

Influence of Personality on the selection of Career Management Strategies

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Introduction:

In manufacturing and service industry, employees are the core content and their contribution is significant to the business. Indian organisations have started realising the importance of investing in overall people development more or less on par with the investments in service and product development. It has been reported by managers and administrators that training programmes for attaining technical skills are just not sufficient and employees need to communicate their achievements or ideas to other members in the organization to move up on the career ladder. For this to happen, employers need to consider training their highly skilled employees for their all-round development, and employees need to identify their personality types and subscribe to the right development programme offered to them.

In support of the above finding, Turban and Dougherty (1994), in their study, have suggested that personality variables are significant predictors of job performance when carefully matched with the appropriate occupation and organisation. Also, they presented intriguing evidence suggesting that personality is related to proactivity in seeking out mentoring relationships, which is an aspect of career management.

The following paragraphs try to explain personality and Career Management Strategies.

Personality:

'Personality is that pattern of characteristic thoughts, feelings, and behaviours that distinguishes one person from another and that persists over time and situation' (Phares, 1991). Dependent on the situation, personality traits may be more or less visible and personality may also develop over time (Phares, 1991). It is the sum of biologically based and learnt behaviour which forms the person's unique responses to environmental stimuli (Ryckman, 1982).

A person's personality is a relatively stable precursor of behavior; it underlies an enduring style of thinking, feeling and acting. The changes which reflect events and feelings during the lifespan only affect the surface and not the core character. Profound changes in personality are usually consequences of major life changes or deliberate effort (Costa and McCrae, 1992). It is important that the individuals adapt to their circumstances in life at the same time as they retain the feeling of a solid inner core. Some adaptations seem to be general and follow a certain pattern. Neuroticism and openness to experience tend to decrease over

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time, while self-esteem, conscientiousness and agreeableness tend to increase (Neyer, 2000). The expressions of personality are moreover dependent on age and maturity.

Personality theories:

Throughout the centuries, personality has been described and measured by a range of theories and models. Some theories seek to explain the dynamics of personality as a whole. One of the basic concepts of Freud's theories is the notion of different levels of consciousness – Id, Ego and Superego. Personality and reactions are influenced by all these three levels. Jung extended the unconscious concept to include the collective unconscious and the study of archetypes. Archetypes are themes which have been part of human life throughout all time and cultures. The persona, anima and animus and the self are some of the archetypes described by Jung. The persona represents the mask and the different roles played by individuals in their lives. Each man has a feminine side, anima, while each woman has a male side, animus. The self is depicted as the true potential and aim of self-actualization. All these aspects influence behaviour and form the basis of character.

Besides the psychodynamic theories of personality there are the descriptive theories also. The dispositional personality perspective depicts personality as made up by physiologically based traits, which guide behaviour. Traits can be described as tendencies to behave and react in a specific way (Phares, 1991). Personality states, on the other hand, are the results of the combination of traits and situation. Traits can thus be described as dispositions to states (Humphreys and Revelle, 1984).

Holland (1997) terms his career choice theory a “typological interactive theory” that defines certain types of personality and types of environments, and explores the interaction and fit between persons and environments. It describes vocational behaviour with the purpose of facilitating career choice and change in order to promote job satisfaction. Unlike most career choice theories, it emphasises the role of personality. There are six dominant personality types with six similar environmental types: realistic, investigative, artistic, social, enterprising, or conventional. A person or environment usually displays characteristics of more than one of these dominant types. Each of the six types of environments places characteristic demands on its members and presents opportunities in accordance with its specific nature. As a result of the environmental influence the individual develops related activities, competencies and achievements (Holland, 1985; 1997).

There has been a wide ranging research on personality classification. Many personality psychologists have reached a consensus that Big Five personality construct is sufficient to describe the basic dimensions of normal personality. The five dimensions are usually described in the following order of decreasing robustness based on previous personality scales: neuroticism, extraversion, openness to experience, agreeableness and conscientiousness

(Costa and McCrae, 1992). The dimensions are stable across a lifespan and seem to have a physiological base (Revelle and Loftus, 1992). Research has also documented empirical linkages between the “Big Five” personality constructs and measures of individual performance and success in work organisations (Barrick and Mount; Hough et al., 1990)

Career Management Strategies: Role in Career growth:

The following paragraphs explain the concept of career, career management and Career Management Strategies.

Career is a sequence of related work experience and activities, directed at personal and organisational goals, through which a person passes during his or her lifetime; they are partly under his control and partly under the control of others (Hall, 1986, 1990). This definition is all encompassing as it explains that work is not just an activity, but also a channel through which a person gains experience for both personal and professional growth. This continues throughout the individual's lifetime and the responsibility for this kind of growth is both with the individual and with the organisation.

Career management has a narrow and broad scope in the literature. In a narrow sense, career management is considered to be an organisational process that implements and monitors career plans undertaken by individuals alone or within the organisation's career systems (Hall, 1986). Broadly, career management can be viewed as the overall process by which employees develop awareness about individual strengths and organisational opportunities, set realistic career goals, and implement career strategies that facilitate the achievement of their career goals (Greenhaus and Callanan, 1994). In a wider view, viewing career management as a vehicle that plans and shapes the progression of individual's growth within an organisation in accordance with assessments of organisational needs and the performance and potential and preferences of individual members.

Career management and development can be seen from two perspectives, i.e., organisation's perspective and the individual's perspective. The following paragraphs explain these perspectives:

Organisational Career Management

This term means a comprehensive approach to all the activities and techniques facilitated by the organisation, which are concerned with the career development of its employees. These include two main aspects – the planning (i.e., preparing for the future), and management (i.e., operating and activating those plans), as seen and performed from the organisation's point of view (Sturges et al., 2002).

Individual Career Management

This refers to the personal efforts made by individuals to advance their own career goals

which may or may not coincide with those of their organisations have for them (Hall, 1986). It involves behaviours that are related to improvement in one's current job as well as behaviours related to movement within or outside the company (Kossek, Roberts, Fisher and Demarr, 1988; Sturges et al., 2002). It involves both self analyses of talents, capabilities and career ambitions as well as concrete actions (e.g. networking, self-nomination, creating opportunities) undertaken to realise these ambitions (Noe, 1996; Sturges et al., 2000; 2002).

According to the psychological success model of Hall and Foster (1977) and Hall (1990), employees are active, striving agents who utilise career management programmes offered by the organisation to satisfy their personal career goals, and it is the responsibility of employers to ensure that career management programs helps the organisation to achieve its goals. The two primary aspects of individual career management, according to this model, are individual career planning and individual career tactics.

Individual career planning refers to the process of identifying what one wants from one's career, assessing one's strengths and weaknesses. It comprises a series of individual decisions that ought to be made as rationally and systematically as possible if planning is to contribute to career success (Gould, 1978). Unless individuals are capable of developing and executing strategies for carrying out their plans, they are unlikely to be successful.

Career strategies according to Gould and Penley (1984) are "behaviours, which may be utilised by an individual to decrease the time required for and uncertainty surrounding the attainment of important career objectives". They created a Career Strategies Inventory to assess individuals' use of career strategies. These included seeking guidance or mentoring, networking, self-nomination or presentation, creating opportunities, extended work involvement and ingratiating behaviours. Gould and Penley (1984), in their career strategy model proposed that situation-centered organisational and person-centered organisational motivation factors directly or indirectly facilitate the proactive use of career-enhancing strategies. Their results pointed to the fact that career strategies influenced salary progression. They also found the other factors that predict the use of various career strategies such as job type, career mobility and gender. Many career theorists and practitioners have found that the use of career-enhancing strategies, such as building a network of contacts and developing work-related expertise and skills, are beneficial to effective career management and may engender positive career outcomes (Aryee et al., 1996; Gould and Penley, 1984; Greenhaus and Callanan, 1994; Noe 1996).

Greenhaus and Callanan (1994) acknowledged that the use of career-enhancing strategies can be characterised as an indicator of effective career management and moreover that these indicators may be influenced by the organisational environment and essentially the motivation of the employees to achieve their advancement goals.

Relationship between Personality and Career Management Strategies:

Turban and Dougherty (1994) examined the relationship between a particular set of personality constructs (locus of control, self-esteem, negative affectivity, self-monitoring) and the propensity to initiate mentoring relationships. Their study results underlined that personality plays a major role in determining proactiveness to influence their social work environment for the purpose of career enhancement.

The "big five dimensions of personality" (conscientiousness, extraversion – introversion, agreeability, emotional stability, openness to experience) are basic dimensions of normal personalities (Mount and Barrick, 1995). In a large scale study, Barick and Mount (1991) examined the results of over 200 separate studies in which atleast one of these dimensions was related to job performance. Guthrie et al (1998) presented empirical results suggesting that these five dimensions are related to different Career Management Strategies like seeking a mentor, building networks and self-presentation.

In a research done by Schinka, Dye and Curtiss (1997), the relationship between the five factors and RIASEC model of personality were studied in a sample of 1034 adults. Canonical correlation analysis provided evidence primarily for a pattern of linkages between Five-factor extraversion, openness and agreeableness measures and the RIASEC enterprising, artistic and social scales. Findings from this study indicated that the Five- factor model appears to ignore the Realistic dimension and provides coverage of the investigative and conventional dimensions in women only. In turn, the RIASEC model appears to provide modest coverage of the Five Factor neuroticism and conscientiousness domains for women and not at all for men.

These studies highlight the relationship between personality and Career Management Strategies.

Need for the study:

Careers have been described as "protean", or driven by the person, and requiring increased self-knowledge and adaptability (Hall, 1996). The responsibility of the individual to self-manage their career has been stressed by many authors. As employees have been managing their career, little is known about the consequences or determinants of Career Management Strategies. Previous studies in the area of career have concentrated on the influence of age, gender, educational qualifications, tenure and organisational career development programmes on the selection of Career Management Strategies by individual employees. Studies linking personality and career management studies have been done in accounting firms in United States of America. This paper describes the types in personality and its influence on the use of career strategies.

The present study has been done to understand the selection of Career Management Strategies on the basis of personality types among teachers, bank employees and salespersons in colleges, banks and manufacturing firms respectively in Ernakulam District.

Objectives:

The main objective of this study was to examine the influence of personality on the selection of career strategies.

A sub-objective was framed to examine the association of age with and Career Management Strategies.

Method

Sample: The sample for this study consisted of 55 college teachers, 46 sales persons and 27 bank employees drawn from 2 colleges, 2 industrial firms and 5 public sector banks in Ernakulam District (Table 1).

Table 1: Distribution of sample

Sl.No.	Profession	No. of respondents	Percent
1	Teachers	55	43
2	Sales persons	46	35.9
3	Bank employees	27	21.1
	Total	128	100

The Big Five Inventory (Oliver et al. 1999) and Career Management Strategies Inventory (Gould and Penley, 1984) were circulated to 220 respondents. Of these, 128 were returned (58 percent). Of these 128 respondents, 46 percent were male and 54 percent were female. Ages ranged from 21 to 45 years, with the mean being 34 years.

Measures:

Personality: Personality was assessed using the Big Five Inventory (Oliver et al. 1999). The Big Five Inventory is a paper and pencil self-assessment instrument consisting of 44 statements requiring responses on a 5-point scale. This inventory was chosen as it had been applied successfully to studies in business firms and organizational settings (Widiger and Trull, 1997). The 44 statements were grouped into five personality types (Annexure: Table A) and they are:

1. Extroversion: Extroverted individuals are more sociable and ambitious. Ambitious people often engage in social interaction not because they are outgoing (i.e. sociable) or relationship-oriented (i.e. likeable) but rather, because they have an agenda for their interaction (Hogan and Hogan, 1995).

2. Agreeableness: Agreeableness is characterised by individuals being pleasant, good natured and cooperative. Agreeable people can be described as altruistic, gentle, kind, sympathetic and warm (Costa and McCrae, 1992). Highly likeable individuals would be better able to exhibit career-enhancing strategies that require relationship building. Relatedly, Turban and Dougherty (1994) found that “self-monitors” are more likely to initiate mentoring activities.
3. Neuroticism: Neuroticism is a measure of affect and emotional control. Low levels of neuroticism indicate emotional stability whereas high levels of neuroticism increase the likelihood of experiencing negative emotions. Neuroticism is the negative of emotional stability and characterised by being anxious, depressed, emotional, nervous, irritable, shy and moody. Neuroticism predicts performance in jobs where employees work in groups. The term neuroticism does not necessarily refer to any psychiatric defect. A more proper term could be negative affectivity or nervousness (McCrae and John, 1992).
4. Conscientiousness: Conscientiousness is a measure of goal-directed behaviour and amount of control over impulses. The focused person concentrates on a limited number of goals but strives hard to reach them, while the flexible person is more impulsive and easier to persuade from one task to another (Howard and Howard, 1995). The more conscientious a person is, the more competent, dutiful, orderly, responsible and thorough (Costa and McCrae, 1992).
5. Openness: Openness is characterised by being imaginative, curious, original and broadminded. Individuals who are high on openness dimension of personality tend to be receptive towards learning and seek out education and self-developmental opportunities. The factor relates to intellect, openness to new ideas, cultural interests, educational aptitude and creativity as well as an interest in varied sensory and cognitive experiences. People with a high openness to experience have broad interests, are liberal and like novelty. The preservers with low openness to experience are conventional, conservative and prefer familiarity (Howard and Howard, 1995).

The reliability of the Big Five Inventory for the present study was 0.9 (alpha)

Career Management Strategies: A 25-item questionnaire was used (designed by Guthrie et al., 1998) for this study. It included scales designed to tap five broad categories of Career Management Strategies: building network, self-presentation, extended work involvement, seeking mentoring and managing career flexibility. The items recorded responses on a 5-point scale. The 25 items were classified into five strategies (Guthrie et al, 1998) (Annexure: Table B):

6. Seek mentoring: strategies related to getting guidance from superiors for career growth
7. Maintain career flexibility: strategies related to learning new skills and adopt to changes in work.
8. Build a broad network of contacts: strategies related to building relationships inside and outside the organisation for the purpose of learning and career growth

9. Extended involvement in work: strategies related to being involved in work beyond work hours, and
10. Self-presentation: strategies related to making one's achievements known to superiors in an effort towards career growth.

The reliability of the Career Management Strategies Inventory for the present study was 0.85

Guthrie et al (1998) further grouped the above factors into two classes. The strategies of seeking mentoring, building networks and self-presentation contain strong social elements and are thus named here as “relationship-oriented” strategies. “Work-oriented” strategies include maintain career flexibility and extended involvement of work.

Demographic details: Age is considered as a proxy to career stage and is included as a control. The respondents provided age data.

Findings:

Part 1: Influence of personality on Career Management Strategies

The data was analysed using correlation to examine the relationship between Personality and Career Management Strategies for each category of respondents, i.e., teachers, sales persons and bank employees. The Personality types and Career Management Strategies that showed correlation were further analysed using step-wise regression analysis to know the extent of influence of personality on the selection of Career Management Strategies.

The correlation between the personality scales and career strategies is shown in Tables 2, 4 and 6. These correlations reflect the association between Personality and career strategies Turban and Dougherty (1994) noted that employees are to be viewed as proactive agents who can be differentiated in terms of their use of Career Management Strategies.

Teachers

Table 2: Correlation table: Teachers

Career strategies Personality	Build network	Extended work involvement	Maintain career flexibility	Seek mentoring	Self- presentation
Agreeableness	-0.132	-0.115	-0.024	0.002	-0.010
Conscientiousness	0.396*	0.334*	0.129	0.022	-0.029
Extroversion	0.062	0.146	0.064	0.019	-0.046
Neuroticism	0.286*	0.481*	0.215	0.076	0.079
Openness	0.204	0.139	0.069	0.205	-0.018

* p < .05** p < .01

The results of correlation in Table 2 showed that in case of teachers, conscientiousness (dimension of Big Five personality) had moderate (39.6%) ($r = 0.396, p < 0.05$) relationship with relationship-oriented Career Management Strategies (i.e., build networks) and 33.4% (moderate) ($r = 0.334, p < 0.05$) relationship with extended work involvement. Neuroticism (dimension of Big Five personality) had moderate (28.6%) ($r = 0.286, p < 0.05$) relationship with build network and fairly strong (48.1%) relationship with extended work involvement strategies ($r = 0.481, p < 0.05$) (Table 2). The remaining personality dimensions of agreeableness, extroversion and openness had no relationship with any of the Career Management Strategies.

Table 3: Regression table: Teachers

Dependent variable	Independent variables	B	t-value	p-value	F	Sig
Build network $R^2 = 0.232$	Conscientiousness	0.106	3.185	0.002	7.849	0.001
	Neuroticism	0.173	2.250	0.029		
Extended work involvement $R^2 = 0.333$	Neuroticism	0.361	4.158	0.000	12.995	0.000
	Conscientiousness	0.105	2.812	0.007		

The results of regression analysis in Table 3 showed that both conscientiousness and neuroticism (dimensions of Big Five personality) predicted the selection of build network strategy. Conscientiousness has an impact of 10.6% ($b = 0.106$) and neuroticism has an impact of 17.3% ($b = 0.173$) on the selection of the strategy of build network. On the other hand the strategy of extended work involvement is predicted both by neuroticism to an extent of 36.1% ($b = 0.361$) and conscientiousness to an extent of 10.5% ($b = 0.105$)

Sales persons:

Table 4: Correlation table: Sales persons

Career strategies Personality	Build network	Extended work involvement	Maintain career flexibility	Seek mentoring	Self-presentation
Agreeableness	0.054	0.020	0.069	-0.011	0.086
Conscientiousness	0.276	0.142	0.366*	-0.040	0.223
Extroversion	-0.118	0.007	0.011	0.164	0.003
Neuroticism	0.179	0.490*	0.133	0.250	0.000
Openness	0.142	0.127	0.097	0.214	-0.007

* $p < .05$

** $p < .01$

For salespersons (Table 4) it was noted that neuroticism (dimension of Big Five personality) had fairly strong (49%) ($r = 0.490$, $p < 0.05$) relationship with extended work involvement and conscientiousness (dimension of Big Five personality) had moderate (36.6%) ($r = 0.360$, $p < 0.05$) relationship with work-related career management strategy ,i.e., maintain career flexibility. The remaining personality dimensions of agreeableness, extroversion and openness had no relationship with any of the Career Management Strategies.

Table 5: Regression Table: Sales persons

Dependent variable	Independent variables	B	t-value	p-value	F	Sig
Maintain career flexibility $R^2 = 0.134$	Conscientiousness	0.331	2.606	0.012	6.793	0.012
Extended work involvement $R^2 = 0.240$	Neuroticism	0.386	3.730	0.001	13.916	0.001

The results of regression analysis (Table 5) showed that maintain career flexibility is predicted by conscientiousness (dimension of Big Five personality) to an extent of 33.1% ($b = 0.331$) and the selection of extended work involvement strategy is predicted to an extent of 38.6% ($b = 0.386$) by neuroticism (dimension of Big Five personality).

Bank employees:

Table 6: Correlation table: Bank employees

Career strategies Personality	Build network	Extended work involvement	Maintain career flexibility	Seek mentoring	Self-presentation
Agreeableness	-0.211	0.074	-0.229	0.158	-0.038
Conscientiousness	0.207	0.067	0.205	0.039	0.162
Extroversion	0.292	-0.018	0.334	-0.053	0.151
Neuroticism	0.116	0.329	0.376	0.090	-0.109
Openness	0.357	0.196	0.388*	0.019	0.100

* $p < .05$

** $p < .01$

The results of correlation showed that openness (dimension of Big Five personality) had moderate (38.8%) ($r = 0.388$, $p < 0.05$) relationship with maintain career flexibility strategy (Table 6).

Table 7: Regression table: Bank employees

Dependent variable	Independent variables	B	t-value	p-value	F	Sig
Maintain career flexibility $R^2 = 0.150$	Openness	0.237	2.102	0.046	4.420	0.046

The results of simple regression analysis shows that maintain career flexibility is predicted by openness (dimension of Big Five personality) to an extent of 23.7% ($b = 0.237$) (Table 7).

The remaining personality types such as extroversion, agreeableness, neuroticism and conscientiousness had no correlation with any of the Career Management Strategies and hence did not predict their selection.

Part 2: Association of age with Career Management Strategies

The association of age with Career Management Strategies was analysed with Chi-square test. The null hypothesis for the Chi-square test is as follows:

H_0 : There is no association between age and Career Management Strategies.

H_a : There is an association between age and Career Management Strategies.

Table 8: Chi-square between Age and Career Management Strategies:

Personality	Pearson Chi-square value	df	Sig
Seek mentoring	63.709	36	0.003
Maintain career flexibility	80.033	48	0.003
Build network	65.097	36	0.002
Extended work involvement	43.994	32	0.077
Self- presentation	44.695	28	0.024

The results of the Chi-square test (Table 8) to analyse the association between age and Career Management Strategies indicate that age is associated with the selection of Seek mentoring strategy (63.709) ($p < 0.05$), Maintain career flexibility (80.033) ($p < 0.05$), Build

network (65.097) ($p < 0.05$) and Self-presentation (44.695) ($p < 0.05$). The null hypothesis is rejected and the alternate hypothesis is accepted in these cases.

In order to know the differences between age groups in their association with Career Management Strategies, the mean values were used for comparison.

Table 9: Mean values of Career Management Strategies across age groups

Age group	Seek mentoring	Maintain career flexibility	Build network	Self-presentation
< 25 years	21.1667	28.1667	15.8333	12.6667
26-30 years	21.6667	29.6667	15.8667	13.8000
31-35 years	20.4889	29.6000	14.9333	13.2667
36-40 years	19.9286	29.5000	14.9762	13.4762
41-45 years	19.1000	28.7500	15.1000	13.3500

The above Table 9 shows that only in the case of selecting Seek mentoring strategy, there is a significant difference between age groups of 26-30 years ($M = 21.1667$) and 36-40 years ($M = 19.9286$) and 41-45 years ($M = 19.1000$). Respondents in the younger age group used more of seek mentoring strategy than the older age groups. The mean values of the remaining strategies did not show differences across age groups.

Discussion:

The findings of the study are discussed below.

Conscientiousness

The descriptors associated with conscientiousness include being playful, careful, responsible and hardworking – all are related to work performance. Conscientiousness has been proved to have a relationship with measures of work success; individuals who are relatively high on this dimension tend to perform better at their jobs (Barrick and Mount, 1991)

In the present study, Conscientiousness was associated with work-related career strategies such as Build Network, Extended work Involvement and Maintain Career Flexibility for teachers and sales persons. This personality dimension did not have any significance for the bank employees. Both correlation and regression analysis brought out certain findings such as conscientiousness was associated with relationship-related Career Management Strategies (i.e., build network) for both teachers and work-related career strategy (i.e., maintain career flexibility) for sales persons. The same results were supported by regression analysis for teachers and sales persons. The explanation to the above phenomenon is that teachers and

sales persons are organised and planful. They also adjust to changes in their work situation and look for opportunities to learn new skills. They also keep career options open and look for broad work experiences in the organisation. Whereas banking professionals have fixed tasks to perform. Being public sector employees, they do not have wide career options and learning on the job is related to their organisations.

Neuroticism:

A few of the teachers and sales persons proved that neuroticism was associated with work related Career Management Strategies. Results of correlation prove this association especially with extended work involvement for teachers and sales people. Regression results supported the findings related to teachers and sales persons. Teachers were found to be more emotionally stable than sales persons. Teachers were involved in learning activities (as part of their job) outside their work hours Whereas salespersons were not able to complete work during working hours and were carrying work home or were working overtime. In case of Bank managers, they did not show neuroticism and this personality dimension did not play a role in selection of Career Management Strategies, as work is not too stressful in the public sector.

Openness:

The findings of this study explain that the bank employees with openness to experience show a moderate influence in the selecting the strategy of maintain career flexibility. This phenomenon can be explained as that the extent of opportunities to learn on the job is limited for bankers. Yet, they strive to keep abreast with developments in the banking sector. With the public sector banks adopting new marketing practices, the employees have to learn by experience to satisfy customers. In the case of teachers and salespersons, Openness dimension of personality did not have any influence on any of the Career Management Strategies. This was due to their jobs being less challenging in nature. They were involved in doing routine activities repeatedly.

The remaining two Personality types of Agreeableness and Extroversion had no relationship with Career Management Strategies.

Extroversion:

Generally, persons who are relatively more ambitious reported greater use of career enhancing strategies. They tend to use more of relationship-related Career Management Strategies. But, the correlation analysis of the present study did not support this proposition for any of the three groups of respondents of this study. All the respondents were identified as introverts and they were portraying themselves as extroverts on their jobs. This explanation supports the findings mentioned in the above paragraphs.

Agreeableness:

The results indicate that all the respondents in the three professions are low on agreeableness, and hence, did not particularly select any of the Career Management Strategies. This is because if individuals desire to utilise these strategies and if they are not perceived as agreeable, they may have difficulty enacting them.

Age and Career Management Strategies:

The study revealed that persons in their younger age seek more of mentoring compared to older age groups. This is because persons in the younger age group are new to their profession and lack experience in managing their careers. So they seek mentoring from their superiors and other experienced peers on career related issues.

Conclusion:

The study revealed that teachers with conscientiousness and low neuroticism personality dimensions selected build networks and extended work involvement and sales persons with conscientiousness personality dimension selected maintain career flexibility and those with low neuroticism selected extended work involvement as Career Management Strategies. Among the bank employees, those with openness personality had selected maintain career flexibility. The personality types of agreeableness and extroversion did not predict any of the Career Management Strategies. The study also revealed that older employees used less of seek mentoring strategy. Thus, the results provide evidence that personality predisposes individuals to differentially enact Career Management Strategies.

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