

# The Effect of External Motivation and Work Overload on Career Anchor Development

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## Abstract

Purpose of this study is to test relationship between career anchor developed by employees and sense of work spillover, determine effect level of external motivation and sense of work spillover if there is a statistically significant relation and offer suggestions that will decrease career anchors of the employees by increasing their performances in the career occupations. Depending upon this purpose, data has been obtained from 67 doctors working in university hospital of X Higher Education Institution by means of survey method. This data has been evaluated by SPSS program and analyzed using correlation analysis, multiple regression analysis, Kruskal-Wallis H Test and Mann-Whitney U test. In conclusion of the analyses conducted, there is a significant relation between external motivation factors and career anchor and there is no statistically significant relation between work spillover and career anchor. When integrated effect is examined, however, it has been determined that work spillover has an effect on career anchors in presence of external motivation factors. It has been determined that 1 unit increase in sense of work spillover causes 0.398 increase in development of career anchor and 1 unit increase in external motivation factors causes 0.566 decrease in development of career anchor.

**Keywords:** Career Anchor, External Motivation, Work Overload.

## Introduction

Career, as a concept, is defined as the stages of experience and the professional positions that employees acquire regarding their job experience, experience and attitudes throughout the business life (Pala, 2016). In terms of organizations, career opportunity, an important strategy for macro level development, is useful in the development of individual identity and dignity, and provides opportunities for employees to move further. Therefore, in the career development process, organizations focus on achieving maximum benefit from the careers of successful people in an organization, providing orientation related to their position and increasing job security. Edgar Schein, who elaborates on this strategically important concept, "has conducted in-depth interviews with 44 post-graduate program students who graduated from the Massachusetts Institute of Technology as a result of a research initiated in 1961, which lasted for 12 years" (Yarnall, 1998; Basal et al., 2012). As a result of these studies, he introduced the

concept of “career anchor” to the literature by investigating the reasons underlying individuals' career preferences. According to Schein (1980), “career anchor is a concept of individuals' self-composition of talents and abilities, core values, motives and needs that an individual perceives himself”. Determining this concept of self in employees is very important as it shows individual needs, values and abilities (Hatam et al., 2014). As a result of the interaction between the individual and the business environment of the individual, career anchor evolves in the first stages of one's career (Erwee, 1990). Career orientation reflects the long-term preferences of individuals for their job and business environment, as well as resources that individuals have in three areas. These are individually-perceived abilities and skills, individually-perceived motives and needs, and basic values and attitudes about careers (Schein, 2007).

Schein (1978, 1990) has emphasized that each individual has only one career anchor that balances, guides, and restricts them, but then, as a result of the subsequent studies done on this subject, it is possible that there may be career anchors in numbers ranging from one to three, which may change based on the experiences and challenges in time (Coetzee et al., 2014). Career anchoring focuses on the reflection of individual career concept as an important motivational tool showing career choices and attitudes of individuals (Schein, 2007). The individual career concept evolves throughout the individual's career and shows the result of the interaction between the individual and the organization (Coetzee et al., 2014). The dimensions of career anchors developed by Schein are “technical / functional, managerial, security, creativity, autonomy, service mindset, unlimited struggle, and lifestyle” (Schein, 2007; Steele, 2009). The technical functional competence, managerial competence and creativity career anchors are based on the occupational skills of the individual and are related to the general characteristics of the job. Lifestyle, autonomy, security career anchors are associated with one's motives and needs. Finally, unlimited struggle and service anchors are considered as a personality consistent with organizational culture and profession by being associated with value judgments (Ünal and Giriz, 2014). According to Schein, personal career anchors, for example, If the values such as technical ability, management skill, job security, creativity, autonomy are in conformity with the values of the individual's job in terms of business and industry, then it means that individual-work integrates at a certain point. Thus, the person has matured his career (Aytaç and Bayram, 2001, Çerik and Bozkurt, 2010).

### **External Motivation as A Motivation Factor**

Motivation, which is a very important concept for performance and productivity in organizations, is defined by Kim (2006) as “revealing desires and wishes that enable the

person to use his existing energy for certain purposes”, Greenberg (2011) defines it as “a set of cyclical processes that facilitate and direct human behaviors in line with several purposes” and Ryan et al. (2011) define it as “a driving force arising out of the desire to satisfy individual needs”. Along with the changing management theories, many motivation theories have been developed over time. Abraham Maslow became the founder of these theories by pioneering many writers who developed their motivation theory through hierarchy of needs. Alderfer, Atkinson, Miner, Vroom, Porter and Lawler, Skinner, Richard and Hackman, Oldham and other authors working on motivation have exhibited their motivation theories (Buble et al., 2014). All these theories can be grouped into two categories as scope theories and process theories. The theories emphasizing on what motivates the behavior are called scope (content) theories and the theories emphasizing on how to motivate the behavior are called process theories (Küçüközkan, 2015).

Frederick Herzberg's “Double Factor Theory,” which examines the internal and external motivational factors among these motivation theories, is accepted as the most well-known motivation theory after Maslow's theory. According to this theory, motivation of employees is examined from two dimensions, internal and external. Herzberg argues that internal motivation stems from the individual himself and, if it does, productivity will increase (Buble et al., 2014). Internal motivation occurs when an individual takes pleasure in his/her work and becomes curious and transformed into a satisfying driving force. The enthusiasm and desire for the individual to do business is an important component of the inner motivation (Recepoğlu, 2013). External motivation has been suggested as coming from outside the individual and as a result of social prizes (Buble et al., 2014). External motivation occurs in activities that focus on the result. External motivation is related to the elimination of needs indirectly through material and similar items. In order to adopt organizational goals, financial motivation means are used (Recepoğlu, 2013). In another perspective, external motivation is empowerment or consolidation of material and moral values that can increase or decrease the likelihood of repetition of behavior, which can cause negative and positive influences through other people (Soyer et al., 2010). In this context, Herzberg defines “motivating factors” as factors that are relevant to the job itself and increase the productivity of the individual and “hygiene factors” as the factors that are concerned with the working conditions. External motivation tools that affect the behavior of employees, according to Herzberg's theory of motivation and hygiene factor, are “security, working conditions, organizational politics, status (duty), wage, interpersonal relationship” (Edrak et al., 2013:99).

There are five external motivational factors identified in the

literature, namely quality in the working life, rewarding, promotion, management and teamwork (Mafini and Dlodlo, 2014). Enterprises that create rewards, bonuses and appraisal systems can increase employee satisfaction more easily and rewarded employees can continue to work more confidently, thinking they are doing their job better (Şahin et al., 2015). However, external incentives become less important for motivation, especially when job assignments or organizational goals and values are part of employee's self-perception (Galia, 2007). Financial rewards are regarded as the most important motivational tool in order to enable organizations to achieve high productivity in terms of occupations, especially with blue-collar workers employed in production operations. However, some studies show that, in the long run, wages do not increase productivity, and that it affects the attitude of those who only focus on the wages negatively. Nonetheless, non-financial motivational tools such as social awards, rewards and performance feedbacks also have positive effects. Many researches indicate that the vast majority of organizations use wages, promotions, bonuses and other external motivational tools to motivate employees and improve their performance. However, it is stated that the importance of each work done, the individual performance and the wage system development depending on the special allowances are required in order for managers to use the wage as a motivation tool. On the other hand, in order to achieve organizational goals with high morale and motivation among the employees, it is accepted as an appropriate motivation tool to provide proper leadership, interpersonal communication and organizational trust to develop employees. In addition, training programs for the development of employees are a necessary strategy to motivate the employees externally. In addition, good communication between managers and employees can increase external motivation since it reduces the hierarchy (Dobr, 2013).

### **Perceived Workload in Modern Workforce**

Leung and Chang (2002) state that work overload "arises when the available resources and time are not sufficient for the employee to accomplish that task". Çelik and Çıra (2013) define the extreme workload as the perception that the workload of the individual is above normal. Similarly, Uysal et al. (2015) express the extreme workload as "the job demand over the job capacity that is necessarily accessible". A common approach by researchers indicates that work overload a situation that arises when employees feel that they are pressured or that they are required than they can do in the workplace, and a variety of physical, behavioral and mental problems emerge that can even lead to death if this continues for a long time (Khuong and Yen, 2016). Therefore, as the demand for the level of workload perceived by employees increases within the organization, the psychological strain also increases (Pradana and

Salehudin, 2015).

Work overload affects employees' emotions, thoughts, movements, perceptions, behaviors, needs, interests, motivations and performances; people change, differences occur, thus the interpersonal conflicts increase (Töngör, 2016). Accordingly, work overload reduces the job satisfaction of employees, intensifies intent to leave, causes job absenteeism and worsens their health (Basińska-Zych and Springer, 2017), and the tendency of the employees to alienate themselves from their jobs, develop negative attitudes towards their jobs, and feel emotionally depleted (Tayfur and Aslan, 2012). Excessive workload, also a source of stress, is also seen as an opportunity for employees to learn and develop faster (Gökkaya, 2014). However, excessive or less workload or incompatibility of workload can lead to the burnout of employees" (Konakay and Altas, 2011). In general, it is clear that work overload is an important threat to organizations. If this threat cannot be eliminated, it is inevitable for the employees to drop out of work and join in other organizations, the decline in the quality of the talents, the loss of performance, the significant reduction in motivation, and the development of high work stress (Abbasi, 2015). In this elimination process, it is necessary for the management of the organization to correctly analyze the perception of work overload and to be aware of the fact that increasing the work tempo will not automatically increase productivity, efficiency and economic saving (Rauhala et al., 2006).

There are several dimensions of workload in the employees, such as time pressure (deadline duration), high working speed and the amount of work that arises (Skinner and Pocock, 2008). Therefore, the concept of workload is often referred to as "perceived workload" in the literature. Because each job in a business has a different burden, and jobs that are standardized with correct job descriptions have less burden than complex and undefined job" (Atik and Kozak, 2016). Employees therefore make comparisons within the organization and even if they work in the same job, the workload perception may vary. Even if performance and duties are unchanged, the workload increases if a worker feels (and perceives) that they make a lot of effort mentally and physically, and burdened with it (Çakıcı et al., 2013). Therefore, individual, organizational and environmental factors play an important role in the workload perception. Individual factors affecting workload perception are individual's reactions to work (prejudice etc.), too many breaks, unwillingness to do the job, physical and psychological health conditions (Baltacı, 2017). Organizational factors affecting workload perception are unidentified job design within an organization, the inability to establish a superior-subordinate balance, the employee's responsibility being greater than other employees, and the extra qualities required by the job (foreign language

knowledge, analytical and conceptual skills, etc.) (Baltaci, 2017). Strategic actions such as “organizational downsizing” are the most important organizational cause of increasing overload perception (Chipunza and Samuel, 2012). The environmental factors affecting the workload perception are heat, lighting, ergonomics, and interpersonal conflict, which represent the climate of the working environment.

**Research Methodology**

**Purpose and Importance of the Research**

The purpose of the study is to determine whether career development is related to employees' internal motivation factors and work overload perceptions in occupations where careers are important, to determine if work overload perception and external motivation factors affect career anchor. Depending on this purpose, a research has been conducted for doctors performing career professions.

The research carried out is important in terms of improving the career performance in the occupations where career development is important, contributing to the rarely examined career anchor in the literature, introducing new factors that affect the career anchor development to the literature and optimizing the managerial behaviors to be found for the workers.

**Population and Sample of the Research**

The population of the research consists of doctors who provide services in the health sector. The sample of the

research includes doctors working in the X university hospital and participating in the research. Purpose sampling method has been used for non-probable sampling methods in the study and data has been obtained from 72 different doctors within different time periods, however, a sample size of 67 persons has been obtained at an analyzable level. The reason for the selection of the X university hospital in the survey is the excessive overload that develops due to the fact that the number of working doctors is low, although the service demand is abundant due to the location of the hospital and the high satisfaction of the patients from the services according to the agreements made.

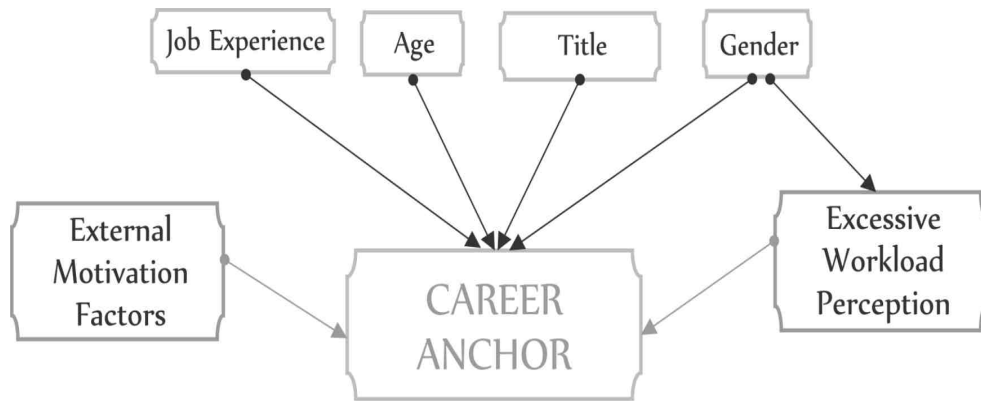
**Data Collection Method of the Research**

The data to be used in the research has been obtained by applying the face-to-face survey method to doctors. The questionnaire used in the research consists of three scales, being career anchor, work overload and external motivation. The scale developed by Schein (1990) has been used for the career anchor scale, the scale developed by Peterson et al. (1995) has been used for the work overload scale, and the organizational motivation scale of Mottaz has been used for external motivation.

**Research Model and Hypotheses**

Scanning model has been used in the research. The dependent variable of the research is career anchor and the independent variables are external motivation and excessive workload.

**Figure-1 Conceptual Model of the Research**



**Hypotheses of the Research;**

H1a: There is a significant relationship between the career anchor and excessive workload.

H1b: There is a significant relationship between the career anchor and external motivation.

H1c: Career anchor development increases as the work overload perception increases.

H1d: The career anchor development decreases as the external motivation factors increase.

H1e: Career anchor development varies based on gender.

H1f: Career anchor development varies based age.

H1g: Excessive overload perception varies based on gender.

H1h: Career anchor development varies based on title.

H1k: Career anchor development varies based on job experience.

### Research Data Analysis

SPSS 20.0 (Statistical Package for Social Sciences) software was used to evaluate the findings obtained through the research. A reliability analysis has been conducted to determine the internal consistency of the research scales. Correlation analysis was used to determine the direction and intensity of the relationship between dependent and independent variables, multiple regression analysis was used to examine the relationship between variables, Kruskal-Wallis H Test and Mann-Whitney U test was used

to determine the differences.

### Findings Obtained Through the Research

Table 1 shows the frequency values regarding demographic questions of doctors participating in the survey. According to the obtained data, it has been determined that 34.3% of the sample is male and 65.7% of the sample is female. Upon the examination of the age distribution, it has been observed that the majority of the sample is between 21-40 years of age. The examination on income levels indicate that 98.5% of the population have an income level higher than TRY 4000. Upon the examination of marital status, it is determined that single employees are dominant in the distribution, there is no dominant group in terms of work experience period and 83.6% of the sample is assistant doctors upon comparison in terms of the title.

**Table-1 Basic Information on Data Providers**

	<i>Frequency</i>	<i>Percentage %</i>
<b>Gender</b>		
<i>Male</i>	23	34,3%
<i>Female</i>	44	65,7%
<b>Age</b>		
<i>Younger than 21</i>	1	1,5%
<i>21-30</i>	48	71,6%
<i>31-40</i>	11	16,4%
<i>41-50</i>	7	10,4%
<b>Monthly Income Level</b>		
<i>TRY 2001 - 4000</i>	1	1,5%
<i>TRY 4001 - 6000</i>	38	56,7%
<i>TRY 6001 - 8000</i>	24	35,8%
<i>TRY 8001 and more</i>	4	6,0%
<b>Marital Status</b>		
<i>Married</i>	26	38,8%
<i>Single</i>	40	59,7%
<i>Divorced</i>	1	1,5%
<b>Job Experience</b>		
<i>Less than 1 year</i>	15	22,4%
<i>Between 1-2 years</i>	11	16,4%
<i>Between 2-3 years</i>	9	13,4%
<i>Between 3-4 years</i>	9	13,4%
<i>4 years and above</i>	23	34,3%
<b>Title</b>		
<i>Prof. Dr.</i>	4	6,0%
<i>Assoc. Prof. Dr.</i>	3	4,5%
<i>Assist. Prof.</i>	3	4,5%
<i>Assist. Dr.</i>	56	83,6%
<i>Fellow</i>	1	1,5%

**Table-2 Reliability Analysis**

	<b>Cronbach's Alpha</b>	<b>N of Items</b>
<i>Career Anchor</i>	0.772	28
<i>Work Overload</i>	0.865	8
<i>External Motivation</i>	0.702	14

Table 2 contains the alpha coefficients (Cronbach's Alpha) used to test the reliability of the scales used in the research. As a result of the reliability analyses conducted, the reliability coefficient of the career anchor scale was

determined to be 0.772, the reliability coefficient of the work overload as 0.865 and the reliability coefficient of the external motivation scale as 0.702.

**Table-3 Correlation Analysis**

		<i>Career Anchor</i>
<i>External Motivation</i>	Pearson Correlation	<b>-0.424</b>
	Sig. (2-tailed)	0.001
<i>Work Overload</i>	Pearson Correlation	<b>0,205</b>
	Sig. (2-tailed)	0.097

Table 3 shows the results of the correlation analysis between the dependent variable and the independent variables of the research. According to this table, there is a negative-directed significant relationship between dependent variable career

anchor and independent variable external motivation at the middle level ( $r=-0.424$ ). There is no statistically significant relationship between the other independent variable, work overload perception, and dependent variable career anchor.

**Table-4 ANOVA**

	<b>Sum of Squares</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	2688.055	896.018	17.585	0.000
Residual	7235.425	50.954		
Total	9923.479			

Table 4 exhibits the multiple regression analyses oriented to the relationship between positive and negative work psychology and purchasing behavior. According to the result of the regression analysis performed, it has been

determined that both of the regression models to be established indicates statistical significance, since the statistical significance values of the F values are lower than 0.05.

**Table-5 Model Summary**

	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>
<i>Constan Constant</i>	112.155	12.685	0.000	0.241	0.217
<i>External Motivation</i>	-0.566	-0.448	0.000		
<i>Work Overload</i>	0.398	0.248	0.027		

The ANOVA results of the multiple regression analysis performed through Enter method are shown in Table 5. According to the analysis results, it has been determined that existence of external motivation and work overload perception explain 21.1% of the change in career anchor development of the doctors working in the health sector. Accordingly, the value that doctors' career anchor development can take can be formulated as follows:

$$\text{“Career Anchor} = 112.155 + (0.398 \times \text{Work Overload}) - (0.566 \times \text{External Motivation)”}$$

Although there is no statistically significant relationship between work overload and career anchor development, it has been determined that work overload is an important factor on career orientation when evaluated together with external motivation in the form of regression analysis. According to the model, 1-unit increase in work overload perception has caused an increase of 0.398 units in career anchor development, while 1-unit increase in external motivation factors has caused a decrease of 0.566 units in career anchor development.

**Table-6 Kruskal-Wallis H Test for Relationship between Career Anchor and Age**

Age	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<i>Younger than 21</i>	1	39.50	0.554	3	0.907
<i>21-30</i>	48	34.92			
<i>31-40</i>	11	31.55			
<i>41-50</i>	7	30.79			

Table 6 examines the relationship between career anchor development and age of doctors. Based on the results in the table, it is observed that Asymp Sig. (Significance) values

are greater than 0.05. According to this, it has been determined that career anchor development has not shown any significant difference based on age groups.

**Table-7 Mann-Whitney U Test for Relationship between Career Anchor and Gender**

Gender	N	Mean	Sum of Ranks	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
<i>Male</i>	23	36.30	835.00	453.000	1443.000	-0.702	0.483
<i>Female</i>	44	32.80	1443.00				

Table 7 examines the relationship between career anchor development and genders of doctors. Upon examination of the values in Asymp Sig. (Significance) line, this value is

observed to be greater than 0.05. According to this, it has been determined that career anchor development has not caused any significant difference based on gender.

**Table-8 Mann-Whitney U Test for Relationship between Work overload and Gender**

Gender	N	Mean	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
<i>Male</i>	23	28.09	370.000	646.000	-0.827	0.071
<i>Female</i>	44	37.09				

Table 8 examines the relationship between perceived work overload and genders of doctors. Upon examination of the values in Asymp Sig. (Significance) line, this value is observed to be greater than 0.05. According to this, it has

been determined that gender has not caused any significant difference on the work overload perception of the employees.

**Table-9 Kruskal-Wallis H Test for Relationship between Career Anchor and Title**

Title	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<i>Prof. Dr.</i>	4	23.75	4.236	4	0.375
<i>Assoc. Prof. Dr.</i>	3	40.17			
<i>Assist. Prof.</i>	3	30.33			
<i>Assist. Dr.</i>	56	34.03			
<i>Fellow</i>	1	66.00			

Table 9 examines the relationship between career anchor and the doctors providing services and it is observed that the Asymp Sig. (Significance) line is greater than 0.05.

According to this, it has been determined that career anchors of the doctors have not caused any significant difference based on the titles they have.

**Table-10 Kruskal-Wallis H Test of Relationship between Career Anchor and Job Exp.**

Job Experience	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<i>Less than 1 year</i>	15	43.53	14.773	4	0.005
<i>Between 1-2 years</i>	11	19.00			
<i>Between 2-3 years</i>	9	41.67			
<i>Between 3-4 years</i>	9	23.06			
<i>4 years and above</i>	23	36.24			

Table 10 explores the relationship between doctors' work experience durations and career anchor. When the values in the table are examined, Asymp Sig. (Significance) is observed to be less than 0.05. Accordingly, the career anchor development is substantially high in the doctors that most recently started their occupations, while in the following year a sudden decline develops and after the adaptation of the first two years, doctors' effort and desire for career making increases. However, a serious career anchor develops with the impact of the profession and the working conditions upon encountering this willingness.

### Conclusions and Recommendations

The purpose of the study themed "Effect of External Motivation and Perceived Workload in Career Anchor Development" is to determine whether career development is related to workers internal motivation levels and work overload perceptions in occupations where careers are important, to determine the extent that work overload perception and external motivation factors affect career anchor willingness. For this purpose, a face-to-face survey has been applied to 67 workers employed X university hospital and the data obtained has been analyzed with the utilization of SPSS package program.

The analysis results of the data obtained from the research indicate that the female concentration in the sample is dominant, the weight in the age distribution gather in the age range of 21-40 years and 51-60 years and upon the examination of the education levels; those obtaining an income in the range of TRY 4001-8000 are in majority in terms of monthly income and the majority of them have 4 years or more of job experience in terms of work experience and "assistant doctors" constitute the majority of the doctors in the sample. As a result of the statistical analysis on the obtained data, a negative statistically significant relationship with 5% error margin between the career and the external motivation and a positive statistically significant relationship between the career anchor and work overload with 10% error margin has been determined. As a result of analyzing the relationship between these variables, it was determined that 21% of the change in the career anchoring duration of the doctors is explained by the work overload perceived in the organization and external motivation level. In addition, as a result of the model developed, it was found that the increase of 1 unit of work overload perception increases doctors' willingness for career anchoring by 0.398 units and increase of 1 unit of external motivation decreases the tendency for career



anchoring by 0.566 units. The difference analyses result in that the willingness for career anchoring has not shown any significant difference according to age, gender and title, but indicated a meaningful difference according to the duration of job experience. These findings, as well as external motivation and perceptions of excessive workload, have introduced two new factors to the literature that significantly affect the career anchor of employees.

The results of the research also indicate that it is very important for workers in career professions such as doctors to perceive workload and to apply external motivation in organizational climate. At the entry point to the profession, although the individual has an occupational commitment as a premise, the difficulties encountered in the working life and the management-oriented leadership understanding of the managers can cause wearing out and frustrations for the workers over time. These factors directly affect career anchor. When workers in career professions are exposed to the atmosphere of a negative organization, they already shorten the time for anchoring and they no longer have expectation for a profession or an organization. Therefore, in order to reduce the desire for career anchoring organizations, it is necessary for organizational managers to optimize their behavioral attitudes towards employees in their career professions, to promote internal motivation as well as to intensely apply external motivational enhancing tools for employees, to ensure that the distribution of tasks is equal and to prevent the generation of work overload perception. In addition, fair task distribution among employees, more productive planning to reduce the work overload perception, the managers' taking into account the career development while planning the jobs, increased job-individual conformity, determining and highlighting the individual skills and effective implementation of the personnel empowerment are suggested. The career anchoring durations, which may extend due to the mentioned factors, will introduce more experienced, more professional employees with high organizational commitment and work motivation in the organizations and macro-efficiency and productivity will increase.

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