

A Study to Identify Career Anchors in the National Iranian Oil Company: The Application of a Mixed-Methods Approach

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Highlights

- Halal income: doing rightful and proper work considering what God says
- God satisfaction: doing work for God's satisfaction and relying on God
- Dedication: performing duties without expecting appreciation and by relying on God and his commands

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Abstract

The world is witnessing a shift in approach to administrative jobs and structures toward temporary and flat designs. Accordingly, people's careers and how they are managed are changing in organizations. Understanding career anchors as a way to discover self-image and external behavior feedback can be effective in personal and organizational decisions. This research uses a mixed-methods approach to understand career anchors among the National Iranian Oil Company employees, one of Iran's most important economic organizations. In the qualitative phase, 30 interviews were subjected to content analysis, which resulted in identifying 14 categories. The research literature did not observe the four categories of career stability, halal income, God satisfaction, and dedication. The reliability of the qualitative data was estimated at 0.853 by William Scott's method. In the quantitative phase, a questionnaire, which was based on the standard CIO2 questionnaire of Schein (1990) and some self-designed questions for the newly identified anchors, was used for data collection from a sample of 200 people. Cronbach's alpha estimated the questionnaire's reliability. It was observed that career stability and halal income were the top-ranked career anchors of the studied employees.

Keywords: Career anchor, Career stability, Dedication, God satisfaction, Halal income

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1. Introduction

The mere existence of organizations does not guarantee to achieve welfare, comfort, and full development and supply well-being and comfort. Any country's economic power and welfare depend on the optimal use of its facilities, industries, and human resources. The business environment is rapidly

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changing in the context of technology and global competition. The only certainty is uncertainty. Therefore, organizations make many internal changes to deal with uncertain conditions. The reorganization has recently been considered in organizations to be more flexible in responding to environmental factors.

Along with the reorganization and flattening of the organizational pyramid, we are witnessing a gradual change in interpersonal and inter-organizational relationships and career concepts (Brousseau et al., 1996). Therefore, it is crucial to pay attention to the career path of human resources. It is growingly observed that there is no longer much hierarchy to climb in many organizations, and the promotion paths to the top level of the organizational hierarchy have become difficult (Peng, 2018) because the definitions of jobs, careers, and job structures have radically transformed in the last 20 years. Widespread downsizing, job insecurity, and organizational loyalty are examples of these changes (Marshall & Bonner, 2003). Most studies have addressed the external aspects of careers, such as career paths.

In contrast, scholars in this field state that the internal tendencies of careers should be considered and that organizations should adopt working and organizational conditions as the main elements of interior jobs. Understanding the non-monetary incentives of careers is important in determining effective approaches to career development and improvement in the future. According to Derr and Laurent (1989), organizations should analyze career orientations to determine the most appropriate interventions for career orientation. Career paths, typically based on the internal anchors of the career, are influenced by external variables and/or the individual's and organization's environment, making it important to consider this hidden factor in developing and improving careers in a rapidly changing world.

Understanding the pillars of careers and recognizing diverse variables influencing them will help organizations develop more successful careers. Organizations need to know different aspects of people's jobs to create suitable career paths and reward and motivation systems. Therefore, pluralistic approaches to career management satisfy employees' diverse needs. These approaches enable organizations to reward and retain their workforce's competencies (Pambudi et al., 2019; Erdogmus, 2004). This paper aims to identify the pillars of careers in the National Iranian Oil Company (NIOC), one of Iran's most important revenue-generating organizations. NIOC is one of the few Iranian organizations in which careers and career paths have properly been defined, as it has been a part of its human resource management approaches. However, what is important is the fitness of these careers and their components with the human resource policies and strategies. As the leading company of the Ministry of Oil, which is itself the most important revenue-generating ministry of Iran, NIOC plays a remarkable role in the economy and is the main source of the economic system. Thus, it is essential to know the dimensions of the internal careers of the people in the statistical population of the research.

The career anchor theory is a basic model for understanding people's internal careers. Schein (1978) states that people's life experiences give them a fixed and precise career self-concept, which he called a career anchor (Danziger et al., 2008). The concept of "self" is composed of three components:

1. The individual's perception of her capabilities and talents (based on real achievements in different work settings);
2. The individual's perception of her motivations and needs (based on chances for testing and recognizing oneself in real settings and getting feedback from others);
3. Perceptions of one's attitudes and values based on the real confrontation between the self and the organization and the work setting's norms and values (Erdogmus, 2004).

Schein views career anchor as an element in the individual's self-concept that is not given up despite hard choices (Danziger et al., 2008). According to Schein, when people find consistency between their work and their career anchor, they will most likely get positive outputs from their careers, such as job effectiveness, satisfaction, and stability. Nonetheless, since people do not always have jobs compatible with their career anchor, there are great variances in people's job outputs. In general, people whose jobs are consistent with their career anchors are more likely than those that have failed to achieve this compatibility to achieve higher career outputs (Danziger et al., 2008).

The underlying assumption of Schein's career anchor theory is that an individual can have only one career anchor, which may not change after it has been created. It is stated that people seek job opportunities that can strengthen their career anchors instead of weakening them (Ituma and Simpson, 2006). Schein (1978) based his early theory of career on the assumption that a career anchor remains relatively fixed during the job, whereas others have argued that people may have primary and secondary career anchors or their career anchors may change over time (Feldman and Bolino, 1996; Yarnall, 2008; Yarnall, 1998).

An important point to consider regarding Schein's theory of career anchor is that although many researchers in subsequent studies have tried to refute it, it has been established that Schein's original typology is firm and robust. Researchers (Barth, 1993; Bonner, 1997; Hopkins, 1976; McLees, 1988; Pawel, 1991) have considered certain professions and have adopted various methodologies in their research on career anchors (Marshall and Bonner, 2003).

Based on a study at MIT, Schein (1978) recognized five service anchors for career promotion. Following extensive research, he added three other anchors to this list in 1985. These eight anchors include:

- Technical/functional competencies: stimulated by work content
- General management competencies: via opportunity for analyzing and solving complicated conceptual problems
- Security and stability: long-term dependence
- Entrepreneurial creativity: interest in project launching and management
- Autonomy and independence: maximum freedom of action (Schein, 1974)
- Sense of service: with certain values concerning society style
- Pure challenge: coping with barriers in solving organizational problems and winning against competitors
- Lifestyle (identity): balance with lifestyle and such issues as maternal behavior or employee care (Ismail and Ramly, 2011)

In another investigation into the theory of career anchor, DeLong (1979) provided a career orientation list for measuring and analyzing Schein's anchor model. DeLong's main motive was beyond adopting an empirical approach to evaluating Schein's model. He added the anchor of identity to Schein's theory and defined it as the person's sense of identity toward the situation and status of the company/organization (DeLong, 1982).

Herr's (1986) study influenced the career anchors/orientations theory. In this research on 154 US Navy officers, he expanded Schein's theory of career anchors. The officers had been selected from the staff and line of five departments. They were, on average, 31.6 years old with an average of 9.93 years of career in the Navy. In his subsequent studies, he addressed other professional groups such as scientists and engineers of Honeywell and development experts of a bank. His main analysis focused on

multinational executives conducted in Europe to establish the intercultural validity of this concept as one of the different career orientations. He found that only 62% of the Navy officers intended to grasp senior management positions, and others desired other positions (Derr, 1986). He enumerated five career orientations as (i) getting ahead, (ii) getting secure, (iii) getting high, (iv) getting free, and (v) getting balanced (Erdogmus, 2004; Dugan et al., 1998).

2. Methodology

Step 1. Development of interview protocol and questions

First, the theoretical literature of the research was preliminarily reviewed in the field of internal career anchors. The initial output was the basic dimensions of a career. Another output of the literature review was the development of the interview protocol and questions. These questions aimed to extract internal career anchors in the statistical population, i.e., NIOC. Just as Schein's internal career anchors were accepted and used as the basis of the research, the interview protocol was based on Schein (1990) and Ituma and Simpson (2007). The following questions were developed for the interview:

1. What changes have you had in your job or organization?
2. How did this change happen? What motivated you?
3. How do you feel about the change? How does the transition relate to your goals?
4. When you look at your career and life, can you describe the times you enjoyed (or did not enjoy)? What made it enjoyable (not enjoyable)?
5. When you look at the future of your career, what do you expect, and what do you want to avoid?
6. What is the most important and nonnegotiable career requirement for you when you are deciding on your career?

Step 2. Data collection

At this stage, 30 people were selected for interview by nonprobability sampling. From the 20th interview onward, we observed repetitions in the information provided. However, we continued until the 30th interview, whose data were found to be completely repetitive, so the discussions reached saturation. In other words, sampling continued as long as the participant could not add any other complementary point to the constituents of career dimensions. Each interview took 15–60 min, depending on the individual's desire. Table 1 presents some demographic data of the interviewees.

Table 1

A brief description of the interviewees

Position	Number	Educational level			Experience (years)				Gender	
		B.S.	M.S.	Ph.D.	<10	10–15	15–20	>20	Female	Male
Manager	5	1	1	3	-	-	2	3	1	4
Deputy	5	1	2	2	-	2	2	1	2	3
Head of an office	10	3	4	3	1	4	3	2	3	7
Expert	10	3	5	2	7	2	1	-	4	6

Step 3. Data open-coding

At this stage, the interviews, which amounted to about 35 pages, were open-coded. The process was initiated with three guiding questions: What event do the data represent? What category does this event represent? What event happens in these classifications?

The researcher asked herself these questions continuously during the comparison, coding, and analysis. With this process, the information collected was summarized as seen in Appendix. As such, the anchors were coded from 1 to 14, the concepts were coded from 1 to 38, and the interviews were coded from DN1 to DN30 from the right to the left. In total, 144 statements were separated.

In total, 14 categories were identified in the interviews as the final categories and career anchors in NIOC. They include geographical stability, economic stability, being challenging, freedom of action, life-career balance, creativity and innovation, managerial competencies, functional competencies, honest service to others, identity, career stability, halal income, God satisfaction, and dedication.

Step 4. Measurement of the model's validity or qualitative data's reliability

At this stage, the reliability of the data was measured using William Scott's method. Hence, the systematic sampling technique selected 10% of the statements. Then, a second rater was asked to code them (Table 1). Afterward, a comparison was made between the two raters to determine the extent of agreement.

Table 2
Re-coding

Sr. No.	Coding by the researcher		Re-coding		Agreement (+) Disagreement (-)
	Anchor code	Concept code	Anchor code	Concept code	
1	1	1	1	1	+
11	2	4	2	7	-
21	2	6	2	6	+
31	3	9	3	9	+
41	4	12	4	12	+
51	4	13	4	13	+
61	5	16	5	16	+
71	6	19	6	19	+
81	7	22	7	22	+
91	8	24	8	24	+
101	9	27	9	27	+
111	11	31	11	31	+
121	11	32	11	33	-
131	12	34	12	34	+
141	14	38	14	38	+

After the codes were compared, the number of agreements was summed, which yielded 13 contracts out of 15 cases, showing an agreement rate of 86.6%. This figure shows "the percentage of observed agreement" or $P0$. Now, the expected agreement percentage, Pe , could be calculated by Equation (1) as follows:

$$p_e = \sum_i^k p_i^2 = \sum_i^{36} p_i^2 = (0.042)^2 + (0.125)^2 + (0.076)^2 + \dots + (0.042)^2 + (0.049)^2 = 0.910 \quad (1)$$

The result is then put in Equation (2):

$$\pi = \frac{p_o - p_e}{1 - p_e} = \frac{0.866 - 0.0910}{1 - 0.0910} = 0.853 \quad (2)$$

Since 0.853 is greater than 0.7, we can say that the anchors and concepts are valid.

Step 5. The quantitative phase

People's internal career anchors were studied with the items provided by Schein (1990) in the CIO2 questionnaire. Cronbach's alpha was estimated at 0.821 for the initial sample distribution. For the four newly identified anchors, a self-designed questionnaire whose Cronbach's alpha was 0.801 was used. Finally, the questionnaire was completed by a sample of 200 people in NIOC. The Friedman test ranked the career anchors based on demographic variables (gender and educational level). The results are presented in Table 3.

The results of the Friedman test for the career anchors based on the demographic variables

[illegible]

3. Results and discussion

The internal identity, a career anchor, is created and adopted by experiences and external practices. The career anchor of self-image and self-assessment is based on abilities, talents, competencies, attitudes, emotions, motivations, needs, and ambitions. In this attitude to the career, the person discovers his/her career anchor by observing himself/herself and getting external feedback on his/her behavior in real situations. The career anchor refers to the person's perception of his/her talents, values, and motivations, which shape his/her career decisions (Erdogmus, 2004). Schein (1990) states that people's life experiences give them a fixed and precise career self-concept, which is their career anchor (Danziger et al., 2008).

As already mentioned, this research identified 14 categories as career anchors. By comparing the statements mentioned in the interviews and the concepts extracted, 10 anchors out of the 14 anchors had already been presented by previous researchers. The anchors of being challenging, managerial competencies, freedom of action, career-life balance, creativity, functional competencies, and sense of service were mentioned by Schein (1990). The economic and geographical stability anchors found here correspond to security and stability in Schein (1990). The anchor of identity was also enumerated by DeLang (1979). In addition to these anchors, some interviewees also emphasized concepts like career stability, halal income, God satisfaction, dedication, religious and ethical principles, and the hereafter and its significance for the career path, so they stated that working in the organization would depend on them. Among these concepts, the last three ideas are rooted in religious beliefs.

Career stability means stability in the career path in a series of jobs in the same occupational group regarding technical content and field of activities.

Regarding the next three concepts, a search in Islamic texts reveals the significance of halal income, God satisfaction, and dedication. If a task is performed for God's delight and in serving God's creatures, it can be regarded as worship, a righteous deed, and a worthy deed. Dedication is when a person prioritizes the Islamic community and other Muslims to himself/herself. The Almighty God says in the Quran that "there is not for man except that [good] for which he strives" (Al-Najm, Versus 39). Some hadiths have mentioned these three concepts.

Muhammad (peace be upon him, PBUH) has greatly emphasized halal income. He says, "Haram food deprives a person of faith" (Al-Maez Adadiah: 153). "The purest human food is through (halal) income, and [man] should know that his progenies will come from his business" (Shahab-al-Akhbar: 360). "Pursuing halal income is the obligation for every Muslim man and Muslim woman" (Bihar-al-Anwar, 103: 9). "Working for halal income is obligatory on every Muslim man and women" (Jame-al-Akhbar, p. 389, Hadith 1079). "Blessed is the one whose income is halal, whose interior is pure, whose appearance is dignified, and whose harassment has not reached any of God's people" (Shahab-al-Akhbar: 307). "A person who is not ashamed of earning halal income (from any job), his/her life will be cheap, his/her mind will be at ease, and his/her family will be in blessings and comfort" (Tahfa-al-Aqool: 57). Some sins are not forgiven by praying and charity. It was asked, "O Messenger of Allah! Hence, what causes their forgiveness? He answered, "seriousness and effort in earning livelihood" (Mostadrak-al-Wasa'il, 13: 13). Regarding God's satisfaction, it is said that "a person should not be dissatisfied with his Lord (God) to be satisfied with God satisfaction, whether he/she is living a good life or not and is not pleased with his/her good deeds, even few good deeds" (Bihar-al-Anwar, 69: 373).

Regarding halal income, Imam Ali says in Nahj-al-Balaghah, "The man deprives himself of halal income due to impatience and does not receive more than his destined income" (Sharh Nahj-al-Balaghah, 3: 160). "Whoever earns wealth and property through non-halal way, he/she will spend it for non-right" (Jame Ahadith-al-Shia, 22: 681). "The purity of the heart is the result of a halal meal"

(Mavaez-e Adadiah: 23). “Work and finish it and be persistent, then be patient and pious. Indeed you have an end, so reach that end (Paradise)” (Nahj-al-Balaghah: 111). “The purist business is halal income” (Ghurar-al-Hikam, 2: 1263). “A healthy and unemployed person who does neither a worldly job nor a hereafter job is in the wrath of God” (Sharh Nahj-al-Balaghah, 17: 146). “Be pleased with God’s pleasure and live happily and comfortably as a result” (Mizan-al-Hikmah, 4: 147). Regarding impacts, the hadith says, “One cannot achieve God’s obedience unless he/she tries the best” (Jamaluddin Khansari’s Explanation of Ghurar-al-Hikam, 7: 219). “The value of a man is in his efforts, not his wealth” (Ghurar al-Hikam wa Durar al-Kalim: 447).

Imam Sadegh says, “Haram income has (adverse) impacts on the children (and makes their guidance difficult)” (Wasa’il-al-Shi’ah, 12: 53). “Do not give up earning a halal income because it will help you in your obedience” (Wasa’il-al-Shi’ah, 12: 24).

All these hadiths show the attention paid by religious scholars to the perfection and merit of work, which is today called productivity, optimization, and compliance with work standards. Therefore, the three concepts can be defined here as follows:

- Halal income: doing rightful and proper work considering what God says;
- God satisfaction: doing work for God’s pleasure and relying on God;
- Dedication: performing duties without expecting appreciation and relying on God and his commands.

Based on the quantitative results, career stability and halal income are two top-priority career anchors among NIOC employees from all demographic groups. The next ranks are found to be for functional competencies and career-life balance. These results can contribute to designing career models and other human resource strategies in NIOC.

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Appendix 1

The coding of qualitative data extracted from the interviews on career anchors

Anchor	Concept	Statement mentioned	Interview code
Geographical stability	Changing workplace	I am not willing to change my place of work, and it is important to me.	DN2
		I am not willing to change my place of work because the requirements of my private life are more important to me.	DN3
		Although I have an on/off-basis job, I do not accept changing it due to my personal life plans.	DN12
	Mission	The unpleasant part of my job is when I go on a mission.	DN21
		Missions to other places are unpleasant for my family, especially if I have to stay overnight.	DN5-DN23
		Although the mission income is attractive, staying overnight for more than a day is hard.	DN10-DN27
Being challenging	Being successful	When my work is enjoyable, it is done successfully and without problems.	DN15
		I enjoy following a task or project until its completion.	DN1
	Hard and challenging work	The fun of work is to be a little hard and thoughtful.	DN17
		Having a challenging job is more important than getting a managerial position.	DN14
		I am looking for challenging jobs that require new skills and knowledge of unique factors.	DN15
		Having a challenging job and facing new issues are my intellectual concerns.	DN11-DN25
		I want my career path to be challenging in the future.	DN4-DN30
		The construction project department has more variety and challenges, so I would like to work in this department and be an expert.	DN3
	Job diversity	The best moments of my work were when I had various jobs.	DN5
		I want my work to be more diverse in the future.	DN6
		I want to work in integrated planning or project management departments since they have more variety.	DN16
		My motivation for changing my unit of work was to diversify my work and get acquainted with another type of work.	DN12-DN26

Anchor	Concept	Statement mentioned	Interview code
Managerial competencies	Cooperation in other affairs	I am interested in collaborating on challenging work in other fields.	DN13
		I want to work in other departments as well.	DN14-DN23
		I accept project proposals from other departments.	DN7
	Resolving crises	I would not say I like a place where work is routine. Resolving crises is more enjoyable for me despite the high volume of work and stress.	DN9-DN29
		My job is enjoyable when I resolve a work crisis and complete a project.	DN8
		I enjoy solving a problem that can take months, as well as solving a crisis.	DN13
	Gaining a managerial position	I love being a manager.	DN3
		I like to guide others.	DN10
		My highest goal in my career path is to take a managerial position.	DN19-DN30
	Promotion to a higher position	My motivation for continuing my education was to obtain a managerial position.	DN1
		It is more important for me to be promoted in my professional field.	DN14
		My motivation for transferring to the headquarters is the possibility of continuing my education and promotion, even if it is not related to my specialty.	DN20
	The ability to manage others	I was looking for a promotion by doing things and facing issues.	DN18
		I can easily identify experts and use their expertise to manage affairs.	DN14
		I am capable, even in areas that have nothing to do with my work. I have good communication power, and I can use the expertise of others.	DN12-DN24
Freedom of action	Respect for expert opinion	I enjoy my job when I can manage several people.	DN2
		I want to be in positions requiring leadership, guidance, decision-making, control, and evaluation in my future career path.	DN5
		I want to give an expert opinion at work, and they respect it.	DN12
		Due to my expertise, my expert opinions are accepted even if it is against the manager's opinion.	DN18
		If I give an expert opinion on an issue, my opinion will not change.	DN14

Anchor	Concept	Statement mentioned	Interview code
	Resistance against unrealistic expectations	It is unexpected and unpleasant that my expert opinion is not applied. I want my personality and thought to be respected.	DN14
		For the future of my career, I would like to be in a higher position so that a higher official respects my opinions and I have freedom of action.	DN13
		I want my comments not to be forced by the manager.	DN6
		I do not like to have unprincipled requests and unrealistic expectations from the manager when giving an expert opinion.	DN14
		I have not signed anything with a threat or under force.	DN12
	Independence and freedom of action	My work is unpleasant when they take away my freedom of action and independence, and I am wanted to be used as a cover for their work.	DN25
		My job is unpleasant when managerial decisions made by people I do not accept are applied to the work. It is not pleasant that managerial decisions are made without regarding expert opinions and relying on authority.	DN17
		It is important to have freedom of action at work.	DN3
		It is delightful when I have independence in my work.	DN13
		I have come to this department because I have more freedom of action.	DN2
	Authority of decision-making	Promotion is important but not as important as having freedom of action. I had more freedom of action in specialized executive units in affiliated companies.	DN18
		I cannot ignore the freedom of action and independence in my work.	DN19-DN22
		I want to be in a higher position for more freedom of action.	DN17
		It is not pleasant at all that you have no right to choose a career at all.	DN1
		I want to make decisions for me rather than decisions being made for me.	DN19
	Authority-responsibility proportionality	I planned the future path in my job for positions that require leadership and decision-making.	DN17
		I want to choose my ways of doing things.	DN5
		I would like to have the authority to act following my responsibilities.	DN7
		Authorities, responsibilities, and expectations must be proportionate.	DN3

Anchor	Concept	Statement mentioned	Interview code
Career-life balance	Private life priority	The unpleasant part of my job is when I go on a mission because it conflicts with my life and family responsibilities, and my children become impatient.	DN12
		My motivation for attending the headquarters is that I can more easily meet the requirements of my private life than the operational departments and on/off-basis jobs.	DN8
		I am not willing to change my place of residence because the requirements of my private life are more important to me.	DN9-DN23
		My private life is my priority because I do not want my personal life to be damaged.	DN24
		Although my work is repetitive, I can better plan my personal life with it.	DN14
	Career-life balance	Creating a priority between work and life is one of my priorities.	DN11
		I need to balance the role of wife and mother with my job role.	DN6
		It is a pleasure to fulfill my obligations to my family despite the hard work.	DN2
	Reducing work pressure and stress	One of the reasons I was transferred from the previous department to this department is that the last department put a lot of work pressure, stress, and responsibilities on me, which affected my personal life.	DN10
		What I plan for my career future is a carefree and stress-free job.	DN13
		With work pressure and stress, I do not have the opportunity to take care of and implement my plans.	DN16
Economic stability	Job security	The pressure and stress of my previous job made it impossible for me to take my family on a trip and have fun, so I changed it.	DN19
		One of the reasons for turning to NIOC is job permanence and its security.	DN2
		The best part of being hired by NIOC is the permanence of the job.	DN5
	Economic security	My future economic security is important, so I started working in operational and on/off-basis areas in the first years of service.	DN8
		My motivation for serving in deprived areas is to achieve economic stability.	DN11
		I endure being away from my family and the platform's problems to achieve economic security.	DN14
		It is tough for me that my income raise has fallen behind other organizations in recent years, so it has even decreased in some cases.	DN17
		It is unpleasant that every year some of our income benefits are deducted.	DN20

Anchor	Concept	Statement mentioned	Interview code
Creativity and innovation	Reluctance to do repetitive work	I would not say I like completely routine work.	DN25
		I am constantly faced with new issues in this department, which is enjoyable.	DN3
		I enjoy it when I start a new and non-repetitive task.	DN6
	Entrepreneurship	Presenting a new plan or idea is a way to succeed and progress.	DN9
		In my work, I have established new procedures to satisfy my colleagues and clients.	DN12
		I enjoy it when I write and implement a new program.	DN15
Functional competency	Relevance to the field of study	I enjoy my job because it is related to my field of study.	DN18
		It is more important for me to do specialized work than to get more benefits.	DN29
		It was not enjoyable when my job was unrelated to my field of study.	DN1
		I accepted the new position because it was related to my field of study.	DN4-DN30
		The relevance of the field of study and the type of activity in the workplace has greatly impacted my vitality.	DN7
		I was offered a department management position but did not accept it because there were more competent people than me.	DN10
	Professional commitment	I avoid being promoted or working in a job unrelated to my work and educational background.	DN13
		The organization only chants that it values its human resources. The type of work and professional background is much more important to me than my organization.	DN16
		The organization did not make me eager to come to work; rather, my responsibility encouraged me to do my job.	DN19
	Learning	I would like to have my skills updated and used where I have the expertise so I can be helpful.	DN23
		I am eager to increase my ability to use my knowledge and learn and improve my technical competencies.	DN2
		I do not think much about my organizational position in my future job. Still, I would like to continue my education, increase my qualifications, and keep my level of technical knowledge up to date.	DN7
	Usefulness	I feel more accepted as my specialized knowledge increases.	DN13
		One of the honors of my job is that I was able to be consistently productive and useful.	DN18

Anchor	Concept	Statement mentioned	Interview code
Honest service to others		I enjoy the feeling of being helpful and useful to others.	DN3-DN27
		People's need to be served is one of the blessings of God, so I like to be useful.	DN8
		I always like to be useful and effective.	DN13
	Sense of service	Sometimes hard and intensive work increases in the active regions, but it is enjoyable because I know it is about the national production cycle and serving our fellow people.	DN18-DN21
		I am happy to feel useful to others and the nation.	DN3
Identity	Sense of responsibility	I am satisfied with my job when I can do what I can honestly and have a sense of duty.	DN9
		I love my job and enjoy it when it is sincerely in the service of others with no expectations.	DN15
	Professional position	My job reflects my position in my profession.	DN1
		Being a pioneer in the production and creating processes and facilities that were previously imported is a good professional aspect for us.	DN7
	Significance	I am proud of myself for my specialized activities in creating new projects and preventing the waste of the national currency.	DN13
		I enjoy my work when I know my role in the department's performance.	DN19
		I know well where my organizational position and profession are in corporate strategies, which I am proud of.	DN5-DN26
Halal income	Blessing in life and work	I work with pleasure and fame because I know how useful I am in the value chain.	DN11
		I tend to work hard to do what is expected of me to stick to the impact of income blessing on my family.	DN17
		I try to be patient in performing the organization's duties to keep my halal income.	DN3
		I maintain my faith by earning a halal income in my chosen career path.	DN9
		By earning a halal income, I reach peace of heart.	DN15
		The result of earning a halal income is effective for the rest of my life.	DN21
		I do not harm others in the community by earning a halal income.	DN3
		I guarantee my hereafter by trying to earn a halal income.	DN10

Anchor	Concept	Statement mentioned	Interview code
God satisfaction	Religious principles	I will give up a higher income if I know that earning a higher income will lead to more prosperity for my family, but my children's future may be endangered.	DN17
		Work is a form of worship, so I consider earning a halal income obligatory.	DN4
		I believe that earning a halal income is worship.	DN11
		I guarantee my hereafter by trying to earn a halal income.	DN18
	Caring ethics	The health of my income is more important to me than the amount of my income.	DN5
		Promotion and advancement in the career path should not lead to ignoring ethical principles. The money I get must be halal.	DN12
		I am not willing to violate beliefs and moral principles for career advancement.	DN19
		When someone incompetent in something accepts its responsibility, it is as if he has usurped it.	DN25
		It is important to me that the revenue from a position is halal.	DN1-DN6-DN29
		The claim of being a Muslim and doing anything to advance the organization is contradictory. One should also think about the answer to giving back in the hereafter life.	DN13
		Respect for the rights of others is important to me in earning and progressing.	DN20
	God satisfaction	Work is worship, so the most important thing for me is that it pleases God.	DN7
		I am unwilling to weaken my personality and do anything to gain a managerial position and upgrade my character.	DN14
		For the sake of God and the success of this organization, I do all kinds of duties and job assignments correctly.	DN1
		What matters is the intention of the individual. When God's pleasure is the basis for my plans, choosing or not choosing a position and my motivation and satisfaction will be affected.	DN8
Dedication	Towards organization	If my working conditions are not following my intentions, I will take it easy for obedience to God's command.	DN15
		I preserve my human value by sacrificing my desires in the organization.	DN2
		I trust God in times of job stalemate.	DN9
	Towards coworkers	If I know that someone is more deserved for promotion than me, I recommend them to my boss for promotion.	DN16
		I prefer the demands of my colleagues to mine as far as it is in the area of organizational needs.	DN3

Anchor	Concept	Statement mentioned	Interview code
Career stability	In terms of the field of education	I do not expect appreciation for performing tasks (tasks assigned to other people).	DN10
		Spending my career in diverse and consistent activities within my field of study is a pleasure.	DN17
		I need to record the process of my career advancement in line with a general area of specialization but given the variety of actions.	DN14
	In terms of the workgroup	I like all my organizational positions to be in the same job group during my career.	DN4
		I do not particularly appreciate working sporadically in different job areas.	DN11
		All positions and jobs I have had so far have been in the same area, which satisfies me.	DN18
		I can do other work related to my work.	DN5
		It is unacceptable that there is a lot of job transfer in different areas within the organization.	DN12

Appendix 2

Data frequency

Anchor	Frequency		Anchor	Frequency	The ratio of frequency to total
Geographical stability	6	0.042	Functional competency	13	0.090
Being challenging	18	0.125	Honest sense of service	8	0.056
Managerial competencies	11	0.076	Identity	6	0.042
Freedom of action	22	0.153	Halal income	18	0.125
Career-life balance	12	0.083	God satisfaction	4	0.028
Economic stability	7	0.049	Dedication	6	0.042
Creativity and innovation	6	0.042	Career stability	7	0.049

Appendix 3

Ranking of career anchors in terms of demographic variables

Anchor	Mean rank	Gender		Educational level					Education type			
		Female	Male	Diploma	Associate degree	Bachelor's degree	Master's degree	Ph.D. or higher	Nontechnical and nonmedical	Semi-technical	Technical	Medical and healthcare
Career stability	1	1	1	2	2	1	1	1	1	2	1	1
Halal income	2	2	2	1	1	2	2	2	2	1	2	2
Functional competencies	3	4	3	8	4	4	3	3	3	3	3	3
Career-life balance	4	3	4	3	3	3	5	5	4	4	4	5
Creativity and innovation	5	6	5	12	11	6	4	4	6	5	5	4

Anchor	Mean rank	Gender		Educational level					Education type			
		Female	Male	Diploma	Associate degree	Bachelor's degree	Master's degree	Ph.D. or higher	Nontechnical and nonmedical	Semi-technical	Technical	Medical and healthcare
Economic stability	6	5	6	4	5	5	6	6	5	6	6	6
Identity	7	8	7	6	6	7	8	11	7	8	7	9
God satisfaction	8	7	8	7	8	10	7	7	8	10	8	7
Honest service	9	9	9	9	10	8	10	9	10	7	9	8
Dedication	10	10	10	11	9	9	11	12	9	9	10	12
Freedom of action	11	11	12	10	12	11	12	10	12	12	11	10
Diversity and being challenging	12	13	11	14	13	12	9	8	13	11	12	11
Managerial competencies	13	12	13	5	7	13	13	13	11	13	13	13
Geographical stability	14	14	14	13	14	14	14	14	14	14	14	14