	Recognition	Performing One's Role	Making a Difference	Social Working Environment	Continuous Learning & Professional Development	Nature of Work	
MEXICO	○			○					○	○	<ul style="list-style-type: none"> Acknowledge emotional and non-material drivers, e.g., feelings, spirituality Pay attention to job satisfaction – very important
SERBIA	○			○				○		○	<ul style="list-style-type: none"> Create conditions for career advancement, positive work environment, professional development and work/life balance
SOUTH AFRICA	○			○			○	○			<ul style="list-style-type: none"> Try to develop formal and informal support and mentoring systems, which are in short supply
SPAIN	○			○					○	○	<ul style="list-style-type: none"> Employ people who live close to job location Offer viable work/life balance Provide active support in career development
U.K.	○			○					○	○	<ul style="list-style-type: none"> Do all you can to help employees manage and self-direct their own careers, which is a strong part of the culture
U.S.A.			○	○	○	○					<ul style="list-style-type: none"> Allow participative role in career development Recognition for a job well done is generally appreciated and sometimes even expected

SOURCE: Adapted from *Careers Around the World: Individual and Contextual Perspectives* (Routledge, 2011)



Hall/Feldman 2011

ivm@zbp 2012



Karrieretransitionen

Beispiele für Auslöser/Gründe von Karrieretransitionen

Cluster Countries	English speaking USA	Western Europe		Eastern Europe Serbia	Confucian Asia China
		Austria	Spain		
Causes	Own initiative – internal source Identifying new opportunities Desire for something new Counsel and encouragement By family and friends Organizationally driven Redeployment of human resources	Own initiative – internal source Desire for something new Seeking development Desire for more work-life balance Task Own initiative – external source Boss (conflict) Peers (no team spirit) Counsel and encouragement From boss From work associates From family/friends	Own initiative – internal source Desire for more work-life balance Desire for something new Seeking a new location Desire for getting more money Seeking development Family role Motherhood Macro factors	Own initiative – internal source Seeking development Desire for getting more money Seeking to be more employable Driven by sheer economic-physical survival Identifying new opportunities Desire for something new Macro factors Economic pressure Government policy Organizationally driven Promotion/Salary/financial decision Redeployment of human resources Closing division downsizing	Organizationally driven Redeployment of human resources Organizational restructuring Closing division downsizing Routine reassignment or transfer Macro factors Government policy Labour market Own initiative – internal source Desire for something new Seeking development Desire for getting more money Driven by sheer economic-physical survival Task

Chudzikowski et al. 2009: 836

Kausalattributionen bei Karrieretransitionen

Clusters Countries	English speaking USA	Western Europe		Eastern Europe Serbia	Confucian Asia China
		Austria	Spain		
Internal causes	Own initiative, internal source Desire for something new Identifying new opportunity	Own initiative, internal source Own initiative – external source Boss-conflict Peers-no team spirit Counsel and encouragement Work associates Organizationally driven Macro factors Luck and contingencies	Own initiative, internal source Desire for something new Desire for more work life balance Organizationally driven Macro factors	Own initiative, internal source Desire for something new Identifying new opportunity Seeking development Seeking to be more employable Desire for getting more money Unsought opportunities From boss or work associates Organizationally driven Salary, financial decision Macro factors Economic pressure Luck and contingencies	None Own initiative, external source Driven by graduation or certification Unsought opportunities Counsel and encouragement Family and friends Organizationally driven Organizational restructuring Redeployment of human resources Family role Motherhood Macro factors Government policy Labour market

Chudzikowski et al. 2009: 840

Karriereorientierungen und HRM

Career orientation and HRM strategy

Modal Employee's Career Orientation

		Agentic	Traditional
HRM Strategy	Differentiation	Good fit: Individualized intrinsic and extrinsic career opportunities and outcomes to increase subjective success.	Potentially good fit, if organization recognizes importance of traditional organizational recognition to employees, but also the need for agentic employees to have flexible options in their development and performance outcomes.
	Standardization	Likely to be the lowest-fit condition: Employees with agentic orientation seek a wider range of rewards than those related to the universalist meaning/assumptions of success categories.	Good fit: Universalist rewards (e.g., awards for achievement) fit with employees' goals (e.g. high value for formal organizational recognition).

In aller Kürze

Zentrale Ergebnisse von 5C

- Z.T. deutliche Unterschiede zwischen Berufsgruppen
 - etwa Schwestern/Pfleger
- Sowohl objektive als auch subjektive Karriereerfolgskomponenten werden global verwendet
- Objektive Komponenten häufiger verwendet
 - Hinweis auf Gravitationskraft des ökonomischen Systems
 - Übernahme externer Deutungsangebote?
- Länderspezifische Auslöser/Gründe und Attributionsmuster
- Passung von modalen Karriereorientierungen und HRM-Strategie

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Literatur

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o. Univ.-Prof. Dr. Wolfgang Mayrhofer

Interdisziplinäre Abteilung für
Verhaltenswissenschaftlich Orientiertes Management

WU
Wirtschaftsuniversität Wien
Vienna, Austria, Europe

wolfgang.mayrhofer@wu.ac.at
www.wu-wien.ac.at/ivm/team/wiss_ma/w_mayrhofer

tel. ++43-1-313 36-4553, fax ++43-1-313 36-724

Postal address: Althanstrasse 51, A-1090 Wien, Austria,
Europe

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W. MAYRHOFFER

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