

Career Anchors of Filipino Workers: Implications for Organizational Communication

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Guided by Super's (1990) theory and Schein's (1978) model and using data from the 2000 World Values Survey, this study examines whether or not Filipino workers with different demographic and work profiles vary significantly in their career considerations. Based on the results of the bivariate analyses, education and work classification appear to have stronger impact on the amount of importance the respondents placed on different career anchors, as compared to other demographic and work profile variables.

To increase productivity and profitability, “companies and firms must create work environments where all employees believe they can succeed” (Career Advancement, 2007: 2). The success of an organization depends on, among others, its ability to maximize individuals’ career potential (Kutilek, Conklin, & Gunderson, 2002) and in affirming their self-concept (Schein, 1993). In the work setting, this self-concept is gauged in terms of “career anchors”, or the “self-perceived talents and abilities, basic values and evolved sense of motives and needs that illuminate how people make career choices” (Schein, 1993: 6).

According to Schein (1993), an individual’s career anchor is important because “it influences career choices, affects decisions to move from one job to another, shapes what individuals are looking for in life, determines their views of the future, influences the selection of specific occupations and work

settings, and affects their reactions to work experiences” (in Custodio, 2000, Career Anchors section, para. 1).

Knowing and understanding the career anchors of Filipino workers is one step towards making the country’s labor and employment sector more responsive to the needs of the Filipino labor force, consequently strengthening its role in promoting the country’s development. This study analyzes the career anchors of Filipino workers, with the ultimate goal of identifying communication strategies that could help organizations attract the right people and foster job satisfaction among their workers. Towards this end, this study seeks to answer the question:

RQ1: What are the most important career considerations among Filipino workers?

Career choices are influenced by a number of social, cultural and economic factors. Blau and Duncan (1967 in Brown, 2002), for instance, highlighted educational attainment as an integral variable in career choice development. On the other hand, Hotchkiss and Borrows (1984; 1990; 1996 in Dorsey, n.d.) asserted that socioeconomic status is the major determinant of career choice. Their argument has been corroborated by various scholars who, through subsequent studies, found that gender (Betz & Fitzgerald, 1987 in Dorsey, n.d.) race, ethnicity, community size (Kerckhoff, 1995 in Brown, 2002), academic capabilities, achievement-related variables and work-family connections (Brown, 2002) significantly influence career choices. Taking off from these findings, this study then addresses the research question:

RQ2: Are there significant differences in the career anchors of workers with different demographic characteristics and work profile?

The Situation of Filipino Workers: An Overview

In 2006, of the 36.2 million Filipinos in the labor force (Ericta, 2006), 23.5% were underemployed. Despite the country's "educated, multicultural, bilingual and skilled labor force", "the labor force's talents are underutilized" (Gross, 2001, Conclusions section). This mismatch between the workers' skills and the jobs available to them has been attributed to both domestic and global factors, such as the country's political instability and rampant government corruption, as well as the Asian Financial Crisis in the 1990s (Gross, 2001). Moreover, cheap labor in the Philippines has attracted multinational corporations to either invest capital here or "import" Filipino workers. Unfortunately, most jobs offered are in factory work, construction, and services. As a result, many Filipinos who have a college degree end up underemployed in occupations that do not match their skills (O'Neil, 2004).

Studies have also established that the family constitutes a major push factor for overseas employment among Filipinos. Filipinos care about their kin, their families being their main motivation for earning a living. Semyonov and Gorodzeisky (2002) found that Filipinos who work overseas often accept low-status jobs in exchange for higher earnings for their families. Findings of the 2004 Survey of Overseas Filipinos (National Statistics Office, 2004) showed that only 15.1 percent of Filipino workers were employed in white-collar jobs, the rest being relegated to unskilled work. Overall, the occupation of migrant workers could be characterized as having low salary, extended working hours, excessive demands and unjust deductions from salaries (Rispiens-Noel, 2003). But the workers put up with these oppressive conditions because their families' survival is at stake.

Gender differentials in overseas employment have been noted by a number of studies. Cunanan (2001) pointed out that Filipino women are "exported" as sex workers in such

countries as Japan. Major export industries such as textiles and electronic assemblies hire mostly young female workers. In small and medium-sized family enterprises, female secretaries are tasked to communicate with foreign clients because of their fluency in foreign languages (Semyenov & Gorodzeisky, 2002). On the other hand, male Overseas Filipino Workers (OFWs) usually hold blue-collar jobs mostly in heavy industries in Middle East countries.

Study Framework

Super's (1990) theory asserts that the interplay of various personal (needs, values, interests, aptitudes) and situational (family background, neighborhood, country, economy, gender, religion, work profile) factors configure a "pattern of core and peripheral roles" (Super, Savickas, & Super, 1996: 128) that consequently shape the self-perceived career concepts of individuals. This means that career preferences largely depend on the distinct life-space of individuals. Various situational and personal experiences determine the career path one might likely take.

Schein (1978) identified these "self-perceived attitudes, values, needs and talents that develop over time [and] in turn shapes and guides career choices and directions" as career anchors.

Guided by Super's theory and Schein's Career Anchor model, the study looked into the different career anchors of Filipino workers as indicated by the personal (demographic profile) and situational (work profile) attributes that factor into the life-space of individuals.

Methodology

This study employed a secondary analysis of the 2000 World Values Survey (WVS) data. Collated by the European Values Study Group and World Values Survey Association, WVS is a statistical database of research studies conducted around the world concerning values that people hold for work, family, education, nation and others (World Values Survey, n.d.). From this database, the researchers drew the sub-sample of the 1200 respondents from the Philippines and extracted the variables that subsequently served as the indicators of the three principal concepts of this study, namely, career anchors, demographic profile, and work profile.

For career anchors, the indicators came from the questions that asked the respondents about the nature of the job that appeals to them and the work conditions that they consider important. These questions subsequently yielded the 10 career anchors used in this study, namely: a job with not too much pressure, a respected job, a job where one can achieve something, an interesting job, a responsible job, a job that meets one's abilities, good pay, good job security, good hours, and generous holidays. For the demographic profile, the variables included were sex, age, highest educational attainment, and marital status. For the work profile, on the other hand, the indicators were the respondents' employment status and work classification.

To facilitate hypothesis-testing, the researchers recoded the variables age, marital status, highest educational attainment, and work classification.

Respondents aged 18 to 35 years were classified as *young*; 36 to 53 years, *middle aged*; 54 to 71 years, *old*; and 72 to 89 years, *very old*.

From the six categories of marital status used in the WVS – namely, married, living together as married, divorced, separated, widowed and single, marital status – the researchers formed the

dichotomy *with partner* (married and living together as married respondents) and *without partner* (divorced, separated, widowed, and single).

Categories of highest educational attainment were reduced from the original nine to four categories, namely: *no formal education* (no change from the original WVS category); *primary education* (combines the complete and incomplete primary school categories in the WVS); *secondary education* (combines the WVS categories of incomplete and incomplete secondary school of the technical/vocational style, and incomplete and complete secondary school of the university-preparatory type); and *tertiary education* (combines the WVS categories 'with some university but without degree' and 'with university degree').

Work classification was recoded into *employee* (WVS categories are employed in establishment with 10 or more employed, employed in establishment with less than 10 employed, and non-manual office worker), *supervisory* (supervisory, foreman and supervisor), *manual* (skilled, semi-skilled, unskilled), and *agricultural* (farmer, agricultural worker).

The chi-square test of independence was used to determine if there are significant differences in the career anchors of respondents with different demographic and work characteristics. To test for the strength of relationship between selected variables, the Spearman's rho was used.

As this study employed secondary analysis, the choice of variables to be included was constrained by what are available in the dataset. As such, other indicators that may have strengthened the operationalization of the study's three main concepts, and consequently the analysis of relationships between variables, were not included in this study.

Results and Discussion

Demographic and work profile

There is an equal number of male and female respondents in the sample. Nearly half of the respondents (48%) belonged to the young age group (18-35). Three-fourths (75%) had a partner (75%), and the greatest number (41%) finished secondary education (see Table 1).

Full time workers, or those who report for work eight hours a day, composed the greatest number (25%) of the respondents. In terms of work classification, nearly half (42%) were manual workers (see Table 2).

Career anchors: General trends

Among the 10 career anchors presented to them, the respondents gave greatest importance to jobs with good pay (79%) and good security (76%). Next in importance were jobs that meet their abilities (59%) and a responsible job (58%) as well as jobs where they can achieve something (55%) and jobs that are respected (55%). The respondents give less consideration to jobs with good hours (49%), jobs that are interesting (46%) and those with not too much pressure (37%). Least crucial to them are jobs that provided for generous holidays (10%) (see Table 3).

These findings suggest that the respondents were not very much particular with the working hours as long as they are well-compensated and they are secured with the job. They are willing to sacrifice working late-night shifts, under pressure and even without holidays just to earn for their family. This applies especially to migrant workers who, as Rispens-Noel (2003) pointed out, tolerate extended working hours in exchange for high compensation.

Table 1. Demographic Profile of Respondents (in %)

Sex (N = 1200)	
Males	50
Females	50
Age (N = 1200)	
Young	47.5
Middle-aged	35.1
Old	14.4
Very Old	3.0
Educational Attainment (N = 1199)	
Secondary education	40.8
Tertiary education	31.0
Primary education	27.0
No formal education	1.2

Table 2. Work Profile of Respondents (in %)

Employment Status (N = 1200)	
Full time	24.8
Housewife	23.3
Self-employed	19.8
Unemployed	16.9
Part time	6.1
Students	5.5
Retired	3.6
Work Classification (N = 851)	
Manual	41.8
Agricultural	15.4
Employee	8.0
Supervisory	5.8

Career anchors: Differences across demographic and work profiles

Each of the 10 specific career anchors presented earlier were subjected to bivariate analysis to find out if their importance varies according to the respondents' demographic and work profiles. The results of the bivariate analyses are shown in Tables 4 to 7. The discussion starts from the most important career anchor and ends with the least important one.

Table. 3. Career Anchors of Respondents (in %)

Career Anchors (N = 1200)	
Good pay	79.1
Good job security	76.1
Job that meets one's abilities	58.9
Responsible job	57.6
Job respected	55.1
Job where you could achieve something	54.5
Good hours	48.6
Job that is interesting	45.8
Job with not too much pressure	36.7
Generous holidays	10.3

1. *A job with good pay.* The analyses revealed that respondents with different demographic profiles did not differ significantly in the importance they placed on good pay as a career anchor. Regardless of sex, age, marital status, and educational attainment, the respondents put a premium on good pay when deciding whether or not to take up a job offer.

With regard to work classification, the study found that there were significant differences among people in the employee, supervisory, agricultural and manual work sectors. Agricultural workers (84%) placed more importance on good pay as a career anchor compared to the manual workers (79%), employees (78%) and those in supervisory positions (68%). This could be attributed to the fact that among these work classifications, agricultural workers have a relatively “unstable wage and income” as their pays are dependent on what their fields will yield. This yield is highly contingent on the weather or climate.

Compared to agricultural workers, manual workers and employees, those in supervisory positions receive higher salaries. Thus, they are in a better position than the other types of workers are to consider other career anchors aside from finding a job with a good pay.

As regards employment status, there were no significant differences among those people who are part-time workers, full

Table 4. Career Anchors by Sex, Age and Marital Status

Career anchor	Sex		Age				Marital Status	
	Male (n=600)	Female (n=600)	Young (n=570)	Middle-aged (n=421)	Old (n=173)	Very old (n=36)	Married (n=898)	Single (n=302)
Good pay	81.0	77.2	77.5	80.5	79.8	83.3	80.0	76.5
	$\chi^2(1, N = 1,200) = 2.66, p = 0.10$		$\chi^2(3, N = 1,200) = 1.79, p = 0.62$				$\chi^2(1, N = 1,200) = 1.64, p = 0.20$	
Good job security	76.3	75.8	74.6	77.7	76.3	80.6	76.4	75.2
	$\chi^2(1, N = 1,200) = 0.04, p = 0.84$		$\chi^2(3, N = 1,200) = 1.71, p = 0.63$				$\chi^2(1, N = 1,200) = 0.19, p = 0.67$	
A job that meets one's abilities	59.2	58.7	57.9	58.9	64.7	47.2	57.9	61.9
	$\chi^2(1, N = 1,200) = 0.03, p = 0.86$		$\chi^2(3, N = 1,200) = 4.70, p = 0.19$				$\chi^2(1, N = 1,200) = 1.50, p = 0.12$	
A responsible job	58.8	56.3	56.8	56.1	61.8	66.7	57.7	57.3
	$\chi^2(1, N = 1,200) = 0.77, p = 0.38$		$\chi^2(3, N = 1,200) = 3.03, p = 0.39$				$\chi^2(1, N = 1,200) = 0.01, p = 0.90$	
A job respected	55.5	54.7	55.3	56.3	51.4	55.6	54.9	55.6
	$\chi^2(1, N = 1,200) = 0.08, p = 0.78$		$\chi^2(3, N = 1,200) = 1.19, p = 0.76$				$X(1, N = 1200) = 0.05, p = 0.83$	
You can achieve something	53	56	55.8	53.4	54.3	47.2	53.8	56.6
	$\chi^2(1, N = 1,200) = 1.09, p = 0.30$		$\chi^2(3, N = 1,200) = 1.34, p = 0.72$				$\chi^2(1, N = 1,200) = 0.73, p = 0.39$	
Good hours	49.5	47.7	50	46.6	52.6	30.6	47	52
	$\chi^2(1, N = 1,200) = 0.40, p = 0.52$		$\chi^2(3, N = 1,200) = 6.95, p = 0.73$				$\chi^2(1, N = 1,200) = 1.87, p = 0.17$	
A job that is interesting	47.8	43.7	42.5	44.9	57.2	52.8	45.8	45.7
	$\chi^2(1, N = 1,200) = 2.10, p = 0.15$		$\chi^2(3, N = 1,200) = 12.51, p < 0.01$				$\chi^2(1, N = 1,200) = 0.00, p = 0.98$	
Not too much pressure	33.7	39.7	33.5	36.8	45.7	41.7	35.9	39.1
	$\chi^2(1, N = 1,200) = 4.65, p = 0.031$		$\chi^2(3, N = 1,200) = 8.87, p = 0.03$				$\chi^2(1, N = 1,200) = 1.01, p = 0.32$	
Generous holidays	11.3	9.3	8.6	11.9	12.1	11.1	10.1	10.9
	$\chi^2(1, N = 1,200) = 0.25, p = 0.25$		$\chi^2(3, N = 1,200) = 3.57, p = 0.31$				$\chi^2(1, N = 1,200) = 0.15, p = 0.69$	

Table 5. Career anchors by Educational Attainment

Career anchors	Educational Level			
	No formal (n=14)	Primary (n=324)	Secondary (n=489)	Tertiary (n=372)
Good pay	92.9	82.4	76.7	78.8
	$\chi^2 (3, N = 1,199) = 5.49, p = 0.14$			
Good job security	78.6	74.4	74.4	79.6
	$\chi^2 (3, N = 1,199) = 3.77, p = 0.29$			
A job that meets one's abilities	42.9	58.3	55.0	65.1
	$\chi^2 (3, N = 1,199) = 10.41, p = 0.01$			
A responsible job	57.1	59	55.6	59.1
	$\chi^2 (3, N = 1,199) = 1.39, p = 0.71$			
A job respected	35.7	56.2	53.6	57
	$\chi^2 (3, N = 1,199) = 3.27, p = 0.35$			
You can achieve something	50.0	49.7	52.8	61.0
	$\chi^2 (3, N = 1,199) = 10.11, p = 0.02$			
Good hours	42.9	51.5	48.7	46.0
	$\chi^2 (3, N = 1,199) = 2.34, p = 0.50$			
A job that is interesting	35.7	50.6	40.5	48.9
	$\chi^2 (3, N = 1,199) = 10.62, p = 0.01$			
Not too much pressure	42.9	49.4	37.4	24.5
	$\chi^2 (3, N = 1,199) = 46.75, p = 0.01$			
Generous holidays	7.1	11.7	10	9.7
	$\chi^2 (3, N = 1,199) = 1.06, p = 0.79$			

time workers, self-employed, retired, housewives, students and unemployed in the work force in terms of their emphasis on good pay. In all groups, good pay was an important career anchor.

2. *A job with good security.* All chi-square tests for this career anchor yielded non-significant results. This means that respondents across all demographic and work profile groups placed the same level of importance on a job with good security. This concern for job security may be linked to, among others, the changing conditions of work tenure in this era of globalization. This is consistent with what Lanzona (2001) and Brown (2003) said that nowadays, organizations often choose not to regularize employees because of the increasing costs of medical and other lifestyle benefits and because of the continuous flow of the labor market. With these conditions in mind, one can understand why job tenure is important to many Filipino workers. Aside from seeking jobs with good pay,

Table 6. Career Anchors by Employment Status

Career anchors	Employment Status						
	Full time (n=298)	Part time (n=73)	Self employed (n=237)	Retired (n=43)	Housewife (n=280)	Students (n=66)	Unemployed (n=203)
Good pay	82.2	80.8	79.7	76.7	76.8	74.2	78.3
	$\chi^2 (6, N = 1,200) = 4.00, p = 0.68$						
Good job security	79.2	79.5	77.2	83.7	72.9	68.2	74.4
	$\chi^2 (6, N = 1,200) = 7.77, p = 0.25$						
A job that meets one's abilities	59.1	64.4	59.5	67.4	53.9	66.7	58.6
	$\chi^2 (6, N = 1,200) = 6.75, p = 0.34$						
A responsible job	57.0	52.1	57.0	65.1	56.4	57.6	61.1
	$\chi^2 (6, N = 1,200) = 3.16, p = 0.79$						
A job respected	55.7	61.6	54.4	60.5	54.3	54.5	52.7
	$\chi^2 (6, N = 1,200) = 2.40, p = 0.88$						
You can achieve something	55.7	53.4	47.7	60.5	53.2	62.1	59.1
	$\chi^2 (6, N = 1,200) = 8.75, p = 0.19$						
Good hours	41.9	54.8	49.4	58.1	49.3	56.1	49.8
	$\chi^2 (6, N = 1,200) = 9.66, p = 0.14$						
A job that is interesting	46.0	54.8	45.1	65.1	40.7	53.0	43.3
	$\chi^2 (6, N = 1,200) = 13.69, p = 0.03$						
Not too much pressure	31.9	38.4	34.2	32.6	42.9	33.3	39.4
	$\chi^2 (6, N = 1,200) = 9.57, p = 0.14$						
Generous holidays	9.4	11.0	11.8	18.6	8.9	15.2	8.4
	$\chi^2 (6, N = 1,200) = 7.14, p = 0.31$						

Table 7. Career anchors by Work Classification

Career anchors	Work classification			
	Employee (n=96)	Supervisory (n=69)	Agricultural (n=185)	Manual (n=501)
Good pay	78.1	68.1	84.3	78.6
	$\chi^2(3, N = 851) = 8.16, p = 0.04$			
Good job security	82.3	75.4	78.4	78.8
	$\chi^2(3, N = 851) = 1.21, p = 0.75$			
A job that meets one's abilities	59.4	63.8	60.5	57.7
	$\chi^2(3, N = 851) = 1.19, p = 0.75$			
A responsible job	60.4	55.1	58.4	54.1
	$\chi^2(3, N = 851) = 1.94, p = 0.59$			
A job respected	57.3	63.8	51.9	54.5
	$\chi^2(3, N = 851) = 3.12, p = 0.37$			
You can achieve something	64.5	63.8	45.4	54.5
	$\chi^2(3, N = 851) = 10.35, p = 0.02$			
Good hours	47.9	44.9	53.5	47.5
	$\chi^2(3, N = 851) = 2.42, p = 0.49$			
A job that is interesting	49.0	47.8	51.9	43.3
	$\chi^2(3, N = 851) = 4.46, p = 0.22$			
Not too much pressure	34.4	27.5	43.8	34.3
	$\chi^2(3, N = 851) = 7.73, p = 0.05$			
Generous holidays	12.5	7.2	13.0	9.6
	$\chi^2(3, N = 851) = 2.85, p = 0.42$			

importance is also placed highly on a job that would steadily provide for their needs, thus, a preference for the anchor, a job with good security.

3. *A job that meets one's abilities.* This career anchor only showed a significant relationship with educational attainment. Those with tertiary education (65%) valued this career anchor the most compared to others. They are followed by those with primary education (58%), and with secondary education (55%). Only 43% of the workers with no formal education placed great importance on this career anchor. Since those in the tertiary education took courses specializing in a particular field, it is not surprising that they would place the greatest importance on this career anchor. These respondents are in search of jobs

where they can utilize what they have studied for four years or so. On the other hand, those with no formal education have no such investment. Moreover, one can surmise that they are often employed in unskilled or semi-skilled occupations, wherein special qualifications are not often required.

4. A job where one can achieve something. Similar to the previous career anchor, results of the bivariate analysis showed that educational attainment is significantly related to the degree of importance the respondents placed on finding a job where they can achieve something. Again, more respondents with tertiary education (61%) considered this career anchor important, compared to those with secondary (53%), primary (50%) and no formal (50%) education. While considering a job that meets their abilities, those with tertiary education are also in search for jobs where they can achieve something, not just a job where they are paid. They see their work environment as a place where they can prove themselves and demonstrate their abilities.

Based on the results, there was a significant difference among respondents belonging to different work classifications in terms of the importance they place on a job where they can achieve something. Among the four work classifications, it was the employees (65%) and workers in supervisory positions (64%) who placed greater importance on this career anchor, compared with the manual workers (45%) and agricultural workers (55%). Because work classification is closely tied up with educational attainment, it is not surprising that employees and those holding supervisory positions placed greater importance on a job where they can achieve something compared to the other groups of workers. Moreover, it may be argued that because employees and supervisory workers tend to be better paid and better educated, their aspirations for self-actualization – which they can achieve through, among others, a job where they know they can achieve something – could be higher than among the manual and agricultural workers.

5. *A respected job.* Having a respected job, which ranks fifth among the 10 career anchors used in this study, was accorded the same value by the respondents belonging to different demographic and work profile classifications. That is, regardless of their demographic and work characteristics, the respondents considered this career anchor quite important, although to a lesser degree as compared to the career anchors previously mentioned.

6. *A responsible job.* Again, no significant differences were found among respondents with different demographic and work profiles in terms of the importance they placed on having a responsible job. This is another career anchor that all groups of respondents considered important, but only secondary to finding a job with good pay and good security, and one that is within their qualifications and abilities.

7. *A job with good hours.* Emphasis on good working hours did not vary significantly with the respondents' demographic and work characteristics. Across all demographic and work profile groups, this career anchor did not figure prominently in the respondents' list. This is rather striking, as one might expect some sectors – such as married people, more educated people, women (since they often have to manage their dual roles as mothers and income earners) – to value this career anchor more. On the one hand, one might argue that this finding could be an indication that Filipino workers already find the current working hours agreeable and reasonable. On the other hand, it could also be argued (and perhaps, more persuasively so) that the low importance placed on working hours is yet again another manifestation of the Filipinos' willingness to put up with difficult working conditions for as long as they are assured of a good pay and job security.

8. *A job that is interesting.* Sex and marital status were not significantly related to the importance that the respondents placed on finding a job that is interesting. However, age and educational level were found to have a significant relationship with this particular career anchor. For age, trends indicate that the older the respondents, the greater the importance they placed on having an interesting job. Perhaps because they have gained more experience and are more clear about their career path, older people are more likely to value an interesting job compared to younger workers. For education, the trends are not clear-cut. As can be seen in Table 5, those with primary (51%) and tertiary (49%) education gave greater value to this career anchor than those with secondary (41%) and no formal (36%) education.

As regards work profile, a significant difference was found among respondents classified according to their employment status but not according to their work classification. When disaggregated according to their employment status, analysis revealed that the retired respondents (65%) gave highest importance to having an interesting job, followed by part-timers (55%) and students (53%). The common denominator among retired employees, part-timers and students is that they have the option to choose job of their preference. Since retired employees and students are, in most cases, dependent on financial support from their children (for retirees) and from their parents (for students), they are provided with leeway to select jobs that interest them. Part-timers, on the other hand, are either dependent on other financial support or they have other jobs that can support their needs. Respondents working full-time (46%), who were self-employed (45%), were unemployed (43%), or were housewives (41%) gave lower value to this career anchor, since their job preferences are constrained by the need to earn for their daily subsistence.

9. *A job with not too much pressure.* This career anchor, which only 37% of the respondents considered to be important, was found to be significantly related to the respondents' sex, age, educational attainment, and work classification. Findings indicate that this career anchor was deemed more important by a) women (40%) more than men (34%), b) older (very old = 42%; old = 46%) than younger (middle-aged = 37%; young = 34%) respondents, c) less educated (no formal education = 43%; primary = 49%) than more educated (secondary = 37%; tertiary = 25%) respondents, and d) agricultural workers (44%) than those doing other kinds of work (employees and manual workers = 34% each; supervisory workers = 28%).

While there exists no significant difference between men and women, it is worth noting that women (40%) gave more emphasis on a job without pressure than their male counterparts. This leads to one of the major issues that confront women in terms of employment. Indeed, women are still traditionally looked at as having great responsibility in child-rearing, making them want to work shorter hours (CNN, 2001) to provide them more time for family life. This, in turn, limits their career choices (GAO, 2003). Since they already get much pressure from child-rearing and household keeping, women seem to give much more weight on a job with not much pressure than males.

On the other hand, it is not surprising to see that older people give more emphasis on a job without pressure than younger respondents. According to the study of Gordon, Mermin & Resseger (2007), because of their old age, "jobs that impose constant time pressures and require fast-paced work may be considered stressful and undesirable employment by some older adults (iii). They even furthered that constant pressures in jobs encourage early retirement and discourage able elderly workers to pursue different jobs.

With regard to educational attainment, those who are less educated (no formal, primary education) put greater weight

on a job without much pressure because they have less qualifications and skills than the better educated people do.

10. A job with generous holidays. This career anchor was found to have no significant relationship with any of the demographic and work profile variables. As such, it can be said that the respondents, regardless of their particular demographic and work characteristics, did not place much importance on this career anchor. Once again, one might argue that the low value accorded to this job anchor among all types of workers stems from the premium Filipino workers put on finding a job with good pay and security, no matter what the cost.

Summary and Conclusions

Findings of this study revealed that of the 10 career anchors presented to them, good pay and job security are the two most important for Filipino workers. Least important is a job with generous holidays.

Findings also revealed that among the demographic and work profile variables included in this study, education appears to exert the strongest influence on how much importance workers would place on particular career anchors. As the bivariate analyses showed, differences in educational attainment was significantly related to differences in the way the respondents reckoned the importance of the following career anchors: a job with not too much pressure, a job where one can achieve something, an interesting job, and a job that matches one's abilities. Next in importance is the work classification of the respondents, which was significantly related to the importance placed on the following career anchors: a job with good pay, a job with not much pressure, and a job where one can achieve something. Age, sex, and employment status had weaker influence on the respondents' valuation of career anchors, while marital status turned out to be not significantly related to any career anchor.

Among the career anchors, greatest variation was noted in the degree of importance placed on *a job with not much pressure* by respondents possessing different demographic and work profiles. As the bivariate analyses showed, the importance of this career anchor varied with the respondents' sex, age, education, and work classification. The career anchor *an interesting job* came next; its value was found to vary with the respondents' age, education, and employment status. The importance of the career anchor *a job where one can achieve something* varied with the respondents' education and work classification; *a job that matches one's abilities*, with education; and *a job with good pay*, with work classification. No significant differences across demographic and work profile were noted for the rest of the career anchors, which means that the importance ascribed to these anchors was more or less the same among different groups of respondents.

Findings of this study corroborate what other studies have noted (Franco, 2006; Ericta, 2000; Semyonov & Gorodzeisky, 2002) about the Filipinos' willingness to sacrifice a lot of other factors in exchange for a job that offers a good pay and security. One could easily link this mindset to the financial difficulties many Filipinos are facing, owing to the economic problems besetting the country. Indeed, according to Franco (2006) and Ericta (2000), Filipino migrant workers for instance "are forced to seek employment abroad, unmindful of the onerous contract terms and risks, if only to escape poverty and unemployment at home" (1).

Despite claims to economic growth, the country's unemployment rate continues to rise (ADB, 2001). In addition, low wages and insufficient benefits among blue-collar workers jobs have made employment abroad more attractive (Ericta, 2000). The massive unemployment in the Philippines have forced many Filipinos to pursue jobs abroad for increased job security (Ericta, 2000).

It is noteworthy, however, that despite the premium placed on the financial aspects of a job, Filipinos still recognize the value of having a respectable and responsible job, as well as a job that matches their expertise. On the one hand, this could mean that there are some workers who might be putting up with less-than-ideal jobs that pay well, which might consequently mean having a pool of well-paid but not so self-fulfilled workers. This situation could also trigger frequent personnel turnover, as some workers may eventually leave their jobs as soon as their financial situation gets better, or when a better job opportunity comes along. On the other hand, one might view this situation positively, and take this as a sign that Filipino workers have not become completely beholden to their paycheck, but are constantly in search of jobs that allow for greater self-actualization.

Implications for Organizational Communication

According to Goldhaber (1990), “organizations that desire high productivity must depend upon their employees to achieve that outcome” (65). Because employees are a major concern of any organization, understanding their career anchors - which include their needs, attitudes, desires and inclinations, among others - is important to improve their morale, performance, and productivity. Communication can come to the aid of the employers in this regard through information dissemination activities that would make it known to current and potential employees/workers that their organization offers benefits and opportunities consistent with the employees’/workers’ career anchors. More specifically, taking off from this study’s findings, employers would do well to emphasize good pay and job security, but should not also forget to assure employees/workers that the jobs available in the organization also carry non-monetary rewards, such as enhancing a person’s sense of self-fulfillment. Needless to say, such claims must be matched by concrete

services, systems, and structures that would make it possible for the workers to achieve the rewards and benefits being promised. Empty claims would only result in worker dissatisfaction and demoralization.

Looking at the situation from another perspective, employers could start by taking stock of what their workplace has to offer *vis-à-vis* the career anchors identified by the workers. It is possible that the workplace already has services, structures, and systems aligned with the workers' career anchors, and all that needs to be done is to make the workers aware of the existence of these. To give a specific example, the company might have some prestigious organizations or individuals as work partners, but this is not well-known among the employees. By letting workers know that they are working in a company with impressive connections, they might take more pride in the job that they are doing.

Corollary to the above, employers would also benefit from reviewing the kind of information dissemination system they have in place, and what kinds of messages they give emphasis to. These messages should be evaluated *vis-à-vis* the workers' career anchors, to ascertain what messages need to be given more, and less, emphasis. For example, after reviewing the messages it has disseminated through various channels, a company might find that it is giving sufficient information about salaries and other benefits, but has not paid much attention to the non-monetary rewards of the job. Considering that the latter is also an important career anchor among workers, employers should see to it that it is also addressed in the company's information dissemination efforts.

Organizations must tap all information dissemination venues at their disposal – from classified ads to press releases, company newsletter to office circulars, formal meetings to social gatherings. Equally, organizations must provide feedback mechanisms that would allow them to gauge how their messages are being received, and what other information dissemination

strategies they can implement to boost workers' morale and performance. More importantly, they must create venues for two-way communication between management and rank-and-file, as these facilitate exchange of information and feedback.

Other Implications and Recommendations

This study's findings could prove useful to organizations in terms of strengthening their existing benefits and reward system structures. For instance, knowing that manual laborers are anchored in security and "tend to do what is required of them by their employers to maintain job security and a decent income" (Schein, 1978 in Winston & Creamer, 1997: 14), organizations may offer a reasonable allowance scheme or wage increase in order to further motivate and likewise increase productivity. Again, as Goldhaber (1990) noted, employees whose needs and concerns are addressed tend to be satisfied with their jobs and are likely to improve their performance.

Goldhaber (1990) suggested that another way of enabling progress in the organization is through making channels. Through this, employees could advance in their own professions, i.e. specialize in different fields or integrate their skills with their current work. These channels or career ladder are important because lack or absence of such will inhibit their skills, and as such they may be forced to leave their jobs (Goldhaber, 1990). With these considerations in mind, the study also has implications for improving work promotions and designations in the organization. For instance, knowing that young individuals "have an [anchor that relates to an] overarching need to build or create something that is entirely their own product" (Schein, 1978 in Winston & Creamer, 1997: 14), organizations may provide channels or means through which employees could practice their creativity. One way is through assigning them in a committee, committee works and extension projects in which their talents and other capabilities can be optimized.

Because career anchor is an important concept in career and organization studies alike, Schein (1978 in Custodio, 2000) and the authors recommend that future research should delve into how opportunities or options offered in the various work environments (for instance, corporate work) correspond to career anchors held by people in different professions. Further studies on the career anchors of Filipino workers could use of qualitative research methods like focus group discussions or focus interviews to supplement and provide a richer and better understanding of Filipinos' career anchors.

As a research methodology, the researchers recommend the use of secondary analysis of data for examining other issues. There are many available datasets that contain a wide array of variables ready for interpretation, and are fairly accessible.

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