



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT
Volume 14 Issue 10 Version 1.0 Year 2014
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Motivational Profile and the Inclination of the Career Information Technology Professional

By Evelyn s. Martins & Fernando Contreras

FGV - Fundação Getulio vargas, Brazil

Abstract- The area of information technology (it) has undergone constant changes that, consequently, impact directly on professional and in companies that work with this sector. The aim of this study was to identify the profile and motivational inclination in the career of it professional. This is a field where applied questionnaires closed in professionals. The sample was composed of 27 professionals in companies participating in the CIO of Rio Grande do Sul. The two instruments used were the inventory of Schwartz values (IVS) that offer some perspectives of appreciation of employee matching your goals and interests, and the other instrument was the questionnaire by Edgar Schein on professional inclination, which allows you to identify the relationship and prospects of those with work and their lives. With the results exposed it was found, that it professionals surveyed here are self-determined, individuals value the lifestyle, are benevolent and hedonists, seek well-being and job satisfaction and love challenges. I concluded then that professionals and students are or will be mostly professionals in search of constant challenges and personal and professional satisfaction, adapting the work in the best possible way to your lifestyle.

GJMBR - A Classification : JEL Code: M15



Strictly as per the compliance and regulations of:



Motivational Profile and the Inclination of the Career Information Technology Professional

Evelyn s. Martins^α & Fernando Contreras^σ

Abstract- The area of information technology (it) has undergone constant changes that, consequently, impact directly on professional and in companies that work with this sector. The aim of this study was to identify the profile and motivational inclination in the career of it professional. This is a field where applied questionnaires closed in professionals. The sample was composed of 27 professionals in companies participating in the CIO of Rio Grande do Sul. The two instruments used were the inventory of Schwartz values (IVS) that offer some perspectives of appreciation of employee matching your goals and interests, and the other instrument was the questionnaire by Edgar Schein on professional inclination, which allows you to identify the relationship and prospects of those with work and their lives. With the results exposed it was found, that it professionals surveyed here are self-determined, individuals value the lifestyle, are benevolent and hedonists, seek well-being and job satisfaction and love challenges. I concluded then that professionals and students are or will be mostly professionals in search of constant challenges and personal and professional satisfaction, adapting the work in the best possible way to your lifestyle.

I. INTRODUCTION

The recent years have been marked by great technological development in multiple threads. The information technology sector is one of whom has experienced the fastest transformations. The connection of computers with telecommunications and information resources originated the technological revolution in which we live, promoting changes in people's way of life. This new lifestyle is being marked by the computer age that brought with it the need for the emergence of new professions to meet the needs of knowledge and development of this area.

Professionals in the area of information technology (it) have been increasing their importance to business performance. Advances in computing and communications technologies are affecting the processes of generation, distribution and storage of knowledge in organizations.

It Pros are the current responsible for the evolution of the technological world. Concurrently with this evolution of technology and new professionals a new kind of relationship seems to be occurring between the professionals of this area and businesses; being, then, the profile of this little-known relationship, making necessary studies that clarify this new professional profile. Demands are made of professionals with regard

to differentiated knowledge and ability to act in the current business environment.

Schein (1978 apud KILIMNIK; CASTILHO; Samant, 2006), defines slope of career as being the set of self-perceptions for the talents and skills, motives and needs, attitudes and values that people have with respect to work developing or seeking to develop. According to Tanner (philosophy Dept.) (2004), refers to the forces that drive each person to a certain behavior, i.e. are the variables intrinsic to the job and that influence the degree of satisfaction of people at work because inclination of career is based on interaction between skills, motives and values in total self-concept. In relation to the inclination of career in the professional life of a person, Kilimnik, Castilho and Sant'Anna (2006) comment that can be used to guide, mark out, stabilize and integrate the career of a person.

According to Oliveira (2002), the motivational process can help the institution with respect to productivity to the same extent that the group based on different ways of motivation will achieve the best way to achieve the so-called efficiency. Wondering how is the motivation of people and what can be done to motivate them, as well as, know what are their values and what they want from their professions, it is crucial for the development of the company and the people.

The complexity of factors that involve human behavior and also the need to generate responses to new forms of life led to the investigation of different areas of knowledge, in order to contribute to the maintenance of the individual motivated in the company.

The organizational values, originated from human values, have been highlighted as a management tool for performance, due to the large subjectivity that permeates the theme, very much appreciated by social psychologists (ROKEACH, 1981; SCHWARTZ, 1992, SCHEIN, 1993, TAMAYO;PASCHOAL, 2003), social scientists and politicians, but very little for business managers.

According Tamayo, Mariano and Paz (2001), values are guiding principles for the life of the organization. Fail to consider the importance of this theme in the analysis of the company's performance would be a ravenous abstraction.

The values are able to influence the actions, choices and human behavior, interfering in the way in which the individual judges himself and others. They may be perceived, both as a product, as a point of

Author ^α σ : FGV - Fundação Getulio Vargas.
e-mail: vcpparana@uol.com.br

reference for the process of reflection and evaluation of desires (SCHWARTZ; LACEY, 1995). The values in this sense, affect people's reactions about his work, and allies to motivations and to stimulate talent career decisions (SCHEIN, 1996), the ambitions of professional life and the satisfaction of priority needs of the individual.

The self-knowledge, the centrality of the structure of personality, triggers the recognition of personal demands, which include career preferences. Starting from this premise, you can infer the existence of a close relationship between the values and the slopes of career, since those are personal priorities and needs that guide attitudes, choices and behavior (STACKMAN et al., 2004 apud ABRAHIM, 2008).

Understand the influence of human values in determining the professional inclinations allows knowing how the professionals receive influence predispositions of centrality of the cognitive system, that is, of the values, which are designed as criteria capable of influencing the actions, choices and human behavior, interfering in the way in which the individual judges himself and others. In this sense, the human values affect people's actions on your work; allies to motivations and talents, stimulate career decisions (SHEIN, 1993). The studies of the Masschutsetts Institute of Technology identified eight categories of career leanings, which are stimulated by appetites, feelings and needs which are established from the self-concept. Starting from this premise, you can infer the existence of a close relationship between human values and professional inclination. The study emphasizes the values and the slopes in the career of future it professional, whose growth is increasingly at universities and in companies.

II. THE MOTIVATIONAL STRUCTURE OF VALUES

It is very important to the study of values within the context of the Administration and management of people, because within these there are numerous factors related directly to values. The values that determine the behavior and performance of employees; influence in the vision that employees have of the company, colleagues and their managers (TAMAYO, 2000). Knowing the values of its employees, the relationship of the company with the same would be facilitated, which may generate strategies that could lead to competitive advantages.

According Tamayo (2000), which seeks in his work is determined by your needs, by their values, and the values of others. The values determine the options of people as well as the emotional responses to these options. According Tamayo and Paschoal (2003), the demand of employee in the company is directly related to how he is treated and respected; your demand

depends also if it finds the Organization opportunities that meet your needs and help you achieve your goals and expectations, through the activity of the work. When the individual joins a company has as basic interest increase profit of the same, but satisfy their personal needs of various orders. If the employee is not at work the means to satisfy your expectations, you won't feel a relationship of Exchange and exploration.

According Tamayo and Paschoal (2003), the motivational structure of a person is based on the set of targets which activate your behavior and the relationship between these motivations. Motivational profile refers to the importance that the motivations that drive his life have for each person.

To Rokeach (1973 apud TAMAYO; PASCHOAL, 2003), the values represent the cultural requirements, in addition to the individual needs. The goals and intentions regarding the three basic elements of motivation: intensity, direction and persistence.

The motivational structure serves as a reference for drafting the motivational profile, which consists of the relative importance that each one of the motivations for each person. Through this structure you can determine what are the motivations and most important goals for the employee.

The values can be set as the goals fixed for the individual himself, concerning States of existence (terminal values) or desirable behavior models (instrumental values). According Tamayo (2000), its root is motivational intent, because express interests and individual, collective or mixed desires. The values show a hierarchy of the greater or lesser importance and a function that determines the daily routine of the individual establishing thus his way of acting, thinking and feeling.

Depending on the type of motivation or goal that the value expressed will make the difference between a value and another. According Tamayo et al. (2001), The motivational types of values were deducted from the basic requirements of human beings, namely: 1) biological needs of the organism, 2) social needs concerning the regulation of interpersonal interactions, 3) socio-institutional needs regarding the survival and welfare of groups (TAMAYO et al., 2001).

The motivational types already verified empirically are presented below.

a) *Hedonism*

The gratification of physical needs is transformed into a socially recognized values. The goal of this group of motivational values is the pleasure and sensual gratification for himself (TAMAYO, 2002, 2007). As an example of values has the pleasure and self-indulgence. It's an individual interest (TAMAYO et al., 2001). A hedonistic person is a person also stimulated in search of changes that will always be in front, to always be better than colleagues; be better than the

other, not to contribute, but to maintain a position, that is what motivates.

b) Self-realization

Your goal is personal success obtained by a demonstration of competence that usually leads to social recognition (TAMAYO, 2002, 2007). Example of values is being successful, capable, influential, ambitious. The self-realization is considered an individual interest (TAMAYO et al., 2001). The motivational type realization (Self-realization) is directly linked to the quest for power, in that the greater the power, the greater the achievement.

c) Social power

The goal of this type of value is the demand for *status*, prestige and social control over people and resources (TAMAYO, 2002, 2007). Example of this type is the concern with the power, wealth and authority. Is characterized by being an individual interest (TAMAYO, et al., 2001).

d) Self-determination

The values of self-determination seeking independence of thought, action, option, curiosity, creativity, freedom to choose their own targets (TAMAYO, 2007). Has an example of values freedom, creativity, curiosity and independence. It is characterized by an individual interest (TAMAYO, et al., 2001).

e) Compliance

Your motivational goal is the control of impulses and the own behavior in accordance with social expectations (TAMAYO, 2002, 2007). Example values are obedience, politeness, self-discipline. Compliance is considered as a collective interest (TAMAYO et al., 2001). [

f) Benevolence

The values that make up the motivational type benevolence are: availability, honesty, loyalty, responsibility, friendship, maturity and work. The motivational goal is the interest and concern for the well-being of people intimate (TAMAYO, 2002, 2007). Is of type helpful, loyal, forgiving, and worries about the collective interest (TAMAYO et al., 2001).

g) Security

The goal of the values of this type is the personal integrity and identification of people and groups, as well as the stability of society and of himself (TAMAYO, 2002, 2007). With interest in the social order, family safety, cleaning and revealing a joint interest (TAMAYO et al., 2001).

h) Tradition

The goal of the figures relating to the motivational tradition is the respect and acceptance of the ideals and customs of their society (TAMAYO, 2002, 2007). Respect to tradition, moderation, devotion and

collective interest are its characteristics (TAMAYO et al., 2001).

i) Stimulation

Need for excitement, novelty and change in order to be able to maintain a satisfactory level of operation (TAMAYO, 2002, 2007). Life varied, exciting life and individual interest (TAMAYO et al., 2001).

j) Philanthropy

The goal of this group of motivational values is the quest for the well-being of all. Schwartz calls this motivational type "*universalism*" (TAMAYO, 2007). Are your feature: equality, social justice, wisdom, respect for nature, a world at peace, equality, inner harmony, dream; It is a joint interest (TAMAYO et al., 2001).

The motivational types of values relate to each other dynamically. The relationship has been verified through the method of analysis of smaller space that is a multidimensional analysis technique designed to determine the similarity of structure data. Through her values are represented as points in multidimensional space, in such a way that the distances between them express the empirical relationships between values, determined from the correlations among their degrees of importance, according to the responses of subjects (TAMAYO et al., 2001). The values in the service of individual interests are opposite to those that serve collective interests (SCHWARTZ, 1992; TAMAYO; SCHWARTZ, 1993 apud TAMAYO, 2007). Thus, postulate two basic types of relationships between them: compatibility and conflict. On the motivational structure, the five types of values that express individual interests (self-determination, stimulation, hedonism, achievement and social power) occupy a contiguous area that is opposite to that reserved for three sets of values that express primarily collective interests (benevolence, tradition and conformity).

Empirical studies carried out by means of multiple regression have shown consistent ratio of motivational dynamics with the prediction of the behavior at work and in life in General (TAMAYO et al., 2001). Axiological priorities of the individual expressing, in addition to their motivations, their conceptions of what is good for himself, to society and to the organization where he works.

Motivational profile is elaborated based on the motivational structure, consisting of the relative importance that each one of the motivations for each person. The profile therefore implies a hierarchy of importance among the various motivations of the worker. Through this, one can distinguish what are the motivations and goals more important to him, as well as those occupying a second or third plane. In addition, the detailed analysis of personal motivation may be supplemented through integration of the ten motivations in two-dimensional structure, which allows a more global vision, and maybe more consistent, the organization

and direction of employee motivational forces (TAMAYO; PASCHOAL, 2003).

According Tamayo and Paschoal (2003), the 10 employee motivators feature a two-dimensional structure. The four poles that make up these two dimensions represent the person's motivations and define four motivational sets, which are the fundamental openness to change, conservation, self-transcendence and self-promotion.

Seeks to change expresses expectations and goals that can be attained through the autonomy given to the worker to perform his work, thus offering you opportunities to create and innovate.

To the opposite side, are interests and expectations of the person in relation to **conservation**. The occupational safety and in the job, salary, clear and precise objectives and standards, quality circles, appropriate physical space, regular schedule and favorable conditions for the execution of the work, constitute appropriate organizational actions to meet the expectations and targets related to this motivational side.

The motivation of **self-transcendence** focuses on collective results and well-being of everyone in the organization. The goals for this motivation can be attained through a pleasant social environment, without conflicts, with opportunities to interact with colleagues and customers. Finally, the **self-promotion**, which expresses mainly targets related to personal results, requires organizational actions such as those related to financial incentives, benefits, opportunities to promote recognition of merit.

To enable the adequacy between the motivational profile of the worker and concrete actions of motivation is necessary to be able to determine the motivational profile of employees to be able to identify from the predominant motivations and power, from these data, draw up strategies of motivation to work. One of the best and most suitable instrument for this evaluation is the inventory of Schwartz values (IVS).

Tamayo (2007), while researching the Transcultural Values hierarchy and Brazilians, used as a method to scale prepared by Schwartz (1992) for a multicultural research. It consists of 57 values. Were also introduced over four values, two terminals (and vanity) and two instrumentals (smart and dreamer), postulated as being peculiar to the Brazilian culture.

Identify the motivations of professionals regarding personal professional leanings was another objective of this work. Schein (1978 apud KILIMNIK, 2006) defines professional inclination as being the set of self-perceptions for the talents and skills, motives and needs, attitudes and values that people have with respect to work developing or seeking to develop. The instrument used to identify the student and Professional Inclination of the it Professional is based on the book by Schein.

Are described the characteristics of each type of reference to see how people with different inclinations differ from each other, according to Schein (1996).

a) *Technical-professional Fitness*

What motivates this kind of person is exercising their skills and the satisfaction of knowing that they're experts. The type of work for individuals with these characteristics is the challenge. In addition to continuing education, this group values the formal recognition.

b) *Fitness in General*

Fundamental values and goals for this group of people are summed up in the steps to achieve the company's hierarchical higher levels of responsibility, have the opportunity to lead, contribute to the success of your organization and receive high yields.

c) *Autonomy*

independence People with a penchant for autonomy and independence do not support rules, methods, work hours and other rules common to virtually any type of organization. Regardless of your business, these people like to do things your way, at your pace and according to their own standards.

d) *Security stability*

People with inclination to make security a predominant factor throughout their careers, to guide and limit their main professional decisions. These people typically seek employment in organizations that provide security and stability.

e) *Entrepreneurial Creativity*

Some people have a great need to create new businesses themselves, developing new products or services, organizing new companies or managing them according to your specifications and they succeed.

f) *Willingness to serve, dedication to a cause*

Individuals with features serving give values to help humanity, the nation, and to dedicate himself to a cause. People in this group want a job that will allow them to influence the organizations that employ them or social policy, in the direction of its values.

g) *Pure challenge*

Some people are based on the perception that can conquer anything or anyone. For them, success is impossible or overcome obstacles overcome strong opponents. Living in the world where everything is to compete and win.

h) *Lifestyle*

This type of person prefers flexibility above all. People-oriented lifestyle seeking one more organizational attitude than a specific program, an attitude that reflects respect for personal and family interests. Who has this slope likes to reconcile personal, family and professional needs.

Almost everyone can identify their true inclinations if submit themselves these situations of choice (SCHEIN, 1996). The reference points do not change, can sometimes, lack of experience, not being well formed. People can try to adapt to the situation, but their leanings will not change; as soon as an opportunity arises, will combine better occupation and professional inclination.

Is of fundamental importance to combine the individual needs with organizational, so the professional must have their professional inclination perception in order to better plan their careers and be able to make better choices. The complicated in this process are individual differences as well as the differences between the companies. Organizations should better analyze the specific features of the different functions to be exercised in a particular career and clarify them to individuals who are interested in pursuing such a career.

III. METHODOLOGY

This work made use of the technique of questionnaires characterized then as a field research, which is one that aims at obtaining and empirical data. In the development of this survey questionnaires were used.

The sample universe refers to it professionals. The sample was composed of professionals that make up the CIO of RS. It is a probabilistic sample by conglomerates.

Were two chosen instruments: the two questionnaires used are characterized by being structured questionnaires, i.e. consist of closed questions. There was, before the questions, a letter of introduction, explanation and thankfulness. Some of the instruments were the questionnaire of Schein (1996), which sought to identify the motivations of professionals regarding personal professional inclinations. The other is the Inventory of values of Schwartz, who checked the motivational profile of it professionals.

Professional Inclination scales Schein consists of a rating scale. The classification of the sum stems from an adaptation of Likert scale which causes reactions in respondents, which, in turn, to manifest through points with numeric values; in the end, allows the total sum corresponding to each dimension — in this case, the categories of professional inclination or also known as career anchors.

The questionnaire of Schein consists of forty questions. The responder must score if the question ever apply to him or if always apply on a scale. Altogether were affirmative 40 that the respondent should assign classification of 1 to 6, but due to the pilot study only the first 24 statements were used and in order to facilitate, to the respondents that used two different instruments, the scale was modified to be the same as the inventory of Schwartz of 0 to 5. The scale of

assessment used for the questionnaire of Schein in this work was:

The other instrument used was Schwartz values inventory, you want to give the employees ' motivational profile. This instrument includes 57 values; purizumu Seiken were adapted more four characteristic values of Brazilian culture. The importance of the values was assessed using a scale of 0 to 6. The higher the number the more important was the value to the person. In addition, we used the numbers 1 and 7. The first to assess any opposing values to those of the person and the second to assess a value of supreme importance for the evaluated. In this research, the Likert scale which is recommended for measures of attitudes and perceptions and was used in the original instruments of Schein and Schwartz that have been preserved with only changes in the numbering.

The rating scale used in the inventory values of Schwartz used was:

(0) Opposite to my values;(1) unimportant;(2) unimportant;(3) Important;(4) very important;(5) Of supreme importance

The responses were tabulated and sorted according to the average scores obtained by respondents in the various motivational types, and so determine the motivations or goals that are a priority for this sample. After the questionnaires were answered by the professionals, the results were tabulated table in an Excel spreadsheet. Content analysis of responses obtained through the application of questionnaires, seeking to relate the motivational profile and the inclination of the career professionals, with its conclusions and recommendations. The data from the two questionnaires were analysed using a quantitative analysis, from the application of statistical functions as mean and standard deviation. It is a descriptive research, because it aims to describe the motivational profile and tilting it professional's career.

a) *Statistical Results and Analysis of the Research Data*

Independent of the working environment, are likely to find people who, although exercising the same function and exposed to similar conditions, behave differently. This is because people have stories of different lives, their own experiences, experiences, values, needs and goals (LÉVY-LEBOYER, 1994). However, motivational theories show that, despite the characteristics and personal differences, many needs are part of the human universe. Inventory of values was filled by professionals. The values that make up the inventory values are common to different cultures. For each value is presented an explanation about his concept, aiming to clarify, in order to facilitate the choice so that was made with good safety margin. The

statistical results of the data collected from the inventory of values with 61 items referred to the question posed to individuals here searched: "what values are important to

me, as guiding principles in my life, and what values are less important?"

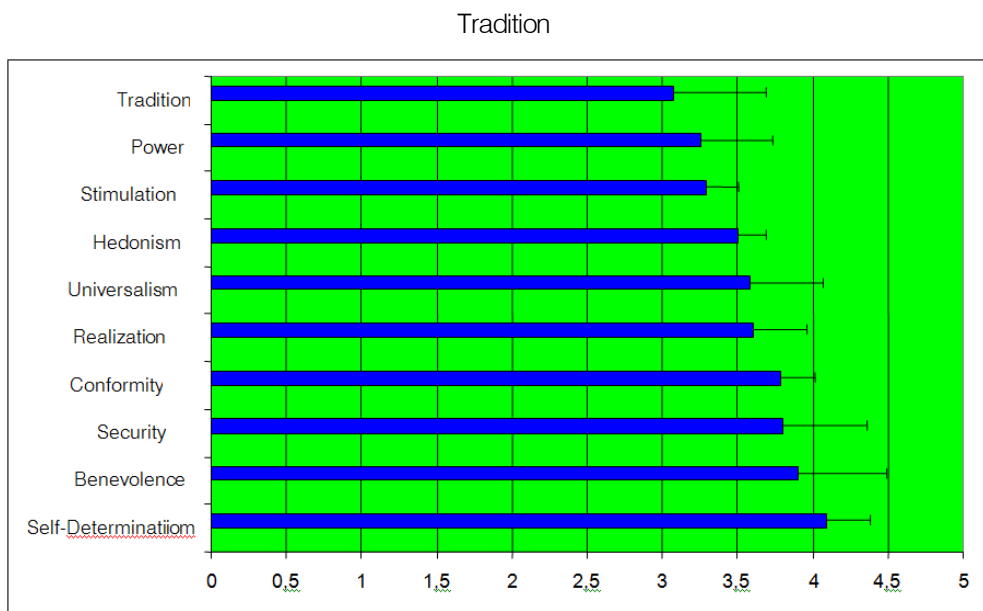


Figure 1 : Motivational Types of it Professionals

Table 1 : Medium and Motivational Classification of Types of it Professionals

Motivational Type	Question	Q media (Q)	The average Motivational Type	Standard Deviation	Classification	Serves the Interests
Self-determination	05	4.48	4.09	0.29	1	individual
	15	4.44				
	17	4.07				
	33	3.88				
	44	4.00				
	57	3.74				
Benevolence	06	4.44	3.91	0.58	2	collectives
	07	3.14				
	11	4.03				
	21	3.85				
	30	3.92				
	35	4.22				
	48	4.70				
	52	3.70				
	56	4.33				
Security	58	2.81	3.80	0.56	3	mixed
	08	3.55				
	09	3.25				
	14	3.11				
	16	3.81				
	24	4.62				
	45	4.40				
Compliance	60	3.92	3.79	0.23	4	collectives
	12	3.96				
	22	3.70				
	42	4.00				
Realization	50	3.51	3.60	0.36	5	individual
	36	3.22				
	41	3.62				

	46	4.14				
	51	3.77				
	53	3.18				
	59	3.70				
Universalism	01	3.85	3.58	0.49	6	mixed
	02	4.40				
	19	3.66				
	26	3.25				
	28	3.85				
	31	2.59				
	32	3.74				
	37	3.77				
	40	3.11				
Hedonism	43	3.66	3.51	0.18	7	7
	04	3.51				
	54	3.7				
Stimulation	61	3.33	3.29	0.22	8	individual
	10	3.55				
	27	3.22				
Power	39	3.11	3.26	0.47	9	individual
	03	2.66				
	13	3.11				
	18	2.96				
	25	3.66				
Tradition	29	3.22	3.07	0.62	10	collectives
	49	3.96				
	20	2.55				
	23	4.07				
	34	3.07				
	38	3.11				
	47	3.37				
	55	2.29				

Source: Drawn by the author based on research

The professionals add value to self-determination, firstly, also exhibit great concern for the values of collective goals as benevolence, security and compliance. Compliance aims to motivational impulses and control of their own behavior in accordance with social expectations (TAMAYO, 2002, 2007). Examples of compliance values are: obedience, politeness, self-discipline. The motivational goal benevolence is bound to interest and concern for the well-being of people intimate (TAMAYO, 2002, 2007). The goal of the security values is the personal integrity of individuals and groups, as well as identification, the stability of society and of himself (TAMAYO, 2002, 2007). These people who care about social order, family safety, cleaning, is characterized by being a joint interest value (TAMAYO, et al., 2001).

The values in the service of individual interests are opposite to those that serve the collective interests (SCHWARTZ, 1992; TAMAYO; SCHWARTZ, 1993 apud TAMAYO, 2007). Thus, postulate two basic types of relationship among them: compatibility and conflict. On the motivational structure, the five types of values that express individual interests (self-determination,

stimulation, hedonism, achievement and social power) occupy a contiguous area that is opposite to that reserved for three sets of values that express primarily collective interests (benevolence, tradition and conformity).

Checking the results it is observed that the professionals demonstrate a situation somewhat conflicting motivational structure. This is because self-determination is an individual characteristic value, as opposed to other values important for professionals, which are benevolence, security and compliance to satisfy interests more directly related to the well-being of the family and of the people in the Group of references.

The individual, collective and mixed interests of it professionals the characterized by greater importance to the values of self-determination, benevolence and describing them with a security profile: curiosity, creativity, freedom to choose their own targets, independence of thought/action and cultivation of self-respect.

The values that make up the motivational type Benevolence are: availability, honesty, loyalty, responsibility, friendship, maturity and work. These

values demonstrate coherence between being and doing that, equality, freedom and justice are all rights, and that these principles are built and preserved to the extent that we experience.

The motivation of the self-transcendence pole where the value is benevolence, focuses on the collective results and well-being of everyone in the organization.

For the Security value were grouped values such as being clean, be healthy, cultivate a sense of belonging, the reciprocity of favors, appreciate the social order, national security and familiar. It is interesting to note that prospects for appreciation on the part of the Organization to job stability, transparency, promotion criteria and medical help.

Table 2: Medium and classification of Professional Inclinations of it professionals

Type	Question	The average Q (Q)	Average inclination	Standard deviation	Classification
Functional Technique	01	3.67	3.12	0.60	4
	09	3.22			
	17	2.48			
Managerial Administrative	02	3.59	3.08	0.54	5
	10	3.14			
	18	2.52			
Autonomy and independence	03	3.96	3.28	0.77	3
	11	3.44			
	19	2.44			
Security and stability	04	2.67	2.74	0.06	7
	12	2.78			
	20	2.78			
Entrepreneurial creativity	05	2.50	2.39	0.47	8
	13	1.88			
	21	2.80			
Willingness to Serve	06	2.85	2.99	0.44	6
	14	3.48			
	22	2.63			
Pure Challenge	07	3.67	3.53	0.46	2
	15	3.00			
	23	3.88			
Lifestyle	08	3.37	3.65	0.37	1
	16	4.07			
	24	3.51			

Source: Drawn by the author based on research

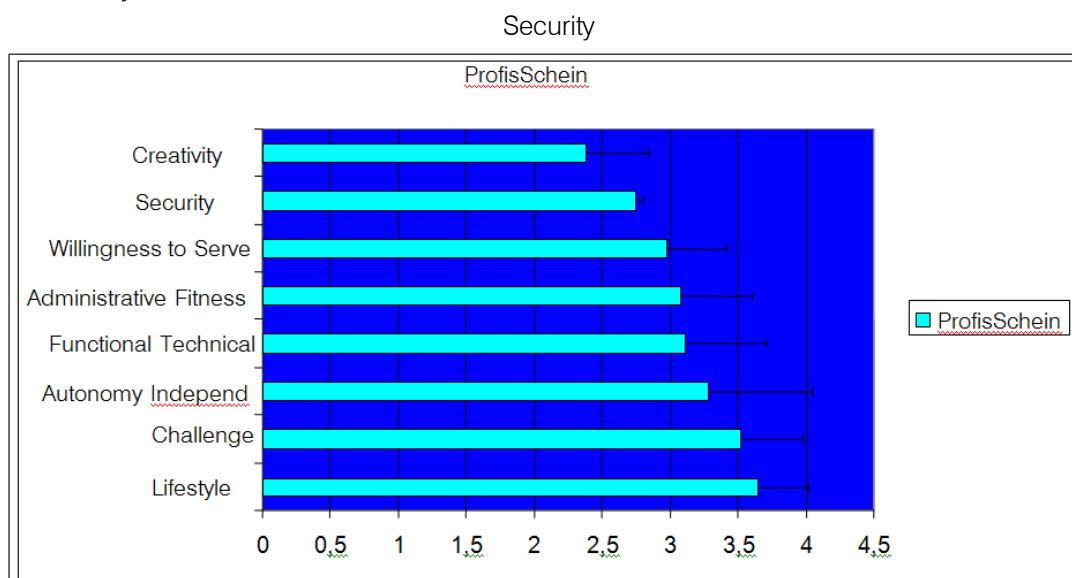


Figure 2: Inclination of the Career professionals

It turns out that the most important career anchor in analyzing the pros is the style of life. This type of person prefers flexibility above all. People-oriented lifestyle seeking one more organizational attitude than a specific program, an attitude that reflects respect for personal and family interests. Who has this slope likes to reconcile personal, family and professional needs.

Secondly for professionals was the anchor of career related challenge. Some people are based on the perception that can conquer anything or anyone. For them, success is impossible or overcome obstacles overcome strong opponents. Living in the world where everything is to compete and win. What matters in employment is that it constantly provides challenges for the individual can prove his ability. Otherwise, these people become bored because they're already motivated and, typically, are loyal to organizations.

In third place was the anchor of career Autonomy Independence. People with a penchant for autonomy and independence do not support rules, methods, work hours and other standards, common to virtually any type of organization. Regardless of your business, these people like to do things your way, at your pace and according to their own standards. These people prefer to follow more independent careers, according to their own standards; they are usually professionals.

The person with a tendency to prefer autonomy jobs and contracted projects that are well-defined goals and temporary to stay on their own the means to achieve them. She prefers payment by the merit of his performance, with payment at the end of your work. She always wants a new position that will give you more freedom than the previous one, namely, promotion means autonomy.

Fourthly, became the anchor of functional technical-related career. What motivates this kind of person is exercising their skills and the satisfaction of knowing that they're experts. The individual with technical and functional incline is dedicated his whole life to specialization and don't value the position of General Manager, although accepted positions of technical managers. In regards to salary, are more oriented towards internal equity, prefer to pay incentives. The type of work for individuals with these characteristics is the challenge. They need to exercise their capabilities, otherwise, your self-esteem will not be satisfied. In addition to continuing education, this group values the formal recognition. For that person to remain at the company, and if it is of great importance for the same, you will need to create for her some kind of restructuring of career plan, coming to meet than above was reviewed.

It was noted, then, through the Inventory of values of Schwartz and professional Inclination questionnaire Schein it professionals surveyed here are individuals self-determined. Have priority for the

independence and autonomy of thought, action and choice. Value the lifestyle and are benevolent, showing that this type of person likes to reconcile personal, family and professional needs. To complement, it is also important to mention that the individuals in this sample are also motivated by challenges.

REFERENCES RÉFÉRENCES REFERENCIAS

1. ABRAHIM, Gisele Seabra. The influence of human values in determining the career anchors. 2008. dissertation (master in business administration)– Pontifícia Universidade Católica, São Paulo, 2008.
2. TANNER (PHILOSOPHY DEPT.), Neena **Introduction to the general theory of management**: Compact Edition. 3. ed. Rev. and current. Rio de Janeiro: Campus, 2004.
3. KILIMNIK, Zélia Miranda, CHAKRAVARTY, Isolde Veloso, Samir, Anderson de Souza. Careers in transformation and its paradoxical reflections on individuals: Metaphors of career and skills. **Organizational behavior and management**, Belo Horizonte, v. 12, n. 2, p. 257-280, 2006.
4. LÉVY-LEBOYER, Claude. **The crisis of the motivations**. São Paulo: Atlas, 1994.
5. OLIVEIRA, Silvio Luiz de. **Sociology of organizations**: an analysis of the man and of the companies in the competitive environment. São Paulo: Pioneer Thomson Learning, 2002.
6. ROKEACH, M. **beliefs, attitude and values**: a theory of organization and change. Rio de Janeiro: Interciencia, 1981.
7. SCHEIN, Edgar. **Redesign of positions and functions**. São Paulo: Nobel, 1993.
8. SCHEIN, Edgar. **Professional Identity**: how to adjust their leanings to their work options. São Paulo: Nobel, 1996.
9. SCHWARTZ, B.; LACEY, H. The formation and transformation of values. **Journal of the Faculty of psychology of the PUC**, São Paulo, n. 1, p. 91-123, set. 1995.
10. SCHWARTZ, S. h. Univesal in the content and structure of values: theoretical advanced and empirical tests in 20 coutries. In: ZANNA, M. (Org.). **Advanced in social psychology experiment**. New York: academic Press, 1992. v. 25, pp. 1-65.
11. TAMAYO, Álvaro. Emotional exhaustion at work. **Administration Magazine**, São Paulo, v. 37, n. 2, p. 26-37, Apr 2002/jun.
12. TAMAYO, Alvaro. Transcultural values hierarchy and Brazilians. **Psychology: Theory and research**, Brasília, DF, v. 23, p. 7-15. 2007. Special issue.
13. TAMAYO, Álvaro. Axiológicas priorities and satisfaction at work. **Administration Magazine**, São Paulo, v. 35, no. 2, p. 37-47, Apr 2000/jun.
14. TAMAYO, Alvaro; Mendes, Anne Magnolia; PEACE, Maria das Graças towers. Organizational values

inventory. **Studies of Psychology**, Christmas, v. 5, n. 2. p. 289-315, 2001.

15. TAMAYO Álvaro; PASCHOAL, Tatiane. The relationship of motivation to work with the goals of the employee. **Contemporary Administration magazine**, Rio de Janeiro, v. 7, no. 4, pp. 33-54, Oct./dez. 2003.
16. TAMAYO, Álvaro et al. axiológicas Priorities and organizational commitment. **Psychology: Theory and research**, Brasilia, DF, v. 17, n. 1, p. 27-35. Jan. 2001/abr.

