

## ABSTRACT

Title of thesis: INDIVIDUAL VALUES AS A PREDICTOR  
FOR JOB APPLICANT PREFERENCES: AN  
APPLICATION OF THE THEORY OF WORK  
ADJUSTMENT

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The present study examined the relationship between individual values and job characteristic preferences based on the Theory of Work Adjustment (TWA) (Lofquist & Dawis, 1969). In order to increase the generalizability of the research, an expanded values inventory and job characteristics framework were used to measure job applicant needs and preferences in work design. Furthermore, a profile analysis approach was used to account for the interaction of multiple job attributes on job applicant attraction perceptions. Survey data, collected from senior undergraduate students (N=155), showed a significant relationship between several value dimensions (i.e., power, stimulation, benevolence) and an increased attraction to its hypothesized “ideal” job profile type, written to reflect the theoretical relationship between each value dimension and the job characteristics framework. These results provide preliminary evidence for the use of the TWA and the job profile approach to better understand job applicant preferences. Implications for research and practice are discussed.

INDIVIDUAL VALUES AS A PREDICTOR FOR JOB APPLICANT PREFERENCES:  
AN APPLICATION OF THE THEORY OF WORK ADJUSTMENT.

By

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# Individual Values as a Predictor for Job Applicant Preferences:

## An Application of the Theory of Work Adjustment

### Introduction

Job attraction has been a widely researched area in vocational and organizational psychology (Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005). Early work defined job attraction as the “overall sum of expected job facet satisfaction across all relevant facets of a job” (p. 400, Barth, 1976). In other words, the level of job attraction an individual experiences is expected to be a function of a cognitive assessment of the level of satisfaction that the job will bring as a function of different job attributes. The research literature has shown that reported levels of job attraction are related to increased perceptions of organizational fit, as well as job pursuit intentions, acceptance intentions, and, most importantly, actual job choice behaviors (Aiman-Smith, Bauer, & Cable, 2001). Thus, these findings justify the early literature’s focus on job attraction as an important subject for recruitment researchers.

In the job attraction literature, research has repeatedly shown that people are differentially attracted to jobs. Often, differences in job attraction have been related to demographic variables, such as gender, age, race, or nationality (Chang, 2004; Chapman et al., 2005, Dowling & Nagel, 1986; Goldberg & Allen, 2008, Wiersma, 1990; Winter & Butters, 1999). Even though numerous demographic variables have been examined, this research has traditionally been performed in a similar manner. Namely, individual characteristics have been studied in relation to specific job attributes and the Job Characteristics Model (Hackman & Oldham, 1975) has been predominately used as a the framework for conceptualizing the attributes of a job. Results of these studies have



demonstrated that individuals from various demographic groups are attracted by differing job attributes (Chapman et al., 2005).

In addition to research on surface level-diversity attributes, other studies have explored the role of deep-level diversity factors in job attribute attraction. This research has shown that values, cultural backgrounds, or personality types are related to an attraction to particular job attributes (Judge & Bretz, 1992; Charles, 2000; Schreurs, Druart, Proost, & De Witte, 2009; Thomas & Wise, 1999). Several theories of person-environment fit have been used as the rationale for these studies (Gomez, 2003; Turban, Lau, Ngo, Chow, & Si, 2001). That is, people seek out job attributes that align with particular individual characteristics, such as values or personality dimensions, in order to achieve best “fit” which leads to positive outcomes such as job satisfaction (Kristof-Brown, Zimmerman, & Johnson, 2005).

Despite this large body of research and many significant findings, several questions concerning job attraction continue to puzzle researchers in organizational behavior. For example, what underlying mechanisms are driving differences in job applicant attraction? Also, how can the comprehensiveness of job attraction measures and individual difference measures be increased? In other words, how can researchers explore individual differences in job attraction while maintaining external validity? Finally, how do individual differences relate to preferences for specific combinations of job attributes?

The current study was designed to address these aforementioned questions. First, I use a theory-oriented approach to investigate the attractiveness of jobs as a function of the individual values and a complex of job attributes. Specifically, I draw upon the Theory of Work Adjustment or TWA (Lofquist & Dawis, 1969) to provide a conceptual

framework for the present study. According to the TWA, individuals have certain requirements or needs that the environment (i.e, workplace) fulfills and the organization has certain requirements or needs that individuals must fulfill. Optimal work adjustment is reached when both individual needs and workplace requirements are matched. Thus, job attraction occurs when individuals perceive that a job will provide the conditions necessary to foster this mutual satisfaction between personal and work needs. The TWA is an appropriate choice for job attraction research as it was developed to explain how job seekers will be differentially attracted to jobs depending upon how combinations of job characteristics satisfy their vocational needs.

Second, the current study adds to the literature by using more comprehensive measures of individual differences to further increase the relevance of the present study to applied settings. Specifically, previous research using the TWA has primarily relied on a workplace-based values inventory to measure important individual differences (Weiss, Dawis, & Lofquist, 1966). This is problematic as the workplace-based values inventory used in this literature fails to capture the full spectrum of individual needs which may impact job attraction. Further, the previous job attraction research has relied on the traditional Job Characteristics Model (Hackman & Oldham, 1975) as a framework for conceptualizing and identifying the important attributes of a job. Despite its popularity, the empirical literature has shown this model to have several boundary conditions in its applicability. Given these limitations, the present study operationalizes differential preferences in job attribute attraction using an expanded attribute framework.

Finally, the present study uses a profile approach to develop the stimuli presented to participants. In contrast to the typical job attraction study in which a small number of

job attributes are manipulated in the stimuli presented to participants (Chapman et al., 2005; Chang, 2004), the profile approach uses a combination of attributes that are manipulated together to form a meaningful gestalt. In other words, rather than focusing on a single dimension, participants are focused on the entire description of a job and how the pattern of job attributes interacts with their personal attributes (Aronoff & Wilson, 1985). Profiles are assembled based on related theory as well as previous research that suggest potential configurations among the attributes. This profile approach is believed to add to the current literature in that the complexity of job choice decisions using this experimental design is closer in terms of psychological fidelity to the complexity of actual job choice situations faced by job applicants (Rynes, Schwab, & Heneman, 1983).

In sum, the current study seeks to advance the field of job attraction in a three-fold manner, which will be described in the following sections. First, I will start by describing the TWA as a framework for understanding how job attraction differs for job applicants, based on the perceived fulfillment of individual needs (i.e., values) through workplace conditions (i.e., job design).

#### *Theory of Work Adjustment*

The current study develops a deeper understanding of job applicant attraction by using the TWA (Lofquist & Dawis, 1969). Lofquist and Dawis (1969) claim that the TWA provides a framework for understand the interaction between individuals and their work environment. This theory suggests that job attraction is the result of individual needs being met by workplace environmental factors. More specifically, according to the TWA, individuals have certain requirements or needs that the environment (i.e, workplace) fulfills. Further, the organization has certain requirements or needs that

individuals can fulfill. Work organizations fulfill or satisfy individuals' needs by offering certain environmental conditions in exchange for individual efforts. These conditions, also referred to as reinforcers, can include aspects of a job such as level of pay, degree of interesting work, or advancement potential. When an individual's needs are met by environmental conditions, the individual is said to be satisfied (Lofquist & Dawis, 1969). Similarly, the skills of an individual, when manifested, can satisfy the organization's requirements. People manifest their skills by performing their work tasks with a certain level of quality. When individuals use their skills to meet organizational requirements, the organizational satisfaction with the employee is called satisfactoriness. Individuals who are satisfied by their work and who provide satisfactoriness from the organizational perspective tend to have greater tenure at a job (Lofquist & Dawis, 1969). Several psychological studies, predominantly in counseling psychology, have used the TWA to frame their research (Achter, Lubinski, Benbow, & Eftekhari-Sanjani, 1999; Bowman, 1998; Lyons & O'Brien, 2006; Rounds, Dawis, & Lofquist, 1987; Seiler & Lacey, 1973).

The TWA (Lofquist & Dawis, 1969) is used in the current study to explain the attraction of job applicants to job attributes based on their needs. Needs are defined as "preferences for responding in certain stimulus conditions which have been experienced to be reinforcing" (p.9, Dawis, Lofquist, & Weiss, 1968). These patterns of reinforcements develop over time into individual requirements that can potentially be fulfilled by the environment. Traditionally, individuals were conceptualized as desiring only enough to sustain themselves. Thus, these early models conceptualized needs mainly in terms of compensation from the workplace. However, the modern-day individual is thought to need more from their work environment (Morgeson & Humphrey, 2006).

Some people may need to feel achievement from their work and desire many opportunities to prove themselves through task accomplishment. Others might need to feel intellectually stimulated by their work or feel stability and security in their job. According to the TWA, this preference for workplace conditions all depends on how an individual has been positively rewarded in past situations, shaping current and future needs in workplace design (Lofquist & Dawis, 1969).

The Minnesota Importance Questionnaire (MIQ) was developed to capture individual needs (Lofquist & Dawis, 1969; Weiss et al., 1966). The MIQ assesses the importance of 20 vocational needs for an individual, such as ability utilization, creativity, and security. In a factor structure analysis of the MIQ, Lofquist and Dawis (1978) showed that these 20 needs can be organized around six value dimensions: Safety, Comfort, Aggrandizement, Altruism, Achievement, and Autonomy. Based on the factor analysis findings, Lofquist and Dawis argued that values can be used as dimensions for the description of needs, and that values are a more parsimonious and universal conceptualization than the original work reinforces (Lofquist & Dawis, 1978). This perspective on the relationship between needs and values agrees with more general psychology research on values (Latham, 2008).

Values have been defined as enduring beliefs concerning what is desirable, distinctive of an individual or characteristic of a group, and which influences individual thought and actions (Kluckhohn, 1951; Rokeach, 1973). Values are also conceptualized as guiding principles in life (Schwartz & Sagie, 2000). They are rooted in basic needs and provide the basis for individual goals and actions. Values are similar to needs in that they arouse, direct, and sustain behavior. However, values differ in that they are acquired

through socialization and cognition, whereas needs are more biological in nature (Latham, 2008). Thus, values are closer to actual behaviors because they are shaped by norms and are used to guide actions. Lastly, although needs and values are both part of the subconscious, values are more cognitive and accessible making them easier to verbalize than needs, providing additional justification for their measurement and use in research (Latham, 2008). Many studies have substituted values in place of needs for both general and workplace settings (Roe & Ester, 1991; Ryan, 1995; Super, 1968).

Following this research stream, the current study conceptualizes individual needs as reflected in their values. Instead of using the MIQ, however, the current study uses Schwartz's Values Survey (SVS) (1992), a more exhaustive and general measure of individual values. As established previously, one focus of this paper is to increase the generalizability of job attraction research to applied settings. Given this goal, Schwartz's Values Survey (1992), a well-validated and comprehensive taxonomy of individual values was used. In the next section, I discuss Schwartz's Values Theory (1992) and the measurement properties of the SVS. I also discuss the advantages of this measure and its appropriateness for the current research study.

#### *Identifying Job Applicant Needs through Individual Values*

As indicated above, the current study used a universal and expansive theory of basic individual values developed by Schwartz (1992). In his theory, values are defined as desirable, trans-situational goals, varying in importance, that serve as guiding principles in people's lives (Schwartz, 1992). According to the theory, these values are likely to be universal because they are grounded in at least one of three requirements of human existence: biological needs of individuals, requisites of coordinated social

interaction, and survival and welfare needs of groups (Schwartz, 2006). Furthermore, any attitude or behavior typically has implications for more than one value. For example, attending a church service might promote tradition, conformity, and security values at the expense of hedonism and stimulation values. The tradeoff among relevant, competing values is what guides attitudes and behaviors (Schwartz, 1992, 1996). Values contribute to action to the extent that they are relevant in the context (i.e., likely to be activated) and important to an individual. What distinguishes one value from another is the type of goal or motivation that the value expresses (Schwartz, 2006).

In a multi-national study with 64 nations, Schwartz developed and tested a value taxonomy that was universally found as motivational dimensions (Schwartz, 1992). Specifically, Schwartz (1992) identified 10 value dimensions that appear to be universally desired and applicable across cultures: Power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. Table 1 lists the 10 value dimensions and their definitions. These value dimensions are related orthogonally, perfectly aligned (See Figure 1). Based on their nature, they can also be viewed as oppositional in nature and can be diagramed in circumplex form. Individual values are conceptualized in terms of motivational values and their goals. Values are rated by how important each dimension is as a guiding principle in ones' life (Schwartz, 1992).

Schwartz's 10 individual values dimensions also have been shown to vary by societal cultural orientation. Specifically, Smith and Schwartz (1997) showed that the values measured in the SVS could be organized into seven societal level cultural orientations (shown in Table 2). This later finding supported the meaningfulness of the

original 10 individual value dimensions across many cultures. Based on this empirical work, other researchers have started to use Schwartz's values across a variety of settings, including the workplace (Ros et al., 1999, Schwartz, 1999). The current study therefore conceptualized "individual needs" described in the TWA in terms of Schwartz's values, a universally-sensitive and cross-validated measure of individual values.

In summary, in this section, I have argued that Schwartz's value measure provides a more comprehensive framework for conceptualizing the factors that individuals are attempting to satisfy from their jobs. The next section of this paper focuses on the attributes of the job, or what TWA refers to as the job environment reinforcers. The question raised in this section is how to conceptualize the important attributes of a job. As discussed previously, the majority of research focused on job attributes has defaulted to using the Job Characteristics Model (Hackman & Oldham, 1975) as a framework for conceptualizing the workplace environment (Humphrey, Nahrgang, & Morgeson, 2007). Therefore, I discuss the current state of the job design literature, limitations of the Job Characteristics Model, and adjustments for the current study in this next section.

#### *Job Environment Reinforcers: Preferences in Job Design*

Research has shown that there is great variation in the job characteristics an individual may look for in a job (Humphrey et al., 2007). Job attribute preference can be defined as the extent to which individuals desire a variety of specific qualities and outcomes from their paid work (Humphrey et al., 2007). The Job Characteristics Model (JCM) has been frequently used in this literature as a way to conceptualize job attributes (Hackman & Oldham, 1975). This model is shown in Figure 2. As can be seen in this Figure, the model specifies five attributes that are hypothesized to enrich jobs: skill



variety, task identity, task significance, autonomy, and feedback. According to the theory, the inclusion of these characteristics leads to greater employee motivation through psychological mechanisms, with growth need strength acting as a moderator for this relationship. Furthermore, individual satisfaction and performance is enhanced when the individual traits and those of the chosen occupation are compatible (Hackman & Oldham, 1975).

Although the JCM has been used in over 2000 studies, it has been criticized for focusing on only motivational work features (e.g., skill variety, autonomy) and neglecting the aspects of social context and work environment which are also highly related to important work outcomes (Humphrey et al., 2007). As a consequence, social and contextual aspects of jobs have received much less attention in the work design literature.

Research on work design preferences has consistently noted limitations of using the Job Characteristics Model due to the situational boundary conditions of the framework (Parker & Wall, 1998). For example, several studies have highlighted several cultural moderators which limit the utility of the traditional Hackman and Oldham JCM (Gomez, 2003; Grant, 2008; Meglino & Korsgaard, 2007; Soh & Leong, 2001). Gomez (2003) looked at the relationship between the cultural values of individualism and collectivism (Hofstede, 1980) to job attribute preferences using the JCM. In that study, job attribute preferences were operationalized as task-based (e.g., challenge, responsibility, autonomy) or contextual (e.g., pay, fringe benefits, quality of supervision). While individuals who espoused individualistic values showed a preference for task-related job attributes, collectivistic values were significantly related to a preference for contextual job attributes. Thus, it would appear that the JCM is only appropriate in

individualistic societies because it only takes task-based job attributes into account. Other studies have found similar boundary conditions for the JCM (Iyengar & Lepper, 1999; Meglino & Korsgaard, 2007). For example, the model failed to capture the needs of individuals who are high in “other orientation” versus those who are low in this relational orientation (Meglino & Korsgaard, 2007). In sum, there is substantial evidence pointing to the limitations of the JCM, suggesting that the framework is implicitly a model of job attributes for people who hold a certain set of values. The need for more research to understand the values and interests which affect one’s career decisions and how these factors may differ across cultures was also stated (Meglino & Korsgaard, 2007).

In order to answer this call for further research, the current study uses combinations of intrinsic and extrinsic characteristics as a robust framework for conceptualizing job characteristics across populations. Intrinsic characteristics are those relating to aspects of the job that lead to personal self-expression and self-actualization (Gelfand, Erez, & Aycan, 2007). Extrinsic characteristics are those relating to aspects of the job environment or the context in which the job takes place (Locke, 1976). Specifically, this study characterizes the job environment in terms of the following attributes: Interesting work, work independence, advancement opportunities, degree of social contact, and job security. These five attributes were chosen because they reflected both intrinsic (i.e., interesting work, work independence, job advancement) and extrinsic aspects of the work environment (i.e., degree of social interaction, job security). Cross-cultural research has demonstrated that both intrinsic and extrinsic work characteristics are an effective means for studying job characteristics across populations and settings

(Huang & Van de Vliert, 2003). Furthermore, in a recently published meta-analysis of the work design literature, these five job attributes were shown to be significant predictors for explaining variance in worker attitudes and behaviors, motivating the need for future research on these specific job design characteristics (Humphrey et al., 2007).

In sum, I used an expanded framework of job attributes (i.e., intrinsic and extrinsic work attributes) in the present research to increase the comprehensiveness of job attribute measurement in job attraction research. In the following section, I describe how these job attributes were combined to make job profiles, allowing the interactional effects of different levels of job characteristics to be assessed in relation to job applicant attraction.

#### *Measuring Job Attraction: A Profile Approach*

The current study uses a profile approach to examine how participant values align with job attributes to affect job attraction. This approach involves creating a description of a job (i.e., a job profile) by combining levels of multiple job attributes, allowing participants to make an overall assessment based on the simultaneous impact of characteristics included in the description. The profile analysis method is based on the interaction of personality and situational variables, as described by Aronoff and Wilson (1985). According to this perspective, an individual brings a set of personal characteristics to each situation. As the individual enters the social process by scanning the situation, the attributes of the situation register on the person. The way the attributes affect a person, depending on their individual qualities, results in different reactions based on the concern of each aspect to the individual (Aronoff & Wilson, 1985). In the present study, the profile approach involves forming combinations of multiple job

attributes to create a job profile, allowing the differential reaction of multiple job attributes on the individual to be assessed by job applicants.

Many studies have already shown that individual differences are related to variation in job attribute preferences by identifying one-to-one links between values and job attributes (Cable & Judge, 1994; Corgall, 2008; Gomez, 2003; Lacy, Bokemeier, & Shepard, 1983; Turban et al., 2001). For example, Gomez (2003) looked at the relationship between the values of individualism and collectivism in relation to preference for contextual job attributes versus task-related job attributes. Using the policy capturing approach, Cable and Judge (1994) looked at various dispositional characteristics of job seekers (e.g., materialism, risk aversion, individualism) in relation to preference for organizations who offer jobs with particular compensation systems (e.g., high salaries, flexible benefit plans, individual vs. group-based pay systems). (Other studies have taken a similar approach, demonstrating a relationship between one individual difference factor and one work place contextual factor (Corgall, 2008; Turban et al., 2001). Although this is meaningful information, establishing one-to-one links between values and job attributes does not have necessarily high external validity for actual job attraction scenarios, as jobs are inherently composed of several attributes (Rynes et al., 1983). Thus, studying only singular relationships between individual difference characteristics and preferences for job attributes fails to account for the interactions between job attributes.

Given these limitations, this study will add to the literature by taking a profile approach to understand the connection between values and job attributes. The profile approach has been used successfully in other areas of organizational psychology to

investigate the interaction of different individual attributes on various aspects of the environment (Barrick & Mount, 1993; Mumford, Zaccaro, Johnson, Diana, Gilbert, & Threlfall, 2000; O'Reilly, Chatman, & Caldwell, 1991). For example, in the leadership research, Mumford and colleagues (2000) looked at patterns of leadership characteristics in relation to performance and other developmental measures. By doing a cluster analysis of type characteristics (i.e., ability, personality, motivational characteristics), the authors were able to identify different profiles of leaders. Based on these profiles, they were then able to assess which type characteristics were best suited for different leadership roles. This was more effective than relating singular type characteristics to leadership roles (Mumford et al., 2000).

This profile perspective is also useful in a job attraction scenario because the interaction between job seekers' needs and job attribute preferences is multi-faceted and complex. Previous studies that examined single value to job attribute preferences are not sufficient in their understanding of this process (Rynes et al., 1983). It is important to understand how values may cause an individual to become attracted to a job or conversely dissuade an individual from a job if it opposes their values. A profile approach is also advantageous because it is more similar to an actual job search scenario (i.e., high external validity), as real jobs have a variety of attributes which a job applicant must take into account when they are looking for a job. A job applicant may accept a job offer because it is high in some attributes and low in other attributes. Understanding this simultaneous assessment of job attribute compatibility by job seekers is key.

In sum, this study uses job profiles, or combinations of ideal job attributes, to assess the satisfaction of individual needs through the workplace environment. The

profile approach is a methodological advancement in job attraction research which makes the study more externally valid and informative for actual job recruitment scenarios. The following section describes the specific profiles for each value dimension which are later empirically tested in a job-seeker sample.

### Hypotheses

The current study conceptualizes job attraction as a preference for a specific combination of job attributes based on individual value types. This is grounded on the TWA (Lofquist & Dawis, 1969) which states that values can be used as a more parsimonious reference for individual needs which job seekers strive to fulfill through workplace conditions. Given this logic, job seekers will experience the strongest job attraction for jobs which have the highest potential to fulfill their specific needs. To test the between values and job attribute preferences, profiles of job attributes were constructed to reflect the “ideal” job attribute preferences for the 10 value dimensions (Schwartz, 1992).

In this section, the relationship between each value dimension and job attribute in the framework is specified. Using theory and information known about each value type and job attribute, a hypothesized “ideal” profile for each value dimension is proposed. As mentioned previously, these job attributes are: Interesting work, work independence, advancement opportunities, degree of social contact, and job security. The hypothesized profiles connect the combination of job attributes which are expected to best satisfy the needs of a value-type through job environment reinforcers (Lofquist & Dawis, 1969).

For each participant, job attraction ratings for each constructed profile are compared to their average attraction to 5 control profiles to assess if there was a

significantly higher attraction for profiles hypothesized to be congruent with participant value-types. Control profiles are used as a baseline attraction level for participants. Control profiles were also developed to balance out the fractional factorial design employed in the current study.

### *Power Value*

According to Schwartz (1992), the power value is related to social status and prestige, in addition to the control or dominance over people and resources. Based on this definition, it would appear that individuals who value power should be attracted to jobs that allow for independence because such jobs allow them to have control over their work assignments. Schwartz' definition also indicated that the motivating principle of power also would lead to a preference for jobs that are high in advancement because such jobs are higher in social status. The power value might also be related to job security because job security ensures control for the individual with regard to future desired resources from the environment. Empirical work supports these hypothesized relationships. For example, research on power distance, or the value of differential power in a society (Hofstede, 1980), suggests that individuals who are high on this value dimension are attracted to jobs with high potential for advancement and prestige (Stone, Johnson, Stone-Romero, & Hartman, 2006).

Conversely, it would appear that jobs demanding a high degree of social contact might not be attractive to individuals who strongly hold this value because such jobs could make dominance over resources difficult due to increased interdependence among co-workers. In a study of individual values related to work values, the power dimension was associated with social power and dominance over resources (Ros, Schwartz., &

Surkiss, 1999). Therefore, the ideal job profile for an individual who values power is suggested to be low on interdependent work which would force an individual to work more cooperatively with co-workers. Interesting work appears to be unrelated to the above definition of the power dimension so there is no specific hypothesis for this connection.

*Hypothesis 1:* The more participants value power, the greater their attraction to jobs that are high in independence, high in advancement, high in security, and low in social contact (Job Profile 1) compared to their average attraction to five control job profiles.

#### *Achievement Value*

Schwartz (1992) defined the value of achievement as the importance of personal success by demonstrating competence according to social standards. Based on this definition, people who value achievement should be attracted to jobs that have opportunities for advancement because such jobs reflect past achievement and potential opportunities for further responsibility and success. Also, this definition implies that individuals who value achievement should be attracted to jobs that are low in social contact because high levels of interrelatedness may impede individual advancement or success. Bretz, Ash, and Dreher (1989) showed a positive relationship between the need for achievement levels of individuals and the degree to which they viewed individually-oriented organizations as attractive. Thus, a value for achievement should also lead to a preference for low levels of interdependent work.

The relationship between job security and the value for achievement is not obvious from the definition because an individual may be able to succeed in a job even in



an organization with high turnover. Therefore, I expect this job attribute to be unrelated to achievement participants' attraction to the job. The definition of the achievement value does not clearly overlap with interesting work or independence.

*Hypothesis 2:* The more participants value achievement, the greater their attraction to jobs that are high in advancement and low in social contact (Job Profile 2) compared to their average attraction to five control job profiles.

### *Hedonism Value*

Schwartz (1992) defined hedonism as seeking pleasure and sensuous gratification for oneself. Therefore, individuals who value hedonism should be attracted to jobs that are interesting in nature because such work is more likely to be pleasurable. Hedonism should also be related to a preference for independent work because being able to choose assignments should enable one to work on the most pleasurable tasks. Also, it is possible that increased social contact and interrelated-work may hamper the potential for a hedonist to obtain the kind of self-satisfaction that they want from a job, so I hypothesize that the relationship between hedonism and social job attributes might be low. From Schwartz's definition of hedonism, there was no obvious connection between this value and the job attributes of advancement and security.

Research on related value of individualism supports these hypotheses (Bae & Chung, 1997; Jaw, Ling, Wang, & Chang, 2007). The individualism dimension, based on individual choice and self-sufficiency (Hofstede, 1980), is related to hedonism in that they both place an emphasis on self-satisfaction. Based on this similarity, empirical studies on the connection between individualism and work preferences can be used to infer how the hedonism dimension would shape workplace attitudes. For example,

several studies have shown that workers from Western countries prefer independence and interesting work more than workers from Eastern societies (Bae & Chung, 1997; Jaw, Ling, Wang, & Chang, 2007). This would likely mean that individuals who value hedonism would also prefer these work design characteristics in the current study.

*Hypothesis 3:* The more participants value hedonism, the greater their attraction to jobs that are high in interest level, high in independence, and low in social contact (Job Profile 3) compared to their average attraction to five control job profiles.

#### *Stimulation Value*

Schwartz (1992) defined stimulation as valuing excitement, novelty, and challenge in life. Based on this definition, individuals who value stimulation might be attracted to jobs promising interesting work, such as novel tasks and interesting assignments. Stimulation might also be related to a preference for high independence in work because having the flexibility and freedom to choose one's tasks could help one work on exciting, novel, and challenging tasks. The Schwartz definition of this value did not provide any information to connect the job attributes of advancement, social contact, and security.

Similar to the related value of hedonism, research on individualism and job preferences can be used to infer how the value of stimulation may influence job characteristic preferences. Stimulation and individualism are similar in that they both have a focus on self-enjoyment and individual-focused needs. Based on this shared view, it can be inferred that task-based job characteristics, which provide satisfaction only for the individual and are most preferred by individualistic societies (Gomez, 2003), should be most attractive to job seekers who espouse this value.

*Hypothesis 4:* The more participants value stimulation, the greater their attraction to jobs that are high in interest level and high in independence (Job Profile 4) compared to their average attraction to five control job profiles.

#### *Self-Direction Value*

Schwartz (1992) defined self-direction as the need for independent thought and action-choosing, creating, exploring. This definition implies that an individual with a strong value for self-direction should be attracted to jobs that are interesting because such work tends to yield independent thinking (Cooney, 2004). Further, self-direction should also lead one to be attracted to jobs that are high in independence because choosing one's assignments is an essential component of self-direction at work. Jobs that require social contact or interrelatedness will likely impede self-direction, as reliance on co-workers tends to impede self-direction. Therefore, it is proposed that individuals who value self-direction should not be attracted to this type of attribute. From the definition, self-direction was not clearly related to the job attributes of advancement and security.

Research on individualism related to job attribute preferences support these proposed linkages. Individualism, or the value for self-reliance and direction (Hofstede, 1980), suggests that job seekers should make choices based on individual needs and desires. This is very similar to self-direction in the focus on individual needs and goals. Research on job seekers who are high in individualism has shown a strong attraction to job attributes related to independent choice, pleasure, and success (Stone, Stone-Romero, & Lukaszewski, 2007). Thus, similar patterns in the current study are expected.

*Hypothesis 5:* The more participants value self-direction, the greater their attraction to jobs that are high in interest level, high in independence, and low in

social contact (Job Profile 5) compared to their average attraction to five control job profiles.

### *Universalism Value*

Schwartz (1992) defined universalism as the need for an understanding, appreciation, tolerance, and protection for the welfare of all people and for nature. Based on this definition, it appears that individuals who value universalism should be most attracted to jobs that have high job security because stable work should help protect the welfare of one's own family. High social contact might also connect to this value in that social contact could increase a person's awareness and understanding of others. Conversely, universalism places a strong emphasis on the understanding of people, so attraction to independent work is not expected because this attribute is focused on only individual needs. It also appears that the advancement job attribute is also opposite to this value because it is possible that promotion in an organization is inconsistent with more equalitarian values. From Schwartz's definition, the connection between this value and interesting work was not apparent.

Previous research on the universalism dimension and organizational practices supports these hypothesized connections between universalism and contextual job attributes (Nyfield & Barron, 2000). Nyfield and Baron (2000) looked at the design of selection systems related to cultural differences, such as universalism versus particularism. For instance, organizations in nations with universalistic cultures (e.g., Australia, Canada) place a value on adhering to contracts and rational decision making (Trompenaars & Hampden-Turner, 1996). As a result, they commonly follow standardized practices and rules (e.g., objective selection methods). However,

organizations in countries with particularistic cultures (e.g., France, Greece), place considerable emphasis on relationships, and are willing to “bend the rules” to accommodate the particular circumstances and needs of applicants. Based on these empirical findings, the universalism dimension is suggested to be related to similar, equality-enhancing work preferences.

*Hypothesis 6:* The more participants value universalism, the greater their attraction to jobs that are high in security, high in social contact, low in independence, and low in advancement (Job Profile 6) compared to their average attraction to five control job profiles.

#### *Benevolence Value*

Schwartz (1992) defined benevolence as the preservation and enhancement of the welfare of people with whom one is in frequent personal contact. This definition implies that individuals who value benevolence would be attracted to jobs that are high in social interaction and security because these attributes are necessary to ensure that the welfare of one’s own family and the welfare of one’s co-workers. However, the job attribute of independence could be an undesirable attribute because such work does not reflect the needs of others, only personal desires in job tasks. Based on the definition, the connection of this value to the job attributes of interesting work and advancement opportunities was not apparent.

Research on the related value of collectivism supports these hypothesized connections between universalism and contextual job attributes (Gomez, 2003; Kalleberg & Reve, 1993). Collectivism (Hofstede, 1980), characterized by group solidarity, duties and obligations, and a conceptualization of the self including the immediate family, is

related to universalism in that they share a high concern for others around them versus a focus on the individual self. Gomez (2003) showed that individuals who valued collectivism had a higher preference for contextual job attributes, such as job security and supervisory attention. Kalleberg and Reve (1993) found that collectivist workers also preferred more contextually-based reward structures, such as an emphasis on teamwork versus individual incentives. Based on these empirical findings, the universalism dimension is suggested to be related to similar contextual work preferences.

*Hypothesis 7:* The more participants value benevolence, the greater their attraction to jobs that are high in social contact, high in security, and low in independence (Job Profile 7) compared to their average attraction to five control job profiles.

#### *Tradition Value*

Tradition was defined as a value for respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provides the self (Schwartz, 1992). According to this definition, individuals who value tradition should be attracted to jobs that stress job security because these jobs fulfill the commitment of caring for a family. The job attributes of interesting work and independence may oppose this value because such attributes could cause an individual to stray from the principles of respecting and accepting traditional culture and religion, so the relationship between these attributes is low. The definition of traditional values does not provide a hypothesis regarding the connection with the job attributes of advancement and social contact.

Research on the related value of collectivism supports these hypothesized connections between tradition and contextual job attributes (Gomez, 2003). Tradition is

similar to collectivism in that there is loyalty to one's family and social group, impacting decision making and preference for group versus individual oriented outcomes. Based on this convergence of ideals, the found preference for contextual job attributes (Gomez, 2003; Kalleberg & Reve, 1993) should occur for those who also value tradition.

*Hypothesis 8:* The more participants value tradition, the greater their attraction to jobs that are high in security, low in interest level, and low in independence (Job Profile 8) compared to their average attraction to five control job profiles.

### *Conformity Value*

Conformity was defined as the restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms (Schwartz, 1992). Based on this definition, it appears that individuals who value conformity should be attracted to jobs that are high in job security which ensures that a family will be protected and supported, maintaining social expectations. Furthermore, social contact should also be attractive, as having coworkers nearby would help remind the individual of social norms which need to be followed. Conversely, independence in work design may oppose conformity, as freedom in choosing work activities may encourage an individual to act on impulses. Interesting work might also distract an individual from obedience and self-discipline, two aspects which are central to the conformity value. Therefore, the relationship between independence and interesting work is low. Based on the definition, there was no clear implication for the relationship between the conformity value and job advancement opportunities.

The conformity dimension is similar to collectivism in that there is a strong norm for group conformity and group-based goals. Research on collectivism suggests that

individuals from collective societies have higher job satisfaction from interdependent work structures and job stability than those from individualistic societies (Kirkman, Lowe, & Gibson, 2006). Based on this finding, a similar preference is expected in the current study.

*Hypothesis 9:* The more participants value conformity, the greater their attraction to jobs that are high in job security, high in social contact, low in interest level, and low in independence (Job Profile 9) compared to their average attraction to five control job profiles.

### *Security Value*

Schwartz (1992) defined security as valuing safety, harmony, and the stability of society, relationships, and the self. Based on this definition, it appears that individuals who value security should be most attracted to jobs with high social contact and high job security. High social contact allows for increased interaction with peers, helping an individual ensure that relationships are stable. Similarly, job security ensures a stable working-role in life and provides an income which is necessary to support a family. Conversely, individuals who value security should be less attracted to jobs with independence, advancement opportunities, and interesting work. Job independence is may be problematic for maintaining stability in the workplace, as it allows individuals to seek out their own work which could lead them away from achieving group and organizational goals. Without providing enough guidance on job tasks, individuals may have problems maintaining stability within the work environment. Furthermore, advancement opportunities in a job may cause instability in the workplace. With shifting roles and uncertainty in job expectations, harmony at work may be disrupted. Lastly, the



security value appears to also oppose interesting work, as this interest in job content may distract an individual from achieving complete stability, suggesting a low relationship between interesting work and security.

Research on individual differences in job attraction suggests that job seekers with “other” orientations are more likely to value job security and good working relationships than those who have a “self” orientation (Fagermoen, 1997; Meglino & Korsgaard, 2007). Other orientation is categorized by a more global feeling of self which includes family, peers, and those individuals with whom there is frequent social contact. This is similar to the security value dimension which concerns maintaining harmony within social relationships. Thus, a similar preference for contextual job attributes is also expected. Other studies have supported these results (Meglino & Korsgaard, 2007).

*Hypothesis 10:* The more participants value security, the greater their attraction to jobs that are high in social contact, high in security, low in interest level, low in independence, and low in advancement (Job Profile 10) compared to their average attraction to five control job profiles.

## Method

### *Research Design & Sample*

The current study used a mixed experimental design which included a single within-subject factor (i.e., 15 job profiles) and 10 between subject predictors (i.e., Schwartz’s (1992) 10 value dimensions). Undergraduate students ( $N=155$ ) at a large mid-Atlantic university completed an online survey in exchange for course credit. In order to participate, participants had to be one year or less from graduating. This criterion for participation was included to increase the generalizability of the study sample to an actual

job applicant population. The majority of the sample were women (71.6%) with a mean age of 21.5 years old (participant ages ranged from 18 to 28). The majority of the participants were Caucasian (63.9%), Asian (14.2%), or African-American (10.3%). International students were also a significant part of the sample (7.1%). The sample was varied in socio-economic status, with the majority reporting a middle class (43.2%), upper middle class (40.6%), or working class (9%) background. Participants also indicated having a significant amount of job experience, with almost all participants (97.4%) having a job at some point in their lives and 52.3% of them currently working.

### *Procedure*

Participants completed a job attraction survey online which asked them to rate their attraction to 15 job descriptions. They were told to assume that they had the skills (i.e., capabilities) needed for all jobs at the beginning of the survey. Then they read the first job profile and were asked to fill-out three measures regarding the job profile: level of job attraction, intent to pursue job, and perceived job fit (12 items total). After completing these ratings, they read the next job profile and rated this profile using the same items. After reading and rating a total of 15 profiles, participants completed a demographic and work experience questionnaire, followed by the Schwartz Values Survey (1992). Participants were then debriefed. The order of the profiles given to participants was counterbalanced to reduce participant fatigue effects.

### *Stimuli*

#### Job Profile Development

Participants were presented 15 job profiles (i.e., job attribute combinations) to assess their attraction to job attribute combinations (Appendix A). Profiles were created

by using the hypothesized “ideal” combinations of job attributes for each of the 10 SVS values (Schwartz, 1992). As explained previously, the profiles used in the present study were a result of comparing the definitions of Schwartz’s (1992) value dimensions to descriptions of five job attributes (i.e., interesting, independence, advancement, social contact, and security).

The first step in profile development was classifying the relationship between each of the 10 value dimensions and each of the five attributes as high, low, or unrelated. If a value and a job attribute statement were hypothesized to be aligned, the attribute was described as “high” in a particular job profile. If a value and a job attribute were hypothesized to be in opposition, the attribute was described as “low” in the job profile. If no relationship could be discerned about the value and the job attribute, the attribute was labeled “neutral” in the job profile. Psychology graduate students (i.e., SMEs) were consulted to establish these linkages. Several rounds of ratings and discussions of the theoretical relationships were used to reach agreement among the SMEs. The determined link between each value dimension and each job attribute can be found in Table 3.

Statements were then written to reflect each of the levels of relationship for each job attribute (i.e., high, low, neutral). This was done by manipulating the wording for each job statement, while retaining the same description of the job attribute. Pilot testing was done with Psychology graduate student SMEs to confirm that these job attribute statements were reflective of each level of relationship.

Based on the determined linkages, job attribute statements were then combined to form an “ideal” job profile for each value dimension. Job profiles were written to simulate actual job descriptions to maximize the face validity of the materials. A sample

profile for the “power” dimension is listed below (each dimension is listed in brackets after it appears; brackets were not included in final survey materials):

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging. [**Neutral Interesting**] This job allows for much freedom and autonomy. Employees in this position are given flexibility in assignments and projects based on interests, allowing them to seek out work based on their specific preferences. Individuals in this position are not often asked to work on specific tasks chosen by a supervisor, so this job is ideal for independent thinkers. [**High Independence**] There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities. [**High Advancement**] This job is not interpersonal in nature because you do not work with your co-workers to get your job done. There is a low level of accountability for what you do because few people depend on your work. [**Low Social**] Based on the market and the need for this type of work, there is low job security for this position. Employees in this position are not protected from fluctuations in the labor market and are not guaranteed to have a dependable income. In the history of the company, many people in this position have been laid-off. [**Low Security**]

Using this process, 10 profiles were specifically developed to test the hypotheses in this paper. Five additional job profiles were also developed to serve as control profiles for use in the analysis of job attraction. These profiles were created by a fractional factorial approach (i.e., conjoint analysis) to allow for the main effects and two way interactional effects to be assessed without needing to provide participants all variations of combinations. The conjoint approach is used in marketing research and is useful to bolster the external validity of the study. Appendix A contains the 15 job profiles used in this study.

### *Measures*

#### Job Attraction

Job attraction was measured using a 4-item scale adapted from Aiman-Smith, Bauer, and Cable (2001)'s measure for organizational attractiveness. Specifically, I changed the frame of reference for these items from "organization" to "job." The items used in the present study were: "This would be a good job to have," "I would like this job," "My friends would like to have this job," and "I am attracted to this job." Aimen et al. (2001) reported that the original organizational attractiveness scale exhibited adequate reliability (Cronbach's  $\alpha = .98$ ). All items were measured on 5-point Likert scales ranging from 1=*strongly disagree* to 5=*strongly agree* and can be found in Appendix A.

#### Intent to Pursue

Intent to pursue was measured using a 5-item scale adapted from Aiman-Smith, Bauer, and Cable (2001)'s measure for job pursuit intentions. The items used in the current study were: "I would accept an offer for this job," "My friends would accept an offer for this job," "I would request more information about this job," "I would attempt to gain an interview for this job," and "I would actively pursue obtaining this position." Aiman et al. (2001) found that their intent to pursue scale had a desirable level of reliability (Cronbach's  $\alpha = .91$ ). All items were measured on 5-point Likert scales ranging from 1=*strongly disagree* to 5=*strongly agree* and can be found in Appendix A.

#### Perceived Person-Job Fit

Perceived person-job fit was measured using the Cable and DeRue (2002) Person-Job fit approach. In this measure, participants answer the following questions: "There is a good fit between what this job offers me and what I am looking for in a job," "The attributes that I look for in a job are fulfilled very well by this job," and "This job gives me just about everything that I want from a job." The reliability of the scale ranged

between  $\alpha = .89$  and  $.93$  (Cable & DeRue, 2002). This measure is most appropriate for the current study because perceived fit has been shown to correlate best with organizational outcomes. All items were measured on 5-point Likert scales ranging from 1=*strongly disagree* to 5=*strongly agree* and can be found in Appendix A.

### Individual Values

The original Schwartz Value Survey (Schwartz, 1992, 1996) was used to measure values. This measure includes 57 items and 10 value scales. Schwartz (1992) suggested that only those 45 items that show intercultural stability should be included in the 10 individual-level value scales. Accordingly, the individual-level value scales are Power, Achievement, Hedonism, Stimulation, Self-Direction, Universalism, Benevolence, Tradition, Conformity, and Security. Participants were asked to rate the importance of the 57 value items as life-guiding principles on a 9-point rating scale ranging from  $-1$  (*opposed to my principles*), 0 (*not important*), 3 (*important*), to 7 (*of supreme importance*). Appendix A contains the SVS.

Respondents' mean importance scores for each of the 10 value types were obtained by averaging their scores on the various value items that comprise each value type. Following Schwartz's (1992) directions, negative scale values ( $-1$ ) were included in the calculation of value type scores. An adjustment was also made to the value data in accordance with Schwartz's (1992) instructions. Schwartz (1992) argued that human values are innately subjective, which makes their measurement through objective instruments difficult. He argued that responses on this highly subjective measure may be biased by respondents' tendency to score value items as either consistently high or low. Schwartz therefore proposed that each respondent's mean score across all of the SVS

items be calculated as an indication of individual response styles and that this overall mean be used to adjust the specific individual-level value scales. To maintain consistency, this scale use adjustment was also made when determining composite value rating scores.

### Control Variables

Participants were also assessed for control variables based on demographic information, including age, race, nationality, gender, SES, and work experience. A job was defined as a regular activity performed in exchange for payment, especially as one's occupation or profession.

### *Statistical Analysis*

Data was first analyzed in terms of descriptive information. An exploratory factor analysis was then performed to assess the item uniqueness of the three job attraction measures (i.e, job attraction, intent to pursue, perceived person-job fit). Random Coefficient Modeling, performed using the HLM statistical package, was then conducted to test the hypothesized relationship between values and “ideal” profiles (Hypotheses 1-10). Results from these analyses are provided in the following section.

## Results

### *Descriptive Characteristics*

Participants in the study were recruited using the Introductory to Psychology research database. Means, standard deviations, and correlations among all the variables in the study are found in Table 4. As can be seen in this table, all the variables were measured with sufficient levels of reliability. Descriptive information for the level of job attraction for the 15 job profiles were also computed and can be found in Table 5. As

shown in this table, there is a range of values in attraction to the 15 job profiles used in this study.

Furthermore, previous research using the SVS has demonstrated national tendencies in the mean rating and average importance ranking of the 10 value dimensions (Schwartz & Bardi, 2001). A comparison of the mean scores and rank importance of the values found in this benchmark study to the data obtained in the current study was performed to test the generalizability of results to the greater U.S. population (Table 6). A Pearson's correlation analysis showed that mean ratings for the values obtained in the current study were very highly related to those obtained in the U.S. sample obtained by Schwartz and Bardi (2001) ( $r = 0.97, p < 0.01$ ). Furthermore, a Spearman's rank coefficient was used to assess the similarity of the value rankings between samples ( $r = 0.98, p < 0.01$ ), demonstrating high generalizability to the actual U.S. population.

#### *Factor Analysis*

As indicated previously, three dependent variables were used in the current study: job attraction, intent to pursue, and perceived person-job fit. In order to examine the uniqueness of the three factors, a maximum-likelihood exploratory factor analysis was performed. This exploratory analysis was performed for each job profile and the minimum, maximum, and average factor loadings across the 15 replications indicated a one-factor solution. The results of this analysis can be found in Table 7. Based on the minimal variability in results across the 15 replications and the extremely high loadings of the three items within each analysis, it was determined that a single factor structure fit the data. Thus, the dependent variable in this study was ultimately a combined single factor of job attraction (Cronbach's  $\alpha = .96$ ).



## *Hypothesis Tests*

### Level 1 Analyses

Hypotheses were made to test the relationship between each value type and its associated job profile (constructed based on the properties of each value type). These hypotheses were tested with a level 1 random coefficient model conducted using HLM version 6.04 (Raudenbush, Bryk, & Congdon, 2006). In order to test these hypotheses, I first examined whether job attraction was influenced more by within-individual factors versus between-individual factors. To assess this, a null random coefficient model (RCM) was run. In the null model, no predictors are used at either level 1 (i.e., within-individual) or level 2 (between-individual). This model was conducted to estimate the percentage of variance in the job attraction dependent variable that operates at the within-individual versus between-individual level of analysis (Raudenbush & Bryk, 2002).

The results indicated that the within-individual and between-individual variance for job attraction was 0.71 and 0.07, respectively. The percentage of variance of this dependent variable that varied between-individuals (i.e., ICC-1) was 9.3%. Thus, consistent with expectations, the majority of the variance in job attraction in my study (i.e., 90.7%) was associated with within-individual factors.

Next, the extent to which job profiles influenced individuals' ratings of job attractiveness was assessed. To test this, the job attraction ratings for the five control profiles were combined to make an overall control profile attraction rating. Next, 10 dummy coded variables were created to represent the 10 hypothesized job profiles. These dummy coded variables were then entered as level 1 predictors in the RCM.

A full level 1 equation was entered by simultaneously regressing job attraction on the 10 job profile components. The results of this analysis are presented in Table 9. As can be seen, all of the profiles had a significant effect on job attraction. Positive coefficients indicate that participants were, on average, more attracted to jobs with the characteristics contained in the hypothesized profiles than the five control profiles. Negative coefficients indicate that participants, on average, were less attracted to jobs designed to emphasize the respective values compared to the five control profiles. The results obtained in the current analyses indicated that participants were more attracted to job profiles that were characterized by power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, and security. Participants were less attracted to the job profile that was characterized by the conformity dimension. This overall RCM accounted for 58.3% of the within-individual variance.

Next, I examined the  $\chi^2$  test of slope homogeneity to determine if there was evidence that the relationships between job attraction and job profiles significantly varied across participants. If the  $\chi^2$  test is significant, then the slope between job attraction and the job profile significantly differed across participants, indicating the possibility of a moderator variable. As shown in Table 9, all 10 slopes had significant  $\chi^2$  coefficients. Thus, there was initial evidence that a moderator, such as values, should be examined to determine if it could explain these between individual differences.

### Level 2 Analyses

Finally, the specific hypotheses, examining whether participants' actual values corresponded to their attraction to the designated profile types, were assessed. To test these relationships, the values hypothesized to predict each particular job profile were

used as level 2 predictors for the level 1 attraction-profile slope in my RCM. In mathematical terms, this regression line can be expressed as:

$$b_{y \cdot x} = \bar{Y}_i - \bar{Y}_{control} \quad (1)$$

where  $\bar{Y}_i$  is the mean of the  $i$ -th profile. This analysis of the level 2 predictors was performed using corrected values, per Schwartz's directions. The results of the level 2 analysis are shown in Table 10. The effects of the control variables (i.e., age, race, nationality, gender, SES, and work experience) were also entered into the regression equation.

As shown in Table 10, Hypothesis 1 was supported. Job attraction for the profile written to reflect the "power" value was stronger for those who value power ( $b_{01} = .05$ ,  $\beta_{01} = .03$ ,  $t(153) = 1.69$ ,  $p < .10$ ). Hypothesis 4 was also supported. Job attraction for the profile written to reflect the "stimulation" value was stronger for those who value stimulation ( $b_{04} = .12$ ,  $\beta_{04} = .04$ ,  $t(153) = 2.72$ ,  $p < .05$ ). Additionally, Hypothesis 7 was supported. Job attraction for the profile written to reflect the "benevolence" value was stronger for those who value benevolence ( $b_{07} = .14$ ,  $\beta_{07} = .07$ ,  $t(153) = 2.07$ ,  $p < .05$ ).

Several non-significant hypotheses were also found. Hypothesis 2 and Hypothesis 3 were not supported. Job attraction for profiles written to reflect achievement orientation and hedonism were not significantly stronger for those who valued achievement ( $b_{02} = .07$ ,  $\beta_{02} = .07$ ,  $t(153) = 0.93$ ,  $p > .10$ ) and hedonism ( $b_{03} = .04$ ,  $\beta_{03} = .04$ ,  $t(153) = 0.94$ ,  $p > .10$ ). Hypothesis 5 and Hypothesis 6 were not supported. Job attraction for profiles written to reflect self direction orientation and universalism were not significantly stronger for those who valued self direction ( $b_{05} = -.04$ ,  $\beta_{05} = -.06$ ,  $t(153) = -0.58$ ,  $p > .10$ ) and universalism ( $b_{06} = -.06$ ,  $\beta_{06} = -.07$ ,  $t(153) = -0.77$ ,  $p > .10$ ). Hypothesis 8 and Hypothesis 9 were also not

supported. Job attraction for profiles written to reflect tradition and conformity were not significantly stronger for those who valued tradition ( $b_{08} = -.06$ ,  $\beta_{08} = .05$ ,  $t(153) = -1.25$ ,  $p > .10$ ) and conformity ( $b_{09} = .10$ ,  $\beta_{09} = .06$ ,  $t(153) = 0.06$ ,  $p > .10$ ). Lastly, Hypothesis 10 was not supported. Job attraction for the profile written to reflect the “security” value was actually significantly weaker for those who value benevolence ( $b_{10} = -.13$ ,  $\beta_{10} = .07$ ,  $t(153) = -1.81$ ,  $p < .10$ ). Thus, a significant result was found, but in the opposite direction that was expected. No significant effects were found for the control variables.

### Discussion

Even in a slow economy, organizations hire new employees and potential job applicants must decide the attractiveness of one or more jobs. Despite the abundance of research on individual differences in job attraction and job design, many questions have continued to puzzle researchers. Why are individuals attracted to some jobs and not others? What are these underlying mechanisms guiding this decision making process? What combinations of job attributes are most important to job applicants? Previous research has demonstrated that there are several individual differences that are related to divergent job attraction perceptions (Chang, 2004; Chapman et al., 2005, Dowling & Nagel, 1986; Goldberg & Allen, 2008, Wiersma, 1990; Winter & Butters, 1999). However, the majority of this research has failed to explain the causal mechanisms underlying these differences. The current study attempted to answer some of these puzzling inconsistencies.

First, previous research has a limited understanding of the mechanisms *underlying* job choice. To address this issue, the current study used the Theory of Work Adjustment to better explain and identify these underlying mechanisms. According to this theory,

individuals have certain requirements or needs that the environment (i.e, workplace) fulfills and the organization has certain requirements or needs that individuals can fulfill (Lofquist & Dawis, 1969). With this framework, job seekers should seek out jobs which appear to satisfy their values, or guiding principles in life.

Second, this study sought to increase the generalizability of job attraction research to actual field settings. Previous studies, although numerous, have largely failed to use instruments which are sensitive to broad individual differences and work preferences. The majority of these studies have relied on work value inventories, such as the MIQ (Weiss et al., 1966) and Holland's Vocational Preference Inventory (1985). These measures were derived from work characteristics and related to personal qualities, failing to capture the full spectrum of needs which are based largely on biological factors.

The ever-changing U.S. workforce also makes it necessary to examine traditional organizational frameworks for their generalizability and external validity to the current labor market. By 2050, nonwhites will represent close to half the U.S. population, according to U.S. Census Bureau projections. In 2005, the ethnic minority share of the workforce grew to 28 percent, up from 18 percent in 1980 and 22 percent in 1990. Although the African American population is now the largest minority group, the Hispanic and Asian populations are growing much faster (BLS, 2006). Furthermore, Generation Y, or those born between 1977 and 1994 by the "Baby Boomers," has begun replacing the aging workforce. With over 70 million people in the U.S. falling in that category, Generation Y makes up over 20% of today's population. As more and more Baby Boomers are retiring, members of this group are slowly filling in positions throughout the economy (The Pew Research Center, 2007). Many HR practices,

including recruitment, need to change accordingly. Given this increasingly diverse workforce and the numerous boundary conditions of the work value inventories and Job Characteristics Model (Hackman & Oldham, 1975), the current study sought to measure job attraction using both expanded values and job characteristics frameworks, in order to best capture the individual needs and desires of this working population.

Lastly, the current study added to the job applicant attraction literature by using a profile approach to examine the interaction between combinations of job attributes and job seeker preferences. This is based on the interactionist perspective by Aronoff and Wilson (1985). Previous research on job attraction has only examined one-to-one linkages between job attributes and job attraction. That is, these studies have ignored the complexity of the job attraction decision making process, as multiple job attributes make up a job, which impacts the individual's perception of the job environment. Thus, previous research on job attraction is limited by this singular-attribute approach.

In order to advance our understanding of the relationship between job environment and individual attraction based on values, profiles were constructed for each value type. This was done by determining the links between each of the 10 values and each of the five job attributes, based on the theoretical connection between each of the values and its relationship to the job attributes. This resulted in 10 hypothesized "ideal" job profiles. Specifically, I hypothesized that applicants attempt to fulfill their needs dictated by their values by seeking certain types of job attributes.

Participants were then given a series of job profiles and were asked to rate each of the profiles based on their job attraction. Work experience and demographic information were collected, followed by the Schwartz Value Survey (1992). Using HLM analyses,

attraction for job profiles was then tested in relation to participant values. Several of the hypothesized relationships were supported.

More specifically, Hypothesis 1, the hypothesized profile for the power value was supported. A positive relationship was found between participants who value power and a stronger attraction for a job that is high in independence, high in advancement, low in social contact, and high in security, compared to control profile ratings. The power value is characterized by social status and prestige, including control or dominance over people and resources. In the current study, which used a sample from an undergraduate university population, this particular finding is unsurprising, as younger populations have been shown to rank the power value as higher in mean importance than older populations (Schwartz & Bardi, 2001). This desire for social power, authority, and wealth may have been particularly attractive to participants, as power or control over resources is related to higher feelings of self-esteem and self-worth (Branden, 1969), often desired by those in lower status positions such as students or possibly those seeking out new employment. Furthermore, the sample used for the current study is also part of Generation Y, which is characterized as desiring more flexibility and control in work environments (Alsop, 2008). Thus, a job which has high independence, advancement, and job security, and low social responsibility, allows for these individual-focused needs to be met and should be particularly attractive to individuals who value power as a guiding principle in life.

Hypothesis 4, the hypothesized profile for the stimulation value was also supported. Results found a positive relationship between valuing stimulation and the increased attraction of jobs that are high in interest level and high in independence, compared to control profile ratings. Stimulation, characterized by excitement, novelty

and challenge in life, is another easily-agreeable value-type for the sample used in this study. According to Schwarz (1992), stimulation values are social transformations of the needs of the individual as a biological organism for physical gratification and optimal arousal, highly predictable in an undergraduate student population. Furthermore, work that is highly interesting and allows for independent thought and choice has been commonly shown to be desired by the newest generation of workers (Alsop, 2008), thus unsurprising to find in this sample as well.

Lastly, Hypothesis 7, the hypothesized profile for the benevolence value was supported. Analyses showed a positive relationship between valuing benevolence and the attraction of jobs that are low in independence, high in social contact, and high in security. Benevolence is characterized by the desire to preserve and enhance of the welfare of people with whom one is in frequent personal contact. Although benevolence is unlike the individual-focused nature of power and stimulation, benevolence has been shown to be the most important value dimension in the SVS, given the highest mean ranking across nationality, age-group, and gender (Schwartz & Bardi, 2001). The current study also shows that participants indicated the highest scores for this value-type, suggesting that the benevolence value dimension has the most personal importance of all the value dimensions in the SVS (See Table 7). The benevolence dimension (e.g., helpfulness, honesty, forgiveness, loyalty, responsibility) provides the internalized motivational base for cooperative and supportive social relations, fundamental in any social situation. These values are reinforced and modeled early and repeatedly, as they are critical to assure required behaviors in a social environment. It is therefore logical that



the benevolence dimension is pan-culturally the most important dimension (Schwartz & Bardi, 2001) and was also found as the most important dimension in the current study.

The significant effect for the benevolence value may have also occurred due to the nature of the sample. Participation for this study was advertised through a database of research studies available to current psychology students. Psychology is traditionally a major chosen by more empathetic and people-oriented individuals (Myyry & Helkama, 2001), possibly making this value more salient to the current sample. Thus, a strong rating for this value and an attraction to the job profile which reflects this value is unsurprising.

Lastly, a significant result was found for the profile written to reflect the “security” value, proposed in Hypothesis 10. Analyses showed a negative relationship between valuing security and the attraction of jobs that are low in interest level, low in independence, low in advancement, high in social contact, and high in security. Thus, a significant result was found, but in the opposite direction than that was expected. This was a surprising result, as this profile was developed and validated in the same manner as the other profiles.

This finding may have occurred since the security value is a more “traditional” principle of perhaps previous generations such as the Baby Boomers, as it reflects safety, harmony, and stability in social relationships (e.g., family security) (Westerman & Yamamura, 2007). Even if participants indicated a preference for this value, they may not have liked the theoretically associated job profile due to its low intrinsic motivation job attributes (i.e., low in interest level, low in independence, low in advancement), which is commonly preferred by Millennial workers (Alsop, 2008).

The reason why significant effects were found for only these three profiles in relation to their intended value-types (versus other job profiles) is unclear. Again, the significant relationships between values were found only for power, stimulation, and benevolence. Non-significant relationships were found between valuing achievement, hedonism, stimulation, self-direction, universalism, tradition, conformity, and the intended “ideal” job profiles. This may have occurred due to the centrality of the significant value types due to participant background. This could also have been due to problems with the linkages made between each of the value types and job attributes. Linkages were determined using graduate student SMEs using strict definitions of the value dimensions and associated job characteristics. However, the relationship between values on job attributes may not be this simple or straightforward. One possible explanation could be the simultaneous influence of multiple values espoused by participants which may interact to form overall impressions of job attraction. Thus, linkages made between singular value types and multiple job attribute preferences may not fully capture the compilation of values espoused by a job seeker.

### *Implications*

This study showed that job applicant values relate to differences in job applicant attraction, encouraging the use of the TWA in job attraction research. Support was found for three hypothesized job profiles based on the specific values for power, stimulation, and benevolence. Based on these findings, the present study recognizes the potential of individual values to predict workplace attitudes and behaviors which is currently an underutilized indicator of individual differences (Bardi, Caogero, & Mullen, 2008; Bardi & Schwartz, 2003). More specifically, organizations are encouraged to consider

individual values when designing jobs, benefit packages, and during the applicant screening process. Value inventories could be incorporated as part of a selection battery, assisting organizations in finding job applicants who would be potentially best fulfilled by different jobs. Conversely, individual applicants may want to use a value inventory to determine their most central needs. This information could then be used to shape their job search criteria, resulting in a better fit of individuals in organizational settings.

Furthermore, this study able to increase the generalizability of job attraction research by using a more comprehensive framework to measure both individual values and job characteristics. An examination of the demographic information of participants showed that the sample was indeed diverse, with Caucasian (63.9%), Asian (14.2%), African-American (10.3%), and International (7.1%) students participating in the current study. The sample was also varied in socio-economic status, with the majority reporting a middle class (43.2%), upper middle class (40.6%), or working class (9%) background, similar to that of the current working population. By using an expanded version of values and job applicant preferences, these diverse needs were most likely captured more fully than if they were assessed using more traditional frameworks which have many boundary conditions.

More specifically, the Schwartz Values Survey (1992) was able to fully assess individual values which stem from biological needs, instead of relying on work values (e.g., the MIQ (Lofquist & Dawis, 1969; Weiss, Dawis, & Lofquist, 1966) which were developed from workplace characteristics and are situation-specific. Other studies using more narrow measures do not have this measurement sensitivity. Indeed, the significant results obtained in the current study were for value-dimensions which were not included

in the original MIQ (i.e., power, stimulation, universalism). Without using Schwartz's (1992) cohesive inventory, these individual values would not have been assessed, demonstrating the importance of using more extensive value inventories in organizational research.

Lastly, the profile approach proved to be a successful method for assessing the joint influence of job attributes on job applicant attraction. SMEs were able to apply a theoretical understanding of individual values to determine the relationship of each value dimension to a combination of job attributes, creating an "ideal" job profile for each value type. This was found to be an effective way to measure the interactional effect of different job attributes on job attraction, as job attraction varied greatly based on the specific combinations of job attributes in each profile (Table 6).

Previous research using the profile approach has also been done in an exploratory manner (Mumford et al., 2000). That is one that involves taking a large target population, grouping them by some statistical method (e.g., factor analysis, cluster analysis) and then identifying if clusters are significantly related to the dependent variable in question. This approach is potentially limited by the sample used to do the analyses, and clearly needs replication with several, independent samples before any firm conclusions can be reached. Rather, in the present study I used a theory driven pattern approach to determine profiles. The support of these deductively derived profiles tends to yield greater confidence in the robustness of the results.

### *Limitations*

Despite the many contributions of this study, a number of limitations should be noted. First, the values instrument used to measure individual needs may have been

flawed. Schwartz's value inventory (1992) is a long and complex assessment for individual values. This measure includes 57 items and has an unusual, 9-point rating format. Although the full inventory directions were provided to participants and the suggested measurement corrections instructed by Schwartz were applied (i.e., centering), the inventory is still a very sensitive measure and may not be appropriate for an undergraduate student population. Other studies have suggested problems using this inventory due to its highly complex nature. For example, research by Schwartz and Bardi (2001) noted that the values instrument requires participants to "evaluate the importance of abstract values, presented out of context, using a complex numerical scale to indicate their evaluations. ... This abstract task is inappropriate for some of the world's population and is likely to elicit unreliable and invalid value ratings" (p.279).

In order to test the reliability of these measures, an internal consistency analysis was performed for each of the 10 value measures (see Table 4). Despite the well-documented validation of the Schwartz measure (Ros et al., 1999, Schwartz, 1999, Schwartz & Rubel, 2005), the Cronbach's alpha levels for the current study was below the standard 0.70 cut-off level (Cortina, 1993) for 5 of the 10 value measures: Conformity (Cronbach's  $\alpha = 0.68$ ), tradition (Cronbach's  $\alpha = 0.68$ ), stimulation (Cronbach's  $\alpha = 0.64$ ), achievement (Cronbach's  $\alpha = 0.63$ ), and security (Cronbach's  $\alpha = 0.62$ ). A lower reliability score suggests that the measures are not tapping into the exact same construct which can be problematic in assessment. A low alpha level may also suggest that the measure is tapping into a multi-faceted construct and therefore it would be expected to have a low internal consistency rating (Cortina, 1993). In the context of the current study, individual values are often complex, and multi-dimensional constructs, thus lower alpha

levels for these measures is not overly surprising and may not be problematic for research purposes.

Furthermore, this study may also have limitations due to participant sampling restrictions. Like most psychological research, the current study also used an undergraduate sample which may not be indicative of an actual working population. In order to account for this potential issue, a qualifying requirement for participation in the study was having a year or less until graduation. This restriction was set in order to find participants with roughly a year or less until they would be actual job seekers. Despite this attempt at maximizing the generalizability of the study population, participants may not have been appropriately evaluating the job materials in terms of a full-time worker perspective, due to their actual student status. Researchers have long questioned the use of student populations in organizational behavior research (Barber, 1998).

In addition, the recruiting context may be particularly difficult to simulate with non-job applicants because actual job choice has implications that are very difficult to model in laboratory settings. A meta-analysis on job choice has indeed shown that laboratory settings yield different job choice outcomes than those conducted in field settings, with actual applicants placing a higher importance on job characteristics than non-applicants when determining overall job-organization attractiveness (Chapman et al., 2005). This self-report bias is a common limitation in job attraction research (Cable & Judge, 1994). As Rynes (1992) explained, "Stating one's perceptions or intentions is a completely 'costless' exercise. In contrast, real job choices involve serious opportunity costs... Unfortunately, we have virtually no information about how preferences and

intentions are converted into actual job choices" (p. 436). Thus, an appropriate sample which reflects the intended population (i.e., actual job seekers) is critical for this type of organizational research, possibly limiting the external validity of this study's findings.

### *Future Directions*

This study was a theoretically-driven approach to job attraction research, using the profile approach to identify job applicant preferences of job attributes based on values. Future research should continue to examine the relationship between individual values and job attribute preferences. By applying the TWA (Lofquist & Dawis, 1969), job applicant needs can be operationalized through individual values. Continuing effort to examine job applicant attraction using values is key to becoming closer to understanding this complex decision making process.

Future studies should continue to use instruments that are more generalizable to actual working populations. By using the Schwartz Values Survey (1992) and an expanded job characteristics framework, this study was able to more fully assess individual values and job attribute preferences, leading to several significant findings. Without using a cohesive values inventory, assessing worker needs through other means (i.e., work values) would be inconclusive, as only part of a job applicant's preferences would be examined. Future studies should continue to use broad, universal frameworks as they increase both the generalizability and external validity of findings. Furthermore, although the job characteristics framework employed in the current study was likely a more robust framework than the traditional JCM, future work should continue to test other job characteristics which may be important to job seekers (Humphrey et al., 2007). Future research can also look at individual needs in relation to organizational attribute

preferences using the profile approach. Current research on job applicant organizational attraction has also focused on the one-to-one links between individual attributes and organizational attributes (Kristof-Brown et al., 2005). Similar to the job attraction literature, the organizational attraction literature would also be strengthened by employing this methodological approach to look at the interactional effects of multiple organizational characteristics on job applicant preferences.

Future research should also more carefully assess the impact of race and culture on job applicant attraction. More specifically, additional studies should look at the extent to which race and nationality affects values. This could be tested using the Baron and Kenny (1986) mediation model. If race and nationality were found to cause significantly different slopes for job attraction, then adding values as level 2 predictors should eliminate the significant effect of race or nationality on slopes.

Furthermore, this study was a first attempt at looking at the interaction of different job profiles in relation to values. Three job profiles written for different value types were successfully supported through increased job attraction for these specific combinations. More research needs to examine why the seven, remaining value dimensions did not predict increased attraction to their targeted job profiles. Was the lack of predictive ability for these values due to some characteristics unique to my sample? Would these relationships hold in different cultures and their lack of support was due to the broader United States culture? Future research should continue to look at ideal profiles for differing value types.

The interactional perspective should also be used to examine the effects of multiple value types on job attraction. This study operationalized job applicant needs in



terms of singular value types. Future research should also look at the impact of multiple values on job attraction preferences, as individuals espouse several values concurrently (Chatman, 1989). Thus, the interactional effect of different value types in relation to the job environment must also be explored.

### Conclusion

Job applicant attraction is a complex decision making process which continues to puzzle both organizational researchers and HRM professionals. Findings from this study suggest that the TWA (Lofquist & Dawis, 1969) is a useful framework for understanding job applicant attraction by operationalizing individual needs in terms of values. Profiles written to reflect the essence of value dimensions were related to a higher job attraction for those who espoused the associated value types, indicating the perceived satisfaction of job needs through the job design (i.e, workplace reinforcers). Future research on job attraction using this theoretical framework is encouraged.

This study also demonstrated an effective research design for examining organizational behavior which can be used by academics to provide increasingly generalizable findings for real-world settings. By using an expanded measure for individual values and job applicant preferences in job design, HR practitioners should feel more comfortable using these findings to shape organizational policies, as they more accurately reflect the individual needs and job design preferences of the current workforce. Lastly, the continued use of profiles to analyze organizational design preferences is also encouraged in order to better capture the complexity of job environments in relation to job applicant needs. As the U.S. working population continues to shift, more research is needed to re-validate and mostly likely update older

models of organizational behavior to ensure their use in research is still valid, based on the new challenges presented by the next generation of employees.

Table 1  
*Universal Values (Schwartz, 1992)*

Value	Description
Power	Social status and prestige, control or dominance over people and resources (Social Power, Authority, Wealth).
Achievement	Personal success through demonstrating competence according to social standards (Successful, Capable, Ambitious, Influential).
Hedonism	Pleasure and sensuous gratification for oneself (Pleasure, Enjoying Life).
Stimulation	Excitement, novelty and challenge in life (Daring, a Varied Life, an Exciting life).
Self-direction	Independent thought and action-choosing, creating, exploring (Creativity, Freedom, Independent, Curious, Choosing own Goals).
Universalism	Understanding, appreciation, tolerance and protection for the welfare of all people and for nature (Broadminded, Wisdom, Social Justice, Equality, A World at Peace, a World of Beauty, Unity with Nature, Protecting the Environment).
Benevolence	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact (Helpful, Honest, Forgiving, Loyal, Responsible).
Tradition	Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provides (Humble, Accepting my Portion in Life, Devout, Respect for Tradition, Moderate).
Conformity	Restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms (Politeness, Obedient, Self-discipline, Honoring Parents and Elders).
Security	Safety, harmony and stability of society, of relationships, and of self (Family Security, National Security, Social Order, Clean, Reciprocation of Favors).

Table 2  
*Cultural Orientations and Value Types (Schwartz, 1992)*

Cultural Orientation	Description
Conservatism	he person is viewed as embedded in a collectivity, finding meaning in life largely through social relationships and identifying with the group. A cultural emphasis on maintenance of the status quo, propriety, and restraint of actions or inclinations that might disrupt the solidarity group or the traditional order.
Intellectual Autonomy	The person is an autonomous, bounded entity and finds meaning in his / her own uniqueness, seeking to express own internal attributes (preferences, traits, feelings) and is encouraged to do so. Intellectual Autonomy has a cultural emphasis on the desirability of individuals independently pursuing their own ideas and intellectual directions.
Affective Autonomy	The person is an autonomous, bounded entity and finds meaning in his / her own uniqueness, seeking to express own internal attributes (preferences, traits, feelings) and is encouraged to do so. Affective Autonomy promotes and protect the individual's independent pursuit of own affectively positive experience.
Hierarchy	A hierarchical, differential allocation of fixed roles and of resources is the legitimate, desirable way to regulate interdependencies. People are socialized to comply with the obligations and rules and sanctioned if they do not. A cultural emphasis on the legitimacy of an unequal distribution of power, roles and resources.
Egalitarianism	Individuals are portrayed as moral equals, who share basic interests and who are socialized to transcend selfish interests, cooperate voluntarily with others, and show concern for everyone's welfare (equality, social justice, freedom, responsibility, honesty). People are socialized to as autonomous rather than interdependent because autonomous persons have no natural commitment to others.
Mastery	Groups and individuals should master, control, and change the social and natural environment through assertive action in order to further personal or group interests. A cultural emphasis on getting ahead through active self-assertion (ambition, success, daring, competence).
Harmony	The world is accepted as it is. Groups and individuals should fit harmoniously into the natural and social world, avoiding change and self-assertion to modify them.

Table 3  
*Value to Job Attribute Profile Linkages*

Value	Job Profile Combinations
Power	Interesting (N), Independence (H), Advancement (H), Social (L), Security (H)
Achievement	Interesting (N), Independence (N), Advancement (H), Social (L), Security (N)
Hedonism	Interesting (H), Independence (H), Advancement (N), Social (L), Security (N)
Stimulation	Interesting (H), Independence (H), Advancement (N), Social (N), Security (N)
Self-direction	Interesting (H), Independence (H), Advancement (N), Social (L), Security (N)
Universalism	Interesting (N), Independence (L), Advancement (L), Social (H), Security (H)
Benevolence	Interesting (N), Independence (L), Advancement (N), Social (H), Security (H)
Tradition	Interesting (L), Independence (L), Advancement (N), Social (N), Security (H)
Conformity	Interesting (L), Independence (L), Advancement (N), Social (H), Security (H)
Security	Interesting (L), Independence (L), Advancement (L), Social (H), Security (H)
Control 1	Interesting (H), Independence (H), Advancement (H), Social (H), Security (N)
Control 2	Interesting (H), Independence (L), Advancement (L), Social (N), Security (L)
Control 3	Interesting (L), Independence (L), Advancement (H), Social (L), Security (H)
Control 4	Interesting (L), Independence (L), Advancement (L), Social (L), Security (L)
Control 5	Interesting (L), Independence (H), Advancement (H), Social (N), Security (N)

Table 4  
*Means, Standard Deviations, and Correlations of Sample and Value Ratings*

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Gender	1.72	0.45	—													
2. Age	21.15	1.75	-.01	—												
3. Race	2.12	1.85	.03	.11	—											
4. Born in US	1.14	0.35	.50	.27	.39*	—										
5. Conformity	0.00	0.89	-.11	.16*	.16*	-.02	(.68)									
6. Tradition	-1.05	1.14	.08	.05	.05	-.01	.45*	(.68)								
7. Benevolence	0.72	0.74	-.03	-.06	-.06	-.06	.20*	-.01	(.71)							
8. Universalism	-0.15	0.71	.10	.02	.02	.07	-.18*	-.24*	.15	(.78)						
9. Self-Direction	0.42	0.83	.05	.06	.06	-.08	-.46*	-.39*	-.04	.09	(.73)					
10. Stimulation	-0.39	1.09	-.19*	-.11	-.11	.07	-.28*	-.38*	-.24*	-.09	.26*	(.64)				
11. Hedonism	0.17	1.10	.01	-.13	-.13	-.10	-.40*	-.43*	-.40*	-.15	.07	.39*	(.78)			
12. Achievement	0.68	0.72	-.04	-.01	-.01	.00	-.20*	-.30*	.02	-.25*	.18*	.16*	.15	.63)		
13. Power	-1.71	1.47	-.12	.14	.14	.18*	-.22*	.03	-.60*	-.39*	-.13	.14	.29*	.02	(.83)	
14. Security	-0.23	0.70	.00	.06	.02	-.01	.08	.12	-.27*	-.20*	-.18*	-.30*	-.04	-.18	.17*	(.61)

*N*=155, \* *p*< .05; Gender 1=male, 2=female; Race 1= White, 2=Black, 3=Hispanic, 4=Asian, 5=Native American, 6=multi-racial/other; Born in US 1=yes, 2=no.

Table 5  
*Average Combined Job Attraction Ratings for Each Profile*

Predictor Profile	Rank Order	Mean Rating	SD
<i>Control 1</i>	1	3.89	0.65
Universalism	2	3.74	0.81
Security	3	3.67	0.75
Tradition	4	3.57	0.83
Stimulation	5	3.52	0.74
Benevolence	6	3.27	0.83
Self-Direction	7	3.25	0.78
<i>Control 5</i>	8	3.07	0.83
Achievement	10	2.93	0.83
Power	11	2.77	0.77
Hedonism	12	2.72	0.89
<i>Control 3</i>	14	2.58	0.96
Conformity	15	2.55	0.84
<i>Control 2</i>	16	2.20	0.90
<i>Control 4</i>	17	1.63	0.70
Controls Average		2.67	0.81
Overall Average		3.02	1.01

*N=155*

Table 6  
*Mean Rating and Ranking of Value Types Found in the Current Study and in Benchmark Study (Schwartz & Bardi, 2001).*

Value Type	Current Study		Schwartz & Bardi (2001)	
	<i>Mean Rating</i>	<i>Rank Order</i>	<i>Mean Rating</i>	<i>Rank Order</i>
Benevolence	0.72	1	4.70	1
Achievement	0.68	2	4.54	2
Self-Direction	0.42	3	4.37	4
Hedonism	0.17	4	4.52	3
Conformity	0.00	5	4.18	5
Universalism	-0.15	6	3.77	7
Security	-0.23	7	3.86	6
Stimulation	-0.39	8	3.53	8
Tradition	-1.05	9	2.87	9
Power	-1.71	10	2.67	10



Table 7

*Eigenvalues Across 15 profiles for 3 Included Dependent Variables*

Dependent Variables	Minimum Eigenvalue	Maximum Eigenvalue	Average Eigenvalue
Job Attraction	0.89	0.99	0.96
Intent to Pursue	0.85	0.97	0.93
Perceived P-J Fit	0.81	0.94	0.87

Table 8  
*Extraction Sums of Squared Loadings*

	Minimum	Maximum	Average
Total	2.30	2.66	2.54
Cumulative	76.70	88.52	84.64

Table 9  
*Level 1 Model*

Predictor	Coefficient	SE	t-ratio	Variance Component	$\chi^2$ (df)
1. Power Profile	0.09	0.06	1.32	0.41	513.52** (153)
2. Achievement Profile	0.26	0.07	3.45**	0.51	597.40** (153)
3. Hedonism Profile	0.05	0.07	0.59	0.61	685.18** (153)
4. Stimulation Profile	0.85	0.06	12.31**	0.38	481.59** (153)
5. Self-Direction Profile	0.60	0.07	7.98**	0.52	595.02** (153)
6. Universalism Profile	0.90	0.07	11.99**	0.51	598.46** (153)
7. Benevolence Profile	0.58	0.06	8.13**	0.43	527.76** (153)
8. Tradition Profile	1.07	0.07	14.57**	0.48	569.12** (153)
9. Conformity Profile	-0.12	0.06	-1.58	0.53	614.03** (153)
10. Security Profile	1.00	0.07	14.49**	0.38	481.05** (153)

\*\*  $p < .05$

Table 10  
*Level 2 Model*

Variable	<i>Coefficient</i>	<i>SE</i>	<i>t-ratio</i>
1. Power Value	0.05	0.03	1.69*
2. Achievement Value	0.07	0.07	0.94
3. Hedonism Value	0.04	0.04	0.94
4. Stimulation Value	0.12	0.04	2.71**
5. Self-Direction Value	-0.04	0.06	-0.58
6. Universalism Value	-0.06	0.07	-0.77
7. Benevolence Value	0.14	0.07	2.07**
8. Tradition Value	-0.06	0.05	-1.25
9. Conformity Value	0.10	0.07	1.56
10. Security Value	-0.13	0.07	-1.81*

\*  $p < .10$ ; \*\*  $p < .05$

Figure 1. Structure of relations among the 10 motivationally distinct values (Ros et al., 1999).

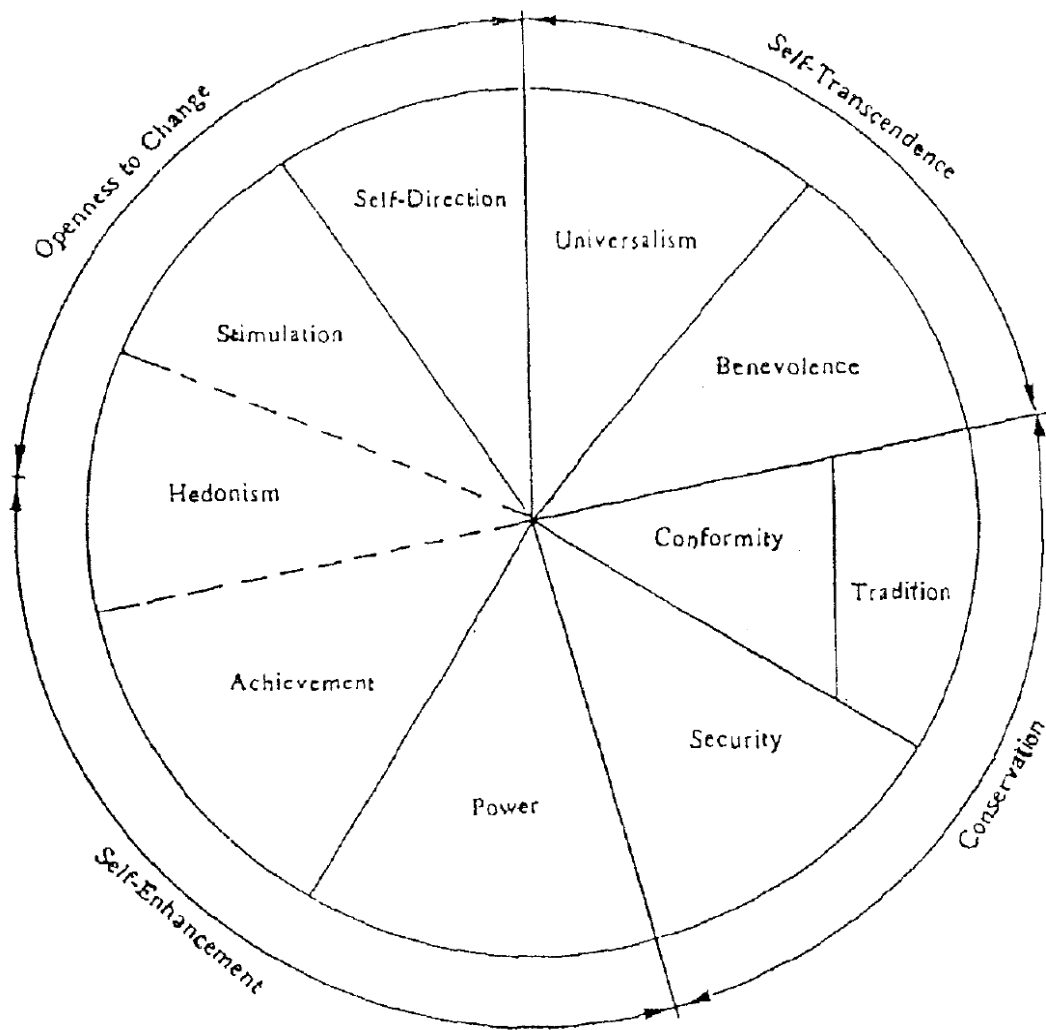
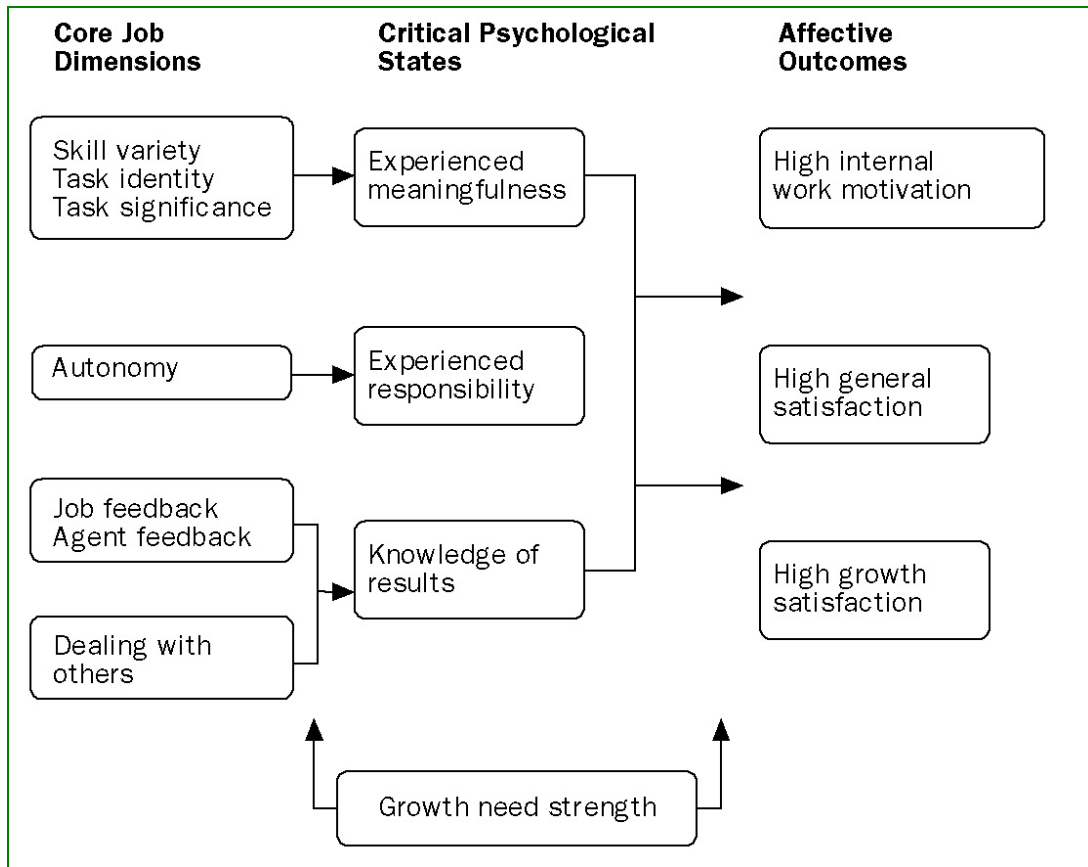


Figure 2. Job Characteristic's Model (Hackman & Oldham, 1975).



## Appendix A

### *Consent Form*

Project Title: Job Applicant Attraction

This is a research project being conducted by Dr. Paul Hanges at the University of Maryland, College Park. We are inviting you to participate in this research because you are at least 18 years of age. The purpose of this research is to examine how individuals make choice decisions.

You will be asked to examine some job descriptions and then complete some questionnaires about this job. The total time for your participation will be about 60 minutes.

We will keep your personal information confidential. To help protect the confidentiality of the data, your responses to the interview and questionnaires will be separated from this consent form. All information will be stored in locked file cabinets in locked rooms in the Biology/Psychology Building, or will be on private, password protected electronic files accessible to the researchers only. Furthermore, results will only be reported in the aggregate, so no individual data will be reported. Please note that your information may be shared with representatives of the University of Maryland, College Park or governmental authorities if you or someone else is in danger or if we are required to do so by law.

Participants may experience emotional distress by having to evaluate potential jobs.

The results of this study will help the investigator learn more about how individuals make job choice decisions. Furthermore, these results may have implications for more general decision-making. The participant may also benefit by learning about these topics.

Your participation in this research is completely voluntary. You may choose not to take part at all. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

This research is being conducted by Dr. Paul Hanges at the University of Maryland, College Park. If you have any questions about the research study itself, please contact Paul Hanges at: The University of Maryland, 1147 Biology-Psychology Building. Phone: (301) 405-6972. E-mail: hanges@psyc.umd.edu.

If you have questions about your rights as a research subject or wish to report a research-related injury, please contact: Institutional Review Board Office, University of Maryland, College Park, Maryland, 20742. Phone: (301) 405-5930. E-mail: irb@deans.umd.edu.

This research has been reviewed according to the University of Maryland, College Park IRB procedures for research involving human subjects.

Statement of Age of Subject and Consent. Your signature indicates that: you are at least 18 years of age; the research has been explained to you; your questions have been fully answered; and you freely and voluntarily choose to participate in this research project.

**PLEASE WRITE YOUR FULL NAME TO ENSURE THAT YOU RECEIVE CREDIT FOR THIS EXPERIMENT**

*Directions*

In the next section you will be presented with a series of job descriptions followed by questions.

Please read each job description very carefully and then respond to the corresponding questions based on the information you have just read.

For all jobs, assume that you have the skills and abilities needed for that position.



**Profile 1 (POWER)**

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging.

This job allows for much freedom and autonomy. Employees in this position are given flexibility in assignments and projects based on interests, allowing them to seek out work based on their specific preferences. Individuals in this position are not often asked to work on specific tasks chosen by a supervisor, so this job is ideal for independent thinkers.

There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is not interpersonal in nature because you do not work with your co-workers to get your job done. There is a low level of accountability for what you do because few people depend on your work.

Based on the market and the need for this type of work, there is low job security for this position. Employees in this position are not protected from fluctuations in the labor market and are not guaranteed to have a dependable income. In the history of the company, many people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 2 (ACHIEVEMENT)**

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is somewhat interpersonal in nature because you sometimes work with your co-workers to get your job done. There is a moderate level of accountability for what you do because only sometimes do others depend on your work.

Based on the market and the need for this type of work, there is low job security for this position. Employees in this position are not protected from fluctuations in the labor market and are not guaranteed to have a dependable income. In the history of the company, many people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 3 (RANDOM 1)**

This job is very interesting in nature and often involves novel tasks and includes a wide-range of activities. The tasks involved in this job match very well with your interests and the content of the work is very engaging.

This job allows for much freedom and autonomy. Employees in this position are given flexibility in assignments and projects based on interests, allowing them to seek out work based on their specific preferences. Individuals in this position are not often asked to work on specific tasks chosen by a supervisor, so this job is ideal for independent thinkers.

There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is very interpersonal in nature because you must work with your co-workers to get your job done. There is a high level of accountability for what you do because many people depend on your work.

Based on the market and the need for this type of work, there is moderate job security for this position. Employees in this position are sometimes protected from fluctuations in the labor market and are moderately guaranteed to have a dependable income. In the history of the company, only some people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 4 (HEDONISM)**

This job is very interesting in nature and often involves novel tasks and includes a wide-range of activities. The tasks involved in this job match very well with your interests and the content of the work is very engaging.

This job allows for much freedom and autonomy. Employees in this position are given flexibility in assignments and projects based on interests, allowing them to seek out work based on their specific preferences. Individuals in this position are not often asked to work on specific tasks chosen by a supervisor, so this job is ideal for independent thinkers.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

This job is not interpersonal in nature because you do not work with your co-workers to get your job done. There is a low level of accountability for what you do because few people depend on your work.

Based on the market and the need for this type of work, there is low job security for this position. Employees in this position are not protected from fluctuations in the labor market and are not guaranteed to have a dependable income. In the history of the company, many people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 5 (STIMULATION)**

This job is very interesting in nature and often involves novel tasks and includes a wide-range of activities. The tasks involved in this job match very well with your interests and the content of the work is very engaging.

This job allows for much freedom and autonomy. Employees in this position are given flexibility in assignments and projects based on interests, allowing them to seek out work based on their specific preferences. Individuals in this position are not often asked to work on specific tasks chosen by a supervisor, so this job is ideal for independent thinkers.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

This job is somewhat interpersonal in nature because you sometimes work with your co-workers to get your job done. There is a moderate level of accountability for what you do because only sometimes do others depend on your work.

Based on the market and the need for this type of work, there is moderate job security for this position. Employees in this position are sometimes protected from fluctuations in the labor market and are moderately guaranteed to have a dependable income. In the history of the company, only some people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 6 (RANDOM 2)**

This job is very interesting in nature and often involves novel tasks and includes a wide-range of activities. The tasks involved in this job match very well with your interests and the content of the work is very engaging.

This job allows for little freedom and autonomy. Employees in this position are given no flexibility in assignments and projects based on interests, confining them to work on tasks which are assigned based on needs. Individuals in this position are often asked to work on specific tasks chosen by a supervisor, so this job is not designed for independent thinkers.

There is no substantial potential for advancement and promotion in this position. Employees in this job are not usually promoted in their first 5 years. Few opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is somewhat interpersonal in nature because you sometimes work with your co-workers to get your job done. There is a moderate level of accountability for what you do because only sometimes do others depend on your work.

Based on the market and the need for this type of work, there is low job security for this position. Employees in this position are not protected from fluctuations in the labor market and are not guaranteed to have a dependable income. In the history of the company, many people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 7 (SELF-DIRECTION)**

This job is very interesting in nature and often involves novel tasks and includes a wide-range of activities. The tasks involved in this job match very well with your interests and the content of the work is very engaging.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

This job is not interpersonal in nature because you do not work with your co-workers to get your job done. There is a low level of accountability for what you do because few people depend on your work.

Based on the market and the need for this type of work, there is moderate job security for this position. Employees in this position are sometimes protected from fluctuations in the labor market and are moderately guaranteed to have a dependable income. In the history of the company, only some people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 8 (UNIVERSALISM)**

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging.

This job allows for little freedom and autonomy. Employees in this position are given no flexibility in assignments and projects based on interests, confining them to work on tasks which are assigned based on needs. Individuals in this position are often asked to work on specific tasks chosen by a supervisor, so this job is not designed for independent thinkers.

There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is very interpersonal in nature because you must work with your co-workers to get your job done. There is a high level of accountability for what you do because many people depend on your work.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.



**Profile 9 (RANDOM 3)**

This job is not very interesting in nature and does not involve novel tasks or a wide-range of activities. The tasks involved in your job do not match very well with your interests and the content of the work is rarely engaging.

This job allows for little freedom and autonomy. Employees in this position are given no flexibility in assignments and projects based on interests, confining them to work on tasks which are assigned based on needs. Individuals in this position are often asked to work on specific tasks chosen by a supervisor, so this job is not designed for independent thinkers.

There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is not interpersonal in nature because you do not work with your co-workers to get your job done. There is a low level of accountability for what you do because few people depend on your work.

Based on the market and the need for this type of work, there is high job security for this position. Employees in this position are protected from fluctuations in the labor market and are guaranteed to have a dependable income. In the history of the company, very few people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 10 (BENEVOLENCE)**

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging.

This job allows for little freedom and autonomy. Employees in this position are given no flexibility in assignments and projects based on interests, confining them to work on tasks which are assigned based on needs. Individuals in this position are often asked to work on specific tasks chosen by a supervisor, so this job is not designed for independent thinkers.

There is some potential for advancement and promotion in this position. Employees in this job are usually promoted once in their first 5 years. Some opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is very interpersonal in nature because you must work with your co-workers to get your job done. There is a high level of accountability for what you do because many people depend on your work.

Based on the market and the need for this type of work, there is high job security for this position. Employees in this position are protected from fluctuations in the labor market and are guaranteed to have a dependable income. In the history of the company, very few people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 11 (TRADITION)**

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

There is some potential for advancement and promotion in this position. Employees in this job are usually promoted once in their first 5 years. Some opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is very interpersonal in nature because you must work with your co-workers to get your job done. There is a high level of accountability for what you do because many people depend on your work.

Based on the market and the need for this type of work, there is high job security for this position. Employees in this position are protected from fluctuations in the labor market and are guaranteed to have a dependable income. In the history of the company, very few people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 12 (RANDOM 4)**

This job is not very interesting in nature and does not involve novel tasks or a wide-range of activities. The tasks involved in your job do not match very well with your interests and the content of the work is rarely engaging.

This job allows for little freedom and autonomy. Employees in this position are given no flexibility in assignments and projects based on interests, confining them to work on tasks which are assigned based on needs. Individuals in this position are often asked to work on specific tasks chosen by a supervisor, so this job is not designed for independent thinkers.

There is no substantial potential for advancement and promotion in this position. Employees in this job are not usually promoted in their first 5 years. Few opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is not interpersonal in nature because you do not work with your co-workers to get your job done. There is a low level of accountability for what you do because few people depend on your work.

Based on the market and the need for this type of work, there is low job security for this position. Employees in this position are not protected from fluctuations in the labor market and are not guaranteed to have a dependable income. In the history of the company, many people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.



**Profile 13 (CONFORMITY)**

This job is not very interesting in nature and does not involve novel tasks or a wide-range of activities. The tasks involved in your job do not match very well with your interests and the content of the work is rarely engaging.

This job allows for little freedom and autonomy. Employees in this position are given no flexibility in assignments and projects based on interests, confining them to work on tasks which are assigned based on needs. Individuals in this position are often asked to work on specific tasks chosen by a supervisor, so this job is not designed for independent thinkers.

There is some potential for advancement and promotion in this position. Employees in this job are usually promoted once in their first 5 years. Some opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is very interpersonal in nature because you must work with your co-workers to get your job done. There is a high level of accountability for what you do because many people depend on your work.

Based on the market and the need for this type of work, there is high job security for this position. Employees in this position are protected from fluctuations in the labor market and are guaranteed to have a dependable income. In the history of the company, very few people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 14 (SECURITY)**

This job is somewhat interesting in nature and sometimes involves novel tasks and a range of activities. The tasks involved in this job match somewhat well with your interests and the content of the work is sometimes engaging.

This job allows for some freedom and autonomy. Employees in this position are given some flexibility in assignments and projects based on interests, allowing them on occasion to seek out work based on their specific preferences. Individuals in this position are sometimes asked to work on specific tasks chosen by a supervisor, so this job is not ideal for independent thinkers.

There is some potential for advancement and promotion in this position. Employees in this job are usually promoted once in their first 5 years. Some opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is very interpersonal in nature because you must work with your co-workers to get your job done. There is a high level of accountability for what you do because many people depend on your work.

Based on the market and the need for this type of work, there is high job security for this position. Employees in this position are protected from fluctuations in the labor market and are guaranteed to have a dependable income. In the history of the company, very few people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.

**Profile 15 (RANDOM 5)**

This job is not very interesting in nature and does not involve novel tasks or a wide-range of activities. The tasks involved in your job do not match very well with your interests and the content of the work is rarely engaging.

This job allows for much freedom and autonomy. Employees in this position are given flexibility in assignments and projects based on interests, allowing them to seek out work based on their specific preferences. Individuals in this position are not often asked to work on specific tasks chosen by a supervisor, so this job is ideal for independent thinkers.

There is substantial potential for advancement and promotion in this position. Employees in this job are usually promoted twice in their first 5 years. Many opportunities are possible for those individuals who are looking for a job with growth possibilities.

This job is somewhat interpersonal in nature because you sometimes work with your co-workers to get your job done. There is a moderate level of accountability for what you do because only sometimes do others depend on your work.

Based on the market and the need for this type of work, there is moderate job security for this position. Employees in this position are sometimes protected from fluctuations in the labor market and are moderately guaranteed to have a dependable income. In the history of the company, only some people in this position have been laid-off.

**Please answer the following statements using the scale below.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

*(Job Attraction)*

- This would be a good job to have.
- I would like to have this job.
- My friends would like to have this job.
- I find this a job very attractive.

*(Intent to Pursue Job)*

- I would accept an offer for this job.
- My friends would accept an offer for this job.
- I would request more information about this job.
- I would attempt to gain an interview for this job.
- I would actively pursue obtaining this position.

*(Perceived P-J Fit)*

- There is a good fit between what this job offers me and what I am looking for in a job.
- The attributes that I look for in a job are fulfilled very well by this job.
- This job gives me just about everything that I want from a job.



## Values Inventory

In this questionnaire you are to ask yourself: "What values are important to ME as guiding principles in MY life, and what values are less important to me?" There are two lists of values on the following pages. These values come from different cultures. In the parentheses following each value is an explanation that may help you to understand its meaning.

Your task is to rate how important each value is for you as a guiding principle in your life. Use the rating scale below:

0--means the value is not at all important, it is not relevant as a guiding principle for you.

3--means the value is important.

6--means the value is very important.

The higher the number (0, 1, 2, 3, 4, 5, 6), the more important the value is as a guiding principle in YOUR life.

-1 is for rating any values opposed to the principles that guide you.

7 is for rating a value of supreme importance as a guiding principle in your life;  
***ordinarily there are no more than two such values.***

In the space before each value, write the number (-1,0,1,2,3,4,5,6,7) that indicates the importance of that value for you, personally. Try to distinguish as much as possible between the values by using all the numbers. You will, of course, need to use numbers more than once.

AS A GUIDING PRINCIPLE IN MY LIFE, this value is:

opposed to my values	not important	1	2	important	3	4	5	very important	6	of supreme importance	7
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Before you begin, read the values in List I, choose the one that is most important to you and rate its importance. Next, choose the value that is most opposed to your values and rate it -1. If there is no such value, choose the value least important to you and rate it 0 or 1, according to its importance. Then rate the rest of the values in List I.

### VALUES LIST I

- 1 \_\_\_EQUALITY (equal opportunity for all)
- 2 \_\_\_INNER HARMONY (at peace with myself)
- 3 \_\_\_SOCIAL POWER (control over others, dominance)
- 4 \_\_\_PLEASURE (gratification of desires)

- 5 \_\_\_FREEDOM (freedom of action and thought)
- 6 \_\_\_A SPIRITUAL LIFE (emphasis on spiritual not material matters)
- 7 \_\_\_SENSE OF BELONGING (feeling that others care about me)
- 8 \_\_\_SOCIAL ORDER (stability of society)
- 9 \_\_\_AN EXCITING LIFE (stimulating experiences)
- 10\_\_\_MEANING IN LIFE (a purpose in life)

AS A GUIDING PRINCIPLE IN MY LIFE, this value is:

opposed to my values -1	not important 0	1	2	important 3	4	5	very important 6	of supreme importance 7
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- 11\_\_\_POLITENESS (courtesy, good manners)
- 12\_\_\_WEALTH (material possessions, money)
- 13\_\_\_ NATIONAL SECURITY (protection of my nation from enemies)
- 14\_\_\_ SELF RESPECT (belief in one's own worth)
- 15\_\_\_RECIPROCATION OF FAVORS (avoidance of indebtedness)
- 16\_\_\_CREATIVITY (uniqueness, imagination)
- 17\_\_\_A WORLD AT PEACE (free of war and conflict)
- 18\_\_\_RESPECT FOR TRADITION (preservation of time-honored customs)
- 19\_\_\_MATURE LOVE (deep emotional & spiritual intimacy)
- 20\_\_\_SELF-DISCIPLINE (self-restraint, resistance to temptation)
- 21\_\_\_PRIVACY (the right to have a private sphere)
- 22\_\_\_FAMILY SECURITY (safety for loved ones)
- 23\_\_\_SOCIAL RECOGNITION (respect, approval by others)
- 24\_\_\_UNITY WITH NATURE (fitting into nature)
- 25\_\_\_A VARIED LIFE (filled with challenge, novelty and change)

- 26\_\_\_ WISDOM (a mature understanding of life)
- 27\_\_\_ AUTHORITY (the right to lead or command)
- 28\_\_\_ TRUE FRIENDSHIP (close, supportive friends)
- 29\_\_\_ A WORLD OF BEAUTY (beauty of nature and the arts)
- 30\_\_\_ SOCIAL JUSTICE (correcting injustice, care for the weak)

\* \* \* \* \*

**VALUES LIST II**

Now rate how important each of the following values is for you as a guiding principle in YOUR life. These values are phrased as ways of acting that may be more or less important for you. Once again, try to distinguish as much as possible between the values by using all the numbers.

Before you begin, read the values in List II, choose the one that is most important to you and rate its importance. Next, choose the value that is most opposed to your values, or--if there is no such value--choose the value least important to you, and rate it -1, 0, or 1, according to its importance. Then rate the rest of the values.

AS A GUIDING PRINCIPLE IN MY LIFE, this value is:

opposed to my values	not important	1	2	important	3	4	5	very important	6	of supreme importance	7
-1	0										

- 31\_\_\_ INDEPENDENT (self-reliant, self-sufficient)
- 32\_\_\_ MODERATE (avoiding extremes of feeling & action)
- 33\_\_\_ LOYAL (faithful to my friends, group)
- 34\_\_\_ AMBITIOUS (hard-working, aspiring)
- 35\_\_\_ BROADMINDED (tolerant of different ideas and beliefs)
- 36\_\_\_ HUMBLE (modest, self-effacing)
- 37\_\_\_ DARING (seeking adventure, risk)
- 38\_\_\_ PROTECTING THE ENVIRONMENT (preserving nature)

- 39 \_\_\_ INFLUENTIAL (having an impact on people and events)
- 40 \_\_\_ HONORING OF PARENTS AND ELDERS (showing respect)
- 41 \_\_\_ CHOOSING OWN GOALS (selecting own purposes)
- 42 \_\_\_ HEALTHY (not being sick physically or mentally)
- 43 \_\_\_ CAPABLE (competent, effective, efficient)
- 44 \_\_\_ ACCEPTING MY PORTION IN LIFE (submitting to life's circumstances)
- 45 \_\_\_ HONEST (genuine, sincere)
- 46 \_\_\_ PRESERVING MY PUBLIC IMAGE (protecting my "face")
- 47 \_\_\_ OBEDIENT (dutiful, meeting obligations)
- 48 \_\_\_ INTELLIGENT (logical, thinking)
- 49 \_\_\_ HELPFUL (working for the welfare of others)
- 50 \_\_\_ ENJOYING LIFE (enjoying food, sex, leisure, etc.)
- 51 \_\_\_ DEVOUT (holding to religious faith & belief)
- 52 \_\_\_ RESPONSIBLE (dependable, reliable)
- 53 \_\_\_ CURIOUS (interested in everything, exploring)
- 54 \_\_\_ FORGIVING (willing to pardon others)
- 55 \_\_\_ SUCCESSFUL (achieving goals)
- 56 \_\_\_ CLEAN (neat, tidy)
- 57 \_\_\_ SELF-INDULGENT (doing pleasant things)

## *Demographic Information*

Please fill in the following information:

- Please select your gender:
  - Male
  - Female
- Please enter your current age in years:
- Please select your race:
  - White
  - Black
  - Hispanic
  - Asian
  - Native American
  - Multi-racial
  - Other
- Where were you born?
  - In the U.S.
  - Outside the U.S.
- If you were born outside the U.S., please specify country of origin.
- Where were your parents born?
  - Both in the U.S.
  - One parent from the U.S. and one parent outside the U.S.
  - Both from outside the U.S.
- If your parent(s) were born outside the U.S., please specify country/countries of origin.
- Please estimate the socioeconomic status of your parent(s) or guardian(s).
  - Underclass (poor, unemployed)
  - Working Poor
  - Working Class
  - Middle Class
  - Upper Middle Class
  - Upper Class
- What is the highest level of education you are currently working towards or have most recently completed?
  - High school
  - College
  - Masters or Professional Degree
  - Ph.D., J.D., M.D., or other Doctorate
  - Less than one year (or the equivalent in credit hours) or I have finished my degree
  - More than one year (or the equivalent in credit hours)
  - I do not plan to finish my degree
- How much time left do you have until you finish your degree?

Please answer the following questions about your work experience.

- Do you currently have a job? A job is defined here as a regular activity performed in exchange for payment, especially as one's occupation or profession.
- If you have a job (as indicated above), how many hours a week do you normally work? If you do not have a job, put 0.
- When do you plan to start working full-time (more than 20 hours/week)?
- Have you ever had a job? A job is defined here as a regular activity performed in exchange for payment, especially as one's occupation or profession.
- How many part-time jobs (20 hours/week or less) have you held for 3 or more months?
- How many full-time jobs (more than 20 hours/week) have you held for 3 or more months?

*You have now completed the study. Thank you for your participation!*

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