INTERNATIONALISM ANCHOR:

CONSTRUCT OPERATIONALIZATION AND SCALE VALIDATION

Christelle Tornikoski

University of Vaasa, Finland

ctorni@uwasa.fi

Abstract

Purpose - The internationalism anchor describes individuals who are primarily excited by working in international task environment, who prefer developing their professional competencies in international settings, and search for new experiences by getting to know unfamiliar countries and different cultures (Suutari & Taka, 2004). This anchor is thought to lead the career choices of an increasing number of individuals nowadays. This in-progress research paper presents an operationalization of this construct and examines its validity and correlates.

Design/methodology – Based on this previous definition and Schein's (1993) work five items were developed and included into a larger study questionnaire. An on-line survey gathered the data from 347 members of the Finnish union for qualified economics graduates. A subpopulation of 243 expatriates and self-initiated expatriates was used to test and validate this measure.

Findings – The five-item measure was very successfully distinguished from other career anchor measures. It highly and significantly correlated with four other career anchors General Managerial Competence, Pure Challenge, Autonomy/Independence, and Service or Dedication to a Cause. This confirmed the existence of a relationship among those five career anchors in an international population identified in a previous qualitative research.

Limitations/implications – The present study is a tiny step towards a better understanding of how career anchors articulate within individuals during their career in international settings. The author believes that the scale can be used in the ongoing research about the structural modeling of career anchors including compatible and conflicting career anchors, and applied to nationals working in international or virtual organizations.

Keywords - Career Anchor, Internationalism, Expatriates, Self-Initiated Expatriates

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

The description of the emerging population of "volunteer" employees (Gratton and Ghoshal, 2003), the notion of protean career (Hall, 1976; Hall & Mirvis, 1996) or "internal career" development (Tung, 1998), of "boundaryless" (Arthur & Rousseau, 1996; Arthur & Inkson, 1999) and global (Barlett & Ghoshal, 1992) career orientations of expatriates (Suutari and Taka, 2004) as well as the concept of "total rewards" (Armstrong and Stephens, 2005; Manus & Graham, 2002; O'Neal, 2005, 1998;) seem all related "symptoms" or perceived and visible indicators of the fundamental changes undergoing in the globalizing world nowadays.

The globalization of business affairs and the acceleration of international trade has led an increasing working population to move across countries or work in international settings. Therefore over the past recent years both managers and academics have paid greater attention to the development and progresses of their employees' career as well as their work-role transition processes in international contexts (Arnold, 1997). The notion of internal career development versus organizational career development has been fueling debates. However the understanding of the adjustment of those two career developments seems nowadays essential for organizations to better retain their strategic employees. Indeed, expatriates, for instance, are often chosen for strategic competitive purposes after several years spent within the organization however career orientation and motivation sometimes tend to limit the success of such international assignments.

During his work at the Massachusetts Institute of Technology (MIT) in the 70's Schein (1975, 1978, 1987) identified the gradual development of a "career self-concept" while engineers interacted with their job environment. He described that such a psychological process led to the concept of "career orientation" or "career anchor", meaning a person's self-concept consisting of three kinds of perceptions: 1. our self-perceived skills and abilities (based on actual successes in a variety of work settings), 2. our motives and needs (based on

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

opportunities for self-tests and self-diagnosis in real situations and feedback from others), and 3. our attitudes and values (based on actual encounters between the self and the norms and values of the employing organization and work setting) (Schein, 1996; Yarnal,1998). In other words, he showed that the vision we have of our own capabilities, values and motivation evolves and clarifies all along our personal, family and professional experience even though we might not always know where we are going (Arthur, Inkson, and Pringle, 1999). Do an individual seems only to discover his or her career anchors, and get to know his/her self better by testing and verifying self-perceived talents, motives and values through actual work experience (Barth, 1993; Feldman and Bolino, 2000).

Based on Schein's key work the present in-progress research paper related to a broader study on international employees' employment relationship, compensation and career anchors presents the development of a scale of the internationalism anchor identified by Suutari and Taka (2004) among global career expatriates. It also aims at validating this measure by testing it among a large sample of Finnish people working abroad. Therefore the following sections present the methodology used for such a purpose. First the development of the internationalism anchor scale is described and the other variables used in this study presented, then the procedure and the sample are described. Second the analysis and related results are presented. The reliability and validity tests of the measure as well as the correlates of the internationalism scale are described. Implications and limitations of such a measure operationalization and validation are discussed at the end of this paper.

METHOD

Development of the internationalism anchor scale

Based on the logic and format of the 40 items developed by Schein for his Career Orientations Inventory (1993), the present author developed 5 items with the concern that

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

they reflected aspects of the internationalism anchor identified by Suutari and Taka (2004). Theses authors described individuals with such a career anchor as primarily excited by working in international task environment, preferring to develop their professional competencies in international setting and thus enhance the career opportunities, are interested in searching for new experiences through getting to know unfamiliar countries and different cultures.

- -
Insert Table 1: Typology of career anchors (Schein 1993) about here
- -

Therefore the five following items were developed (Finnish translation available upon request):

> **I only look for jobs enabling me to develop my career in an international environment (INTL1)**
>
> **I am only interested in jobs involving international dimensions (INTL2)**
>
> **I only seek jobs allowing me a work interaction with other cultures (INTL3)**
>
> **I am most fulfilled in my work when I can deal with new countries or cultures on daily bases (INTL4)**
>
> **I would rather leave my organization than accept a job that would not involve an international work environment (INTL5)**

Respondents were asked to answer these items using Schein's scale from 1 to 6 with 1= "never true for me", 2= "occasionally true for me", 3, 4= "often true for me", 5, 6= "always true for me".

Other measures included in the questionnaire

The 5 items developed to measure the construct of internationalism anchor were mixed among the 5-item scales of the 40 items developed by Schein (1993) for his well-known eight career anchors in the questionnaire (see typology of Schein's 8 career anchors in Table 1).

Thus respondents were asked to answer a total of 45 items related to career anchors. In this study, the initial Cronbach's alphas of internal reliability, the mean score and standard deviation of each of the eight anchors are summarized in Table 2. The Cronbach's Alpha of the anchor Technical /Functional Competence appeared to be lower than .700 with an absolute value of .425. This result can easily be explained by the fact that the targeted sample did not have any technical background. Consequently this technical/functional anchor could not be significantly found in this population. This anchor scale was excluded for the rest of the study since not reliable.

- -
Insert Table 2: Initial internal reliability, means and standard deviation of
Schein's career anchors about here
- -

The respondents were also asked to indicate their gender, age in years, their marital status, the presence of their spouse with them abroad and if they had any children, if those ones were in age to go school or not, if their children in age to go to school were present with them abroad. Furthermore they were asked to indicate the kind of organization they worked for, the size of the organization (number of employees), if they worked in the private or public sector, their area of expertise, their hierarchical level. The detail of frequencies of answers regarding each of these previous questions is summarized in the table3. 145 other questions not mentioned here were included in the questionnaire for the purpose of a broader study on international employees' psychological contract, compensation and career anchors.

- -
Insert Table 3: Descriptive variables of the sample about here
- -

Procedure and sample

For the purpose of the mentioned broader study which included the questions related to career anchors an on-line questionnaire was elaborated. While developing the questionnaire several doctoral students acquainted with the topic were asked for their opinion about the developed items. This face validity led to the rephrasing of some of the 5 items developed to measure the construct of internationalism career. The English version of this questionnaire went through a two-round examination by expatriates, doctoral students and academics. A pilot test of the English version of the survey was made among some 20 international employees in order to first check the answerability of the questions as well as the length of the questionnaire, and second modify the version according to the relevance of feedback. The second refined and final version of the questionnaire was translated into Finnish and then its Finnish version was again compared with the initial English version.

The on-line questionnaire was made available to 820 members of the Finnish Union for Qualified Economics Graduates (Suomen Ekonomiliitto, also called SEFE) who were operating around the world at that time. Thus the targeted sample represented highly educated people with at least a Master of Science in Economics as lowest common educational degree. The choice of this union was made for two reasons: first, the internationalism career anchor was first identified by Suutari and Taka (2004) among highly educated manager with an high international experience and background (global managers), so it was important to have access to highly educated people with international experience too.; 2. second, the high union membership in Finland (71,2% of the labor population in 2003: Visser, 2006; Reija, 2003) insured that the targeted SEFE sample would well represent the population of qualified economics graduates in Finland.

The use of a survey was selected as the most efficient way for contacting a large number of people operating abroad and getting the maximum answers in a month time. The on-line survey was administrated by SEFE so to keep the contact of its members confidential. In addition due to the length of the on-line questionnaire (202 questions), respondents were given the opportunity of receiving of the inventory of their career anchors so to motivate their answers.

The data was collected between June and July 2007. The survey meant to gather data essentially from assigned expatriates (AEs, e.g. people sent abroad by their employer) and self-initiated expatriates (SIE, e.g. people who went to find a job abroad on their own initiative) about their compensation, their psychological contract and career anchors. 317 answers were received giving an overall response rate of 39%. Among those 317 answers 35 were automatically excluded as the respondents answered that they did not receive any salary while being abroad. Among the remaining answers 14 members (2 males and 12 females) had followed their spouse abroad and other 25 members (16 males and 9 females) were abroad for other reasons than being an expatriate or self-expatriate or accompanying spouse. The answers of those 39 respondents were also eliminated. Consequently the answers from 243 people were used for the validation of the internationalism anchor measure. Among those 243 SEFE members 126 are assigned expatriates and 117 are self-initiated expatriates. 93 of the respondents were females and 150 were men. Ages range from 24 to 64 years, with a mean of 40,59 and a standard deviation of 9,36 (see Table 3).

ANALYSIS & RESULTS

SPSS 15.0 for Windows was used for the purpose of the following analyses.

Reliability

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

The reliability refers to the stability of a measure and indicates if a valid measure is reliable or not. Cronbach's α is often reported as an indicator of this measure reliability. Gauri, Gronhaug, and Kristianslund (1995) indicate that this Cronbach's Alpha can be conceived as a measure of the intercorrelations between the various indicators used to capture the underlying construct. The assumption is that the various indicators should correlate positively, but they should not be perfectly correlated. The Cronbach's Alpha of internal reliability for the 5 items of the internationalism anchor is ,852 (with a mean score of 3.69 and a standard deviation of 1.07) which let's forecasting a priori a high reliable variable unless this validity is validated.

- -
Insert Table 4: Descriptive Statistics for
the 5 items of internationalism anchor about here
- -

Construct validity

After testing the face validity of the items during the elaboration of the questionnaire, the author tested both convergent and divergent validities of the items of the internationalism construct.

Convergent validity. It measures the degree of association among the different measurements which aim at measuring the same concept (Gauri, et al. 1995). In other words the 5 items measuring the concept of internationalism anchor should correlate. Therefore the 5 items were subjected to a principal factor analysis with varimax rotation. The 5 items of the internationalism scale loaded into one single factor with the following values INTL1= .793, INTL2=.871, INTL3=.842, INTL4=.707 and INTL5=.752. The convergent validity of the measure of internationalism anchor was thus validated.

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

Divergent validity. It indicates to what extent measures are not related between each other, in other words the measures of various construct should load into different factors (Gauri et al., 1995). Cronbach's alpha and factor analysis are usually used to check the divergent validity of measures. Therefore the 35 items of the seven related career anchors developed by Schein together with the five items of the internationalism anchor were first subjected to a reliability analysis. The reliability Cronbach's alpha of the 40 item was ,841. Second the 40 items (all but those of the Technical/Functional Anchor whose scale was not reliable as described earlier) were subjected to factor analysis with varimax rotation and the exclusion of absolute values lower than .45. A ten-factor solution using varimax rotation was specified and no item was excluded from the varimax rotated matrix. The internationalism anchor items loaded perfectly well as the first factor compoment with the respective absolute values: Intl1= .783, Intl2= .855, Intl3= .835, Intl4=.687 and Intl5= .723. as it is presented in Table 5. This internationalism factor component accounted for 8,33% of the total variance. Thus the rotated solution reveals that the measure of the internationalism anchor displays a complete divergent validity.

- -
Insert Table 5: Divergent validity of the internationalism items
about here
- -

Regarding the other career anchors developed by Schein's (1993) the rotated solution displays a complete divergent validity for Security/Stability (factor component 4 which accounts for 7,25% of the total variance), Autonomy/Independence (factor component 5 accounting also for 7,25 %, of the total variance) and Lifestyle (factor component 6 accounting for 6,93% of the total variance). The rotated solution also shows a substantial but not complete divergent validity for the remaining career anchors developed by Schein's (1993). Three items of the scale for General Managerial Competence (factor component 2)

clearly loaded on the same factor component whereas its first item GM1 as well as the largest part of the absolute value of the second item GM2 loaded on the tenth factor component of the rotated varimax matrix (accounting for 3,96 % of the total variance). In addition the fifth item of Pure Challenge, CHAL5, negatively loaded on the same General Managerial Competence factor. The factor component 2 accounts for 8,26% of the total variance. As far as Pure Challenge (factor component 3) is concerned all items but the fifth (as indicated previously) loaded on the same factor. The third item of Entrepreneurial Creativity EC3 also loaded on this component factor. This third factor component of the rotated varimax matrix accounts for 7,36% of the total variance. Then three of the Entrepreneurial Creativity items loaded on the same factor component 7 accounting for 6,37% of the total variance whereas the items of Service / Dedication to a Cause split into two distinct factors. Three items loaded into component 8 accounting for 5,64% of the variance and the two other items into component 9 accounting for 4,40% of the total variance .

For the purpose of the present study and before any further analysis of the internationalism anchor, all factor components were corrected and subjected to another and additional validity and reliability tests (analysis results available upon request) and the following Cronbach's alphas, means and standard deviations were obtained: **General Managerial Competence** (3 items: GM3, GM4, GM5): .848 with a mean score (averaging across items) of 2.52 and a standard deviation of 1,28; **Pure Challenge Competence** (4 items:CHAL1, CHAL2, CHAL3, CHAL4): .744 with a mean score (averaging across items) of 4.33 and a standard deviation of 0.84; **Security/Stability Anchor** (5 items): .754 with a mean score (averaging across items) of 3.23 and a standard deviation of 0.79; **Autonomy / Independence Anchor** (5 items) : .772 with a mean score (averaging across items) of 3.58 and a standard deviation of 0.91; **Lifestyle Anchor** (5 items): .759 with a mean score (averaging across items) of 3.99 and a standard deviation of 0.94; **Entrepreneurial**

Creativity Anchor (3 items: EC1, EC2, EC5): .836 with a mean score (averaging across items) of 2.76 and a standard deviation of 1.29; **Service /Dedication to a cause** (3 items: SERV1, SERV3, SERV4): .808 with a mean score (averaging across items) of 3.08 and a standard deviation of 1.14.

Descriptive statistics and correlated of internationalism anchor. The factor "internationalism anchor" was computed together with seven of the anchor factors described in the previous section (the ninth and tenth identified factors were not included here) as well as with eleven other explicative variables so to obtain the following correlation matrix.

- -

Insert   Table 6: Internationalism anchor: Correlation matrix   about here

- -

The last row of this matrix corresponds to the internationalism anchor. It appears to be significantly and negatively correlated to the area of expertise and the hierarchical level of the respondent. It is also strongly and positively correlated to the General Managerial Anchor as well as to the Pure Challenge Anchor. This confirms the qualitative findings by Suutari and Taka (2004) who identified that in addition to global managers' two first career anchors i.e. managerial competence and pure challenge, internationalism anchor was a third very strong anchor among global managers. It is also strongly and significantly correlated to the autonomy and independence anchor which can also be related to the hierarchical level of the respondent. Finally this internationalism anchor is also strongly correlated to Service and Dedication to a Cause which was also identified by Suutari and Taka (2004) as related to the international orientation since "connected to national pride and the feeling of doing something

important for [their] country and important industrial sectors within it when handling foreign businesses of Finnish companies abroad.

As mentioned earlier the respondents to the survey had been given the possibility of receiving their individual career anchor inventory. 189 of the 347 respondents asked for it. Among those 189 requests 157 emanated from assigned expatriates and self-initiated expatriates. Few weeks after sending them their respective career orientation inventory the author asked to indicate on a scale anchored from 1="not at all" to 5= "to a great extent" to which extent the score they had got for "Internationalism anchor" fitted to them (The score I got for "Internationalism anchor" fits very well to me=), knowing that a description of each career anchor had been given to them (based on Cerdin, 2006 and Schein, 1993, see Appendix 1 for the descriptive summary of the internationalism anchor sent to SEFE members). 60 answers were received within the two following weeks. This represented a 38,2 % response rate. The mean score of their answers was 4.13 with a standard deviation 0.84. This additional result is a positive indication of the adequacy of such an international anchor within this international population, especially taking into account that the communication of the career orientation inventory was not followed by a structured interview to discuss about his/her dominants career anchors.

DISCUSSION

In this in-progress paper the author has reported an operationalization of the construct of internationalism anchor identified by Suutari and Taka (2004) as well as the validation of its measure. The author also examined the correlates of this factor with demographic variables as well as with other career anchors. The sample of Finnish assigned expatriates and self-

initiated expatriates was believed to represent an adequate sample to test the anchor first indentified among highly educated Finnish people with strong international background.

The measure of the internationalism anchor seems to valid after this first examination as its five items successfully distinguished themselves from those of other career anchor measures. The internationalism factor also appeared to be highly and significantly correlated with four other career anchors General Managerial Competence, Pure Challenge, Autonomy/Independence, and Service or Dedication to a Cause. This confirmed the existence of a relationship among those five career anchors in an international population identified by Suutari and Taka (2004) in their previous qualitative research among global managers. This is important as this anchor is thought to lead the career choices of an increasing number of individuals nowadays.

In addition even though this paper does not participate directly to the debate of whether or not there is a dominant career anchor which drives career choices as Schein (1993) advocates it the author shows that the internationalism career anchor is significantly and positively correlated to four other career anchors. This result tends to meet the views of authors like Feldman and Bolino (1996), Yarnall (1998), Wills, Wills and Tremblay (2006) who state that people often base their decisions on several main careers anchors (up to three according to the author of this study) and that the weight of those anchors into the decisional process of the individual may change during his/her career. Following the same trend of thought Suutari and Taka (2004) showed that the two most typical career anchors of global managers were managerial competence and pure challenge. In addition they identified that internationalism seemed to be another essential career anchor for global managers.

The present study is a tiny step towards a better understanding of how career anchors articulate within individuals during their career in international settings. The author believes that the scale can be used in the ongoing research about the structural modeling of career

anchors including compatible and conflicting career anchors (Wills et al. 2006, Schwart & Sagiv, 1995), and applied to nationals working in international or virtual organizations where international material is daily used.

REFERENCES

Arnold, J. 1997. *Managing Careers into the 21ˢᵗ Century.* Paul Chapman Publishing. London.

Arthur, M. B., and Rousseau, D. 1996. *The Boundaryless Career- A New Employment Principle for a New Organizational Era*. New York, Oxford University Press.

Arthur, M.B., Inkson, K. and Pringle, J.K. 1999. ***The New Careers, Individual Actions and Economic Change***. SAGE Publications, London.

Cerdin, J-L. "Ancres de carrière: larguez les amarres!, avril 2006. ***RH Info, La Newsletter du Management et des RH***. http://www.rhinfo.com.. London: Prentice Hall.

Feldman, D. C. & Bolino, M. C. 1996. Careers within careers: reconceptualizing the nature of career anchors and their consequences. ***Human Resource Management Review***, 6(2): 89-112.

Gauri, P. N., Gronhaung, K., & Kristianslund, I. 1995. Measurement: Mapping the empirical world. ***Research methods in business studies***: 41-5

Nordvik, H. (1996) "Relationships between Holland's vocational typology, Schein's career anchors and Myers-Briggs' types", *Journal of Occupational and Organizational Psychology*, Vol 69, pp. 263-275.

Reija, L. 2003. Union density falls. *EIRO, European On-line Industrial Relations Observatory- European Foundation for the improvement of living and working conditions*. FI0302204F. http://www.eurofound.europa.eu/eiro/2003/02/feature/fi0302204f.htm

Schein, E. H. 1993. ***Career Anchors – Discovering Your Real Values***. Revised Edition. Pfeiffer Career Series. Pfeiffer & Company, San Diego, California.

Schein, E.G. 1996. Career anchors revised: Implications for career development in the 21sr century, *Academy of Management Executive,* 10(4): 80-88.

Schwartz, S.H. & Sagiv, L. 1995. Identifying culture-specifics in the content and structure of value. Journal of cross-cultural psychology, 26(1):92-116.

Suutari, V. & Taka, M. 2004. Career anchors of managers with global careers. *Journal of Management Development*, 23(9): 833-847.

Visser, J. 2006. Union Membership in 24 countries. *Monthly Labor Review*, 38-49. http://www.bls.gov/opub/mlr/2006/01/art3full.pdf

Wils, T, Wils L. & Tremblay, M. 2006. Structuration des ancres de carrières : une vérification empirique auprès d'ingénieurs québeccois. XVIIe Congrès de l'AGRH- Le Travail au cœur de la GRH. IAE de Lille et Reims Management School, Reims.

Yarnall, J. 1998. Career Anchors: Results of an organisational study in the UK. *Career Development International*, 3 (2): 56-61.

TABLE 1: Typology of career anchors (Schein 1993)

_____

1. *Technical/Functional Competence (TF):* Primarily excited by the content of the work itself; prefers advancement only in his/her technical or functional area of competence; generally disdains and fears general management as too political.

2. *Managerial Competence (GM):* Primarily excited by the opportunity to analyse and solve problems under conditions of incomplete information and uncertainty; likes harnessing people together to achieve common goals; stimulated (rather than exhausted) by crisis situation.

3. *Security and Stability (SEC):* Primarily motivated by job security and long-term attachment to one organisation; willing to conform and to be fully socialised into an organisation's values and norms; tends to dislike travel and relocation.

4. *Entrepreneurial Creativity (EC):* Primarily motivated by the need to build or create something that is entirely their own project; easily bored and likes to move from project to project; more interested in initiating new enterprises than in managing established ones.

5. *Autonomy and Independence (AU):* Primarily motivated to seek work situations which are maximally free of organisational constraints; wants to set own schedule and own pace of work; is willing to trade off opportunities for promotion to have more freedom.

6. *Service and Dedication to a Cause (SERV):* Primarily motivated to improve the world in some fashion; wants to align work activities with personal values about helping society; more concerned with finding jobs which meet their values than their skills.

7. *Pure Challenge (CHAL):* Primarily motivated to overcome major obstacles, solve almost insoluble problems, or win out over extremely tough opponents; define their careers in terms of daily combat or competition in which winning is everything; very single-minded and intolerant of those without comparable aspirations.

8. *Lifestyle (LS)*: Primarily motivated to balance career with lifestyle; highly concerned with such issues as paternity/maternity leaves, day-care options, etc.; looks for organisations that have strong pro-family values and program[me]s.

Source: Schein (1993)

TABLE 2: Initial internal reliability, means and standard deviation of Schein's career anchors

Schein's Career anchors (original 5 item-scales)	Minimum	Maximum	Cronbach's alpha	Mean	Standard deviation
Technical/Functional Competence (TF)	1.80	5.60	.425	3.76	.728
General Managerial Competence (GM)	1.00	6.00	.749	2.83	1.181
Security / Stability (SEC)	1.20	5.20	.754	3.23	.794
Entrepreneurial Creativity (EC)	1.20	5.80	.733	3.18	.940
Autonomy /Independence (AU)	1.20	6.00	.772	3.58	.913
Service /Dedication to a cause (SERV)	1.00	5.40	.701	3.08	.845
Pure Challenge (CHAL)	1.50	6.00	.709	4.33	.838
Lifestyle (LS)	1.20	6.00	.759	3.99	.939

TABLE 3: Descriptive variables of the sample

Descriptive Variables	Frequencies
Gender	
Female	93
Male	150
Age (Mean: 40,59; SD: 9,36)	
Min	24
Max	64
Marital Status	
Married /couple	175
Divorced/widow	8
Single	60
Presence Spouse Abroad (*)	
Yes	151
No	24
Children	
No children	130
With children not in age to go to school	32
With children in age to go to school **(x)**	81
Presence of children in age to go to school abroad (x)	
Yes	64
No	17
Kind of organization	
Headquarter	78
Subsidiary	120
Own enterprise	1
Other	44
Organizational Size (Nb Employees)	
+ 20 001 employees	106
10 001-20 000 employees	27
1001-10 000 employees	55
501-1000 employees	8
51-500 employees	33
11-50 employees	9
1-10 employees	5
Private/Public Sector	
Public sector	41
Private sector	202
Area Expertise	
Accounting and Finance	87
Technical/Computer systems	10
Sales/Marketing	57
General Administration	54
Other	35
Hierarchical Level	
Expert/Technical	74
Middle management	72
Upper/senior management	58
Top management	33
Other	6

N=243 except for (*)=175 and (x)=81

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

TABLE 4: Descriptive Statistics for the 5 items of internationalism anchor

Items	Minimum	Maximum	Mean	Std. Deviation
INTL1	1	6	3,62	1,425
INTL2	1	6	4,30	1,337
NTL3	1	6	3,53	1,306
INTL4	1	6	3,98	1,290
INTL5	1	6	3,02	1,410
(Cronbach's Alpha for 5 items =.852)				
Internationalism anchor (INTL1+ INTL2+INTL3+INTL4+INTL5)/5	1	6	3,69	1,07

N=243

TABLE 5: Divergent validity of the internationalism items

Varimax Rotated Component Matrix for the 8 career anchors (a)

Items	Mean	SD	1	2	3	4	5	6	7	8	9	10
Internationalism_INTL1	**3,62**	**1,43**	**,783**									
INTL2	**4,30**	**1,34**	**,855**									
INTL3	**3,53**	**1,31**	**,835**									
INTL4	**3,98**	**1,29**	**,687**									
INTL5	**3,02**	**1,41**	**,723**									
General Managerial_GM1	4,19	1,14										,662
GM2	3,75	1,48		,492								,557
GM3	2,32	1,40		,789								
GM4	2,81	1,66		,785								
GM5	2,44	1,30		,796								
Pure Challenge_CHAL1	4,38	1,14			,581							
CHAL2	4,09	1,13			,550							
CHAL3	4,47	1,14			,726							
CHAL4	4,40	1,05			,774							
CHAL5	3,84	1,16		-,551								
Security Stability_SEC1	3,00	1,11				,596						
SEC2	2,47	1,06				,512						
SEC3	3,02	1,14				,844						
SEC4	4,24	1,03				,640						
SEC5	3,43	1,25				,769						
AutonomyIndepedence_AU1	4,43	1,22					,622					
AU2	3,98	1,29					,759					
AU3	2,24	1,34					,708					
AU4	3,46	1,29					,580					
AU5	3,28	1,18					,570					
Lifestyle_LS1	3,84	1,49						,698				
LS2	4,76	1,14						,650				
LS3	4,24	1,31						,763				
LS4	4,19	1,28						,702				
LS5	2,92	1,33						,635				
Entrepreneurial Creativity_EC1	2,91	1,56							,848			
EC2	2,57	1,33							,753			
EC3	4,43	1,00			,675							
EC4	3,22	1,22										
EC5	2,79	1,57							,839			
Service/DedicationCause_SERV1	2,84	1,33								,777		
SERV2	3,84	1,17									,514	
SERV3	3,09	1,35								,763		
SERV4	3,33	1,35								,874		
SERV5	2,31	1,03									,660	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. a Rotation converged in 10 iterations.
Absolute values lower that .450 were excluded

Results for N=243, GM: General Managerial Competence, CHAL: Pure Challenge, SEC: Security/Stability, AU: Autonomy/Independence, LS: Lifestyle, EC: Entrepreneurial Creativity, SERV: Service/Dedication to a Cause, INLT: Internationalism

EURAM 2008 – Track "Expatriate Management – Quo Vadis?"

Table 6: Internationalism Anchor: Correlation Matrix

	Mean	Std. Deviation	Gender	Age	Marital status	Children	Presence Child in age to go to school Abroad	Presence of Spouse Abroad	Private / Public Sector	Kind of organization	Org.Size Nb Nees	Area of Expertise	Hierarchical Level
Gender	1,38	0,487	1										
Age	40,59	9,36	-,187(**)	1									
Marital status	1,79	0,485	-,194(**)	,313(**)	1								
Children	2,2	0,912	,309(**)	-,431(**)	-,360(**)	1							
Presence of Childr. in age to go School Abroad	1,72	0,452	,195(**)	-,274(**)	-,241(**)	,782(**)	1						
Presence Spouse Abroad	1,35	0,479	,196(**)	-0,082	-,491(**)	,432(**)	,371(**)	1					
Private/ Public Sector	1,17	0,375	0,097	,129(*)	-0,005	-0,003	-0,057	-0,012	1				
Kind of organization	2,68	0,769	,241(**)	0,102	0,015	0,016	-0,061	0,085	,461(**)	1			
Organizational Size(Nb Employees)	6,49	1,694	0,064	-0,084	-0,064	0,054	-0,008	0,027	-0,084	0,025	1		
Area of Expertise	2,97	1,437	,219(**)	-,186(**)	0,037	0,109	0,036	-0,079	0,064	,207(**)	,178(**)	1	
Hierarchical Level	2,84	1,08	,334(**)	-,252(**)	-,191(**)	,339(**)	,214(**)	,179(**)	,300(**)	,353(**)	,225(**)	,351(**)	1
GM factor (3 items)	2,5254	1,28016	-,322(**)	-0,097	0,082	-0,124	-0,077	-0,116	-0,116	-,258(**)	-0,053	-,266(**)	-,341(**)
CHAL factor(4 items)	4,3354	0,83855	0,061	-0,019	-0,008	-0,039	-0,026	-0,006	-0,043	-0,01	0,083	0,069	-0,123
SEC factor(5 items)	3,2321	0,79427	-0,008	0,121	0,121	-0,035	-0,046	-0,026	0,079	,150(*)	0,123	,158(*)	,116
AU factor(5 items)	3,5770	0,91315	-0,103	-0,044	0,077	-0,082	-0,032	-0,106	-0,025	-0,066	-0,072	-0,025	-,142(*)
LS factor (5 items)	3,9901	0,93926	-0,001	0,068	,193(**)	-,226(**)	-,172(**)	-,205(**)	0,042	0,068	0,097	,172(**)	-0,031
EC factor (3 items)	2,7572	1,29278	-,289(**)	-0,022	0,082	-0,106	-0,031	-,130(*)	-0,032	-,130(*)	-0,076	-,140(*)	-,131(*)
SERV factor (3 tiems)	3,0850	1,14315	0,07	0,045	-0,094	-0,01	0,023	0,043	,262(**)	,188(**)	0,013	0,094	0,081
INTL factor (5 items)	3,6881	1,07349	-0,032	0,02	-0,094	-0,071	0,03	0,029	0,09	0,02	-0,065	-,163(*)	-,158(*)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Results for N=243, GM: General Managerial Competence, CHAL: Pure Challenge, SEC: Security/Stability, AU: Autonomy/Independence, LS: Lifestyle, EC: Entrepreneurial Creativity, SERV: Service/Dedication to a Cause, INLT: Internationalism

	Mean	Std. Deviation	GM factor	CHAL factor	S SEC factor	AU factor	LS factor	EC factor	SERV factor	INTL factor
GM factor (3 items)	2,5254	1,28016	1							
CHAL factor(4 items)	4,3354	0,83855	,155(*)	1						
SEC factor(5 items)	3,2321	0,79427	-0,072	-0,007	1					
AU factor(5 items)	3,5770	0,91315	,324(**)	,271(**)	-0,121	1				
LS factor (5 items)	3,9901	0,93926	-0,107	0,099	,230(**)	0,122	1			
EC factor (3 items)	2,7572	1,29278	,365(**)	0,099	-0,06	,460(**)	0,079	1		
SERV factor (3 tiems)	3,0850	1,14315	-0,119	,190(**)	0,098	0,093	,279(**)	0,113	1	
INTL factor (5 items)	3,6881	1,07349	,244(**)	,220(**)	-0,039	,255(**)	0,052	0,083	,193(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).
 Results for N=243, GM: General Managerial Competence, CHAL: Pure Challenge, SEC: Security/Stability, AU: Autonomy/Independence, LS: Lifestyle,
 EC: Entrepreneurial Creativity, SERV: Service/Dedication to a Cause, INLT: Internationalism

APPENDIX 1: Expatriates and Self Initiated Expatriates'

Feedback regarding their Career Orientation Inventory

1.   Descriptive summary of Internationalism Anchor sent to this population

Internationalism Anchor
This anchor locates the international experience at the center of any career choice made by the person. Working and living in an international context are the ultimate targets of people with such a strong anchor. They can only imagine their work and personal life in an international environment. They perceive international experience as sources of challenges and development. Some managers only choose working opportunities abroad like this seems the case for global managers. They actually often define themselves as "international. Some of them even feel faintly linked to their original country compared to other natives. The international mobility is extremely attractive for people with such a strong career anchor.

2.   Estimation of internationalism feedback

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,00	4	1,7	6,7	6,7
	3,00	5	2,1	8,3	15,0
	4,00	30	12,4	50,0	65,0
	to a great extent	21	8,7	35,0	100,0
	Total	60	24,8	100,0	
Missing	System	182	75,2		
Total		242	100,0		

3.   Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Estimation of internationalism feedback	60	2,00	5,00	4,1356	,83990
Valid N (listwise)	60				