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Moderating Effect of Culture on the Relationship of Job Factors with Social and Psychological Characteristics

Sadrudin A. Ahmed

This paper explores the relationship between a six-dimensional achievement scale, as well as some socio-economic characteristics and perception of employment assurance, desired job characteristics, income aspiration level and willingness to make an effort for obtaining desired job characteristics by students in the province of Quebec.

This research was designed to study the moderating effect of culture on the relationship between the socio-economic status and the achievement needs of French as well as English speaking Quebec students with the job factors relevant to them. Specifically, it is proposed to explore the relationship between a six-dimensional achievement scale,¹ as well as some socio-economic characteristics and perception of employment assurance, desired job characteristics, income aspiration level and willingness to make an effort for obtaining desired job characteristics by students in the province of Quebec.

With the election of Parti-Quebecois on November 15, 1976 and the introduction of Bill No. 1 in the Quebec parliament during the month of April 1977 by the government to secure greater participation by Francophones in the management of the Anglophone controlled business firms, it is imperative to understand the difference in the job related motivations/perceptions of the business students from the two separate cultural groups. To guide this understanding, unfortunately little is known about the moderating effect of belonging to French/English linguistic/cultural group on the relationship between socio-

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¹ AHMED, S.A., «Job Related Attitudes and Motivations of English and French Canadian Students,» *The Journal of Psychology*, Vol. 95, No. 1, 1977, 263-264.

economic variables and job success related motivations and the perception and importance of job factors by business students in Québec.

The problem of defining and understanding the cultural differences between the English and French Canadians is not new. Great deal of empirical evidence has been gathered to demonstrate that the English and French Canadians differ with regard to their attitude towards job factors.² However, there are a number of questions that have remained unresolved in this whole area. Firstly, whether there is indeed a cultural difference between the English and French Canadians in their business related behavior. To that effect, Lefrançois and Chattel have provided data indicating that the difference between the English and French Canadians' consumption behavior can be accounted for by the fact that the average French Canadians belong to a lower social class than the English Canadians.³ Palda⁴ rejects this view and based on statistics Canada data, claims that consumption patterns do indeed differ importantly between Quebec and Ontario households of similar size and income. Tigert⁵ has supported Palda's viewpoint. Tigert found that the consumption behavior and attitudinal structure of the English and French Canadian housewives differed even after controlling for the socio-economic differences.

² KANUNGO, R.N. and DAUDERIS, H.J., *Motivation Orientation of Canadian Anglophone and Francophone Managers*, McGill University, Faculty of Management, Working Paper, 1974; LAMBERT, W.E., YACKLEY, A. and HEIN, R.N., «Child Training Values of English Canadian and French Canadian Parents,», *Canadian Journal of Behavioral Science*, Vol. 1, No. 3, 1971, 217-236; NIGHTINGALE, D.V. and TOULOUSE, J.M., *Values, Structure, Process and Reactions Adjustments: A Comparison of French and English Canadian Organizations*, Unpublished Paper, School of Business Administration, Queen's University, 1975; TOULOUSE, J.M., BELLAUD, J.L. and NIGHTINGALE, D.V., *Les déterminants de la motivation au travail chez les canadiens français et les canadiens anglais*, École des Hautes Études Commerciales de Montréal, Rapport de recherche, 75-12, novembre 1975; YACKLEY, A. and LAMBERT, W.E., «Interethnic Group Competition and Levels of Aspiration,» *Canadian Journal of Behavioral Science*, Vol. 3, No. 1, 1971, 135-147.

³ LEFRANÇOIS, P.C. and CHATTEL, G., «The French Canadian Consumer: Fact and Fancy,» Chicago: American Marketing Association, *Annual Conference Proceedings*, 1966.

⁴ PALDA, K.S., «A Comparison of Consumer Expenditures in Quebec and Ontario,» *Canadian Journal of Economics and Political Science*, Vol. 33, February, 1967, 26.

⁵ TIGERT, D.J., «Can a Separate Marketing Strategy for French Canada be Justified: Profiling English-French Markets through Life Style Analysis» in Thompson, D.N. and Leighton, D.S.R., eds., *Canadian Marketing: Problems and Prospects*, Toronto: Wiley Publishers of Canada Limited, 1973.

In terms of an individual's behavior within an organization, Kanungo and Dauderis⁶ found that Francophone managers in Québec working for a large English Corporation showed greater satisfaction with lower level needs in terms of the Maslow's⁷ hierarchy of needs than their Anglophone counterparts. Nightingale and Toulouse,⁸ on the basis of data collected from 500 Anglophone Ontario respondents working for English firms and 500 Francophone Quebec respondents working for French firms, state that the opposite was true. They found that the Francophones valued intrinsic job characteristics (higher order needs) more than did the Anglophones. On the other hand, with the further analysis of the same data, Toulouse, Bellaud and Nightingale⁹ also demonstrated that most of the difference between the Anglophone and Francophone managers can be explained by the socio-economic variables.

Elkin contends that the French Canadians who aspire to promotions and successful careers in business may follow one of the following three models of behavior — assimilationist, separatist or distinctive component.¹⁰ In the assimilationist model, the traditional culture and personal relationships recede into the background and the key reference group become those in the English world. At the other extreme, is the separatist model in which the key identifications and associates are completely French Canadian. The third model, the distinctive component, with a number of sub-variations, is the most common. These French Canadians work in an English or American controlled firm but in their personal lives inhabit a French Canadian world. One may thus claim that the greater satisfaction expressed by the Kanungo and Dauderis' French sample may, perhaps, have reflected the assimilationist or distinctive component model followed by the Francophones working in an Anglophone firm conducting business in English which, perhaps, gave them greater success in the economic domain than their separatist model counterparts.

Given the increasing support manifested for Parti-Quebecois and some of its policies by the Francophones in Quebec,¹¹ Francophone

⁶ KANUNGO, R.N. and DAUDERIS, H.J., *op. cit.*

⁷ MASLOW, A.H., *Motivation and Personality*, New York: Harper, 1954.

⁸ NIGHTINGALE, D.V. and TOULOUSE, J.M., *op. cit.*

⁹ TOULOUSE, J.M., BELLAUD, J.L. and NIGHTINGALE, D.V., *op. cit.*

¹⁰ ELKIN, F., «Advertising in French Canada,» in Zoolschan, G.K. and Hirsch (Eds.), *Explorations in Social Change*, Boston: Houghton, Mifflin Company, 1963.

¹¹ PINARD, M. and HAMILTON, S., «What did the Vote for P.Q. in November 15 Election Really Mean?» A paper presented at the Canadian Political Science Association 1977 Meeting, Fredericton, New Brunswick.

students' relatively negative attitude towards business world,¹² which is largely dominated by Anglophones,¹³ and the apparent consensus on the part of the Francophones to making French the working language of business world in Quebec,¹⁴ may bear testimony to the fact that the Francophones entering an Anglophone firm such as Steinberg do suffer from cultural shock as pointed out by Laurin.¹⁵

Secondly, an understanding of the moderating effect of ethnic group membership on the relationship between personality and employment related factors is needed for the construction of proper employment policies/climate by the private and public sector employers. It would throw additional light on the nature of moderating effect of ethnicity, particularly with regard to the question of the extent to which the effect of membership in the French ethnic group may be viewed within a broader context of the dominance by the English ethnic group of the industrial and most provincial/federal bureaucracies.

The report of Sauvé¹⁶ has demonstrated that, so far, only a small number of Francophones have been given key managerial functions in large private English controlled corporations operating in Quebec. Earlier, Beattie, Desy and Longstaff had demonstrated the various barriers to advancement that still exist for the Francophones in the Canadian Public Service.¹⁷ Vaillancourt¹⁸ has pointed out that within the Province of Quebec, on per capita basis, Francophones earned less than nine other major ethnic groups who have allied themselves with the Anglophones. Social psychological theory, especially that derived from cognitive approach, would lead one to believe that the relationship between personality and employment related factors might be moderated by the membership to an ethnic group, but

¹² AHMED, S.A., *op. cit.*

¹³ SAUVÉ, M., «Une présence trop faible des francophones à la haute direction des entreprises», *Le Devoir*, mercredi, 12 mai 1976.

¹⁴ PIERRE, G. S., «La grande entreprise doit faire une place plus grande aux francophones dans ses conseils d'administration», *Le Devoir*, mardi, 6 avril 1976.

¹⁵ LAURIN, P., «La francophonisation Steinberg se prépare au 'cher culturel' de l'arrivée des jeunes diplômés francophones», *Le Devoir*, mercredi, 16 février 1977, p. 2.

¹⁶ SAUVÉ, M., *op. cit.*

¹⁷ BEATTIE, C., DESY, J. and LONGSTAFF, S., «Bureaucratic Careers — Francophones in the Canadian Public Service» in H. C. Jain, editor, *Contemporary Issues in Canadian Personnel Administration*, Scarborough, Prentice-Hall, Inc., 1973.

¹⁸ VAILLANCOURT, P., *Report on the Status of Francophone's Income in Quebec*, A report presented to the Government of Quebec, 1977.

empirical research directly concerned with this subject area is not extensive.

FORMULATION OF SPECIFIC OBJECTIVES

In order to guide the present research, a few studies did offer suggestive leads on the relation of personality and socio-cultural characteristics to job factors. Hackman and Lawler¹⁹ had found that individuals desirous of satisfying higher order needs (such as self actualization) reacted very positively to the jobs that are rated high on the dimensions of «Variety», «Autonomy», «Task Identity» and «Feedback». Brief and Adolf²⁰ note that individuals lower in higher order need strength display stronger relationships between the core job dimensions and affective responses more extrinsic to the work itself (e.g. promotion) than do individuals high in higher order need strength. Hall and Mansfield²¹ found that both age and seniority were related to career expectations of engineers and scientists. Moreover, Wanous²² found that higher order need strengths and to a lesser extent protestant work ethic and the urban vs. rural background of the worker was related to an employee's reactions to job characteristics. In a study of C.P.A.'s Slocum and Strawser²³ noted that the blacks differed with regard to job attitudes from the whites. Wild and Kempner²⁴ found that workers from urban type communities are better disposed to accepting rationalized and paced work than those from rural areas.

McClelland²⁵ has provided strong evidence to support the contention that the need for achievement is related to the entrepreneurial

¹⁹ HACKMAN, J. R. and LAWLER, E. E., «Employee Reactions to Job Characteristics,» *Journal of Applied Psychology*, Vol. 55, Monograph, 1971, 259-286.

²⁰ BRIEF, A. P. and ADOLPH, R. J., «Employee Reactions to Job Characteristics: A Constructive Replication,» *Journal of Applied Psychology*, Vol. 60, N° 2, 1975, 182-186.

²¹ HALL, D. T. and MANSFIELD, R., «Relationship of Age and Seniority with Career Variables of Engineers and Scientists,» *Journal of Applied Psychology*, Vol. 60, N° 2, 1975, 201-210.

²² WANOUS, J. P., «Individual Differences and Reactions to Job Characteristics,» *Journal of Applied Psychology*, Vol. 59, N° 5, 1975, 616-622.

²³ SLOCUM, J. W. and STRAWSER, R. H., «Racial Differences in Job Attitudes,» *Journal of Applied Psychology*, Vol. 56, N° 1, 1972, 28-32.

²⁴ WILD, R. and KEMPNER, B., «Influence of Community and Plant Characteristics on Job Attitudes of Manual Workers,» *Journal of Applied Psychology*, Vol. 56, N° 2, 1975, 106-113.

²⁵ MCCLELLAND, D. G., *The Achieving Society*, Princeton, Van Norstrand, 1961.

success of an individual. However, theory of achievement motivation as espoused by Heckhausen²⁶ asserts the complex context in which the achievement related aspects of the personal world differ from person to person and the value systems in which they are embedded. Kogan and Wallach²⁷ have demonstrated the importance of moderator variables to the accuracy of prediction. Jackson, Ahmed and Heapy²⁸ have shown how a six dimensional achievement scale allows one to get insight into the achievement related aspects of the personal world of an individual. Also Ahmed²⁹ has pointed out that the Anglophones and Francophones scored significantly differently with regard to four out of the six dimensions of achievement.

Thus, a number of leads are available for conducting a study that adds to the current literature by presenting data on the moderating effect of ethnicity on the relationship between socio-economic and personality and job factors and to clear up the conflicting reports on whether or not ethnicity is an important determinant of the perception and importance of job related factors.

METHOD

Subjects and Setting

A panel made up of 95 English Canadian business students from Bishop's University (mostly unilingual English) and 170 French Canadian business students from the University of Sherbrooke (mostly unilingual French) provided the data for this study (see table 1). They were contacted before the election of Parti-Quebecois to power in Quebec. Only 14 female business students were included in the sample. The average age and university year standing was about the same for both groups, but the sample did reflect the higher father's occupational status of the English Canadian students. Thus, the sample reflected the reality of the economic status differences between the English and French Canadians in the Province of Quebec.³⁰

²⁶ HECKHAUSEN, H., *The Anatomy of Achievement Motivation*, New York, Academic Press, 1967.

²⁷ KOGAN N. and WALLACH, M. A., *Risk Taking: A Study of Cognition and Personality*, New York, Holt Rinehart and Winston, 1964.

²⁸ JACKSON, D. N., AHMED, S. A. and HEAPY, N. A., «Is Achievement a Unitary Construct?» *Journal of Research in Personality*, Vol. 10, N° 1, 1976, 1-21.

²⁹ AHMED, S. A., *op. cit.*

³⁰ VAILLANCOURT, P., *op. cit.*

TABLE 1
Difference Between English Canadian and French Canadian
Students' Parents' Occupation

	<i>English Canadian</i>	<i>French Canadian</i>	<i>Total %</i>
Managerial	66.0%	21.5%	34.7%
Professional	16.0%	15.3%	15.8%
Sales	8.3%	15.8%	10.8%
Craftsmen	3.3%	2.9%	3.0%
Laborer	2.1%	27.0%	20.1%
Other	4.3%	17.5%	15.6%
TOTAL	100.0%	100.0%	100.0%

Procedure

The subjects were tested in their classrooms. A questionnaire dealing with employment assurance, desired job characteristics, income aspiration level, effort to achieve objectives, age (A) urban/rural residence (R/U), father's occupational status (FOS), previously held a permanent job (HP) and achievement motivation was administered in the presence of an interviewer. A six dimensional achievement rating scale dealing with facets, namely concern for excellence (E), acquisitiveness (A), status with peers (S/P), achievement via independence (AI), status with experts (S/E) and competitiveness (COM)³¹ was chosen as an indicant of achievement related personal world of the students. An example of one true-keyed items from each of the six personality scales, followed by the name of the scale, is listed below:

I only accept a reliable authority's criticism of my work (status with experts).

I enjoy feeling that my job pays well enough to allow me to get ahead (acquisitiveness).

I would like a job where I can depend on my own efforts to get me ahead (achievement via independence).

I enjoy displaying my ability on certain tasks to other people (status with peers).

On the whole, I like the idea that only the strongest survive (competitiveness).

³¹ JACKSON, D. N., AHMED, S. A. and HEAPY, N., *op. cit.*

I set my standards high, and work hard to achieve them (concern for excellence).

In terms of Maslow's hierarchy of needs, concern for excellence would correspond to self-actualization and the rest of the dimension would correspond to esteem and status needs.³²

Method of Analysis

The data were subjected to a simple correlation analysis using personality and socio-cultural status indicators as independent variables, and respondent attitude towards job factors as dependent variables. Data were analyzed separately for the English, the French and the total sample.

RESULTS AND DISCUSSION

Socio-Economic Variables' Importance

The results of the correlation analysis dealing with the total sample are presented on table 2. The results indicate that age, father's occupational status and held permanent jobs outperformed the cultural variable in terms of employment assurance variables. On the other hand, as far as the desired job characteristics were concerned, cultural variable outperformed other socio-economic variables not only in terms of number of significant correlations but also in terms of the size of those correlations. As far as income aspiration level was concerned, other socio-economic variables outperformed cultural variable and the case was reversed with the effort to achieve objectives.

The strength of the cultural variable between the present study and that conducted by Toulouse, et cetera, can be partly explained by the fact that the present study deals with the Francophone students who were brought up during the Quiet Revolution which has started in 1960.³³ Toulouse, Bellaud and Nightingale's Francophone respondents were older in age.

³² MASLOW, A. H., *op. cit.*

³³ See, ELKIN, F., *op. cit.*, for more details.

TABLE 2

Correlation Matrix of Job Factors With Socio-Cultural and Achievement/Variables For the Total Sample

	Socio-Cultural						Achievement Dimensions				
Employment Assurance Variables	CUL	A	R/U	FOS	HP	E	A	S/P	AI	S/E	COM
Job in Desired Field	-.07	.05	.09	-.02	-.08	-.03	.02	-.05	-.05	.02	-.11*
Assurance of Employment	.01	-.12**	-.01	.18***	.14**	-.02	-.05	—	.06	.01	-.06
Contacts for Employment	.08	-.22***	.03	.02	.12**	—	-.07	-.01	.12**	.01	.03
Number of Significant Relations	—	2	—	1	2	—	—	—	1	—	1
Desired Job Characteristics											
Size of Industry	.03	.08	.10*	.13**	.05	.15**	.04	-.05	.02	—	.10*
Interesting Job	-.03	.01	—	-.04	-.02	.17***	—	.06	.09	-.01	-.01
Salary	—	-.06	.02	-.03	—	.11*	.30***	-.01	.05	—	.22***
Training Program	.29***	.17***	—	.13**	.02	-.06	-.16***	.16***	.17***	-.07	.07
Job Security	-.05	-.04	.02	-.01	.02	.06	.17***	—	.19***	-.09	.12**
Job Environment	-.10*	-.04	-.04	-.06	-.05	.01	.16**	.01	—	.01	.01
Promotion Opportunities	-.27***	-.06	-.06	-.06	-.14**	.13**	.19***	.03	-.08	-.04	-.04
Numbers of Significant Relationships	3	1	1	2	1	4	4	1	2	—	3
Income Aspiration Level											
Starting Salary	.01	.06	.05	.02	-.15**	.08	.21***	-.02	-.02	.04	.17**
Salary After Three (3) Years	.03	.10*	.06	.03	-.08	.09	.21***	.04	-.09	.02	.24***
Salary After Five (5) Years	.07	.06	.10*	—	-.03	.07	.16**	—	-.10*	.02	.23***
Number of Significant Relationships	—	1	1	—	1	—	3	—	1	—	3
Effort to Achieve Objectives											
Relocate for a Job	-.05	.02	.08	-.05	.08	-.04	.04	.02	-.02	.13**	.10*
Relocate if Promoted	-.11*	-.06	-.07	-.11*	.04	.04	.10*	.05	.07	-.10*	.01
Undertake Graduate Study	.13**	.13**	-.08	.02	.02	.13**	—	.02	—	-.03	.03
Numbers of significant Relationships	2	1	—	1	—	1	1	—	—	2	1

Correlation Matrix on the table 2 also indicates that the socio-cultural variables outperformed achievement dimensions in terms of the relationship with the employment assurance variables. For all other types of variables achievement dimensions outperformed socio-cultural variables. This superior performance of the achievement dimensions was particularly noticed in the case of desired job characteristics (14 significant relations versus 7) and income aspiration level (7 significant relations against 3).

Table 2 also indicates that excellence is related to the size of industry preferred and the interesting nature of job sought, factors that would satisfy intrinsic need, all the other extrinsic factors such as salary, training program, job security, job environment and promotion opportunities were related primarily to acquisitiveness and secondarily to competitiveness. Thus, our data again point out that a multi-dimensional achievement scale such as that suggested by Jackson, Ahmed and Heapy³⁴ does provide valuable insight into the perception and importance of job factors.

ENGLISH FRENCH DIFFERENCES

Employment Assurance

The correlation of employment assurance and achievement/socio-economic variables are presented in table 3. It appears that whereas age was strongly related to assurance for employment and contacts for employment for the French sample ($r = -.27$ and $-.32$, both $P \leq .01$), this was not the case with the English sample. In the same fashion, held permanent job was also significantly related to assurance of employment and contacts for employment in the case of French ($r = .20$ and $.16$, $P \leq .05$ for both), but not in the case of the English sample. These correlations would support the point of view held by Raynauld³⁵ that the dominance of the large corporations by the English creates psychological barriers for the French who may wish to enter it. It may be argued that this effect of ethnicity found in the present study, can be explained by this higher occupational status of the sample English population. This argument is, however, negated by the fact that father's occupational status was found to be

³⁴ JACKSON, D. N., AHMED, S. A. and HEAPY, N., *op. cit.*

³⁵ RAYNAULD, A., «The Quebec Economy: A General Assessment,» in Thompson, D. C., Eds., *Quebec Society and Politics: Views From the Inside*, Toronto, McClelland and Stewart, 1973.

TABLE 3
**Correlation Matrix of Employment Assurance and Achievement/
 Socio-Cultural Variables French/English Samples**

Employment Assurance Variables	Socio-Economic Variables					Achievement Dimensions				
	A	R/U	FOS	HP	E	A	S/P	AI	S/E	COM
<i>Job in Desired Field</i>										
English	.11	.10	-.06	-.19*	.02	.06	-.06	-.14	-.02	-.04
French	-.02	.09	.10	.13*	-.18**	-.08	-.06	.13*	.05	-.22**
<i>Assurance of Employment</i>										
English	.08	.08	.08	.07	.06	.06	.04	.09	-.08	.08
French	-.27***	-.07	.26***	.20**	-.08	-.05	-.03	.04	.08	-.20**
<i>Contacts for Employment</i>										
English	-.12	.12	—	.07	.05	.01	.07	.19*	-.07	.08
French	-.32***	-.02	-.01	.16**	-.02	-.09	-.07	.05	.05	-.05

Significance Level

* P ≤ .10 ** P ≤ .05 *** P ≤ .01

significantly related to assurance of employment in the case of French sample ($r = .26$, $P \leq .01$), but not in the case of English sample. Moreover, an Anglophone who held previous job was slightly more likely to feel that he could find a job in his desired field ($r = -.19$, $P \leq .10$), whereas a Francophone who had held a previous permanent job was slightly more unlikely to feel so ($r = .13^*$, $P \leq .10$). Thus, it may be speculated that previous job experience in an English dominated job climate gave more confidence in the possibility for self fulfillment to the English respondents but not the French.

This disenchantment with the opportunity of finding a job in the right field was also evident for the French respondents who scored high on excellence ($r = -.18$, $p \leq .05$) and competitiveness ($r = -.22$, $p \leq .05$) facets of achievement motivation but not for the English respondents. In addition, competitiveness was related to assurance of an employment for the French ($r = -.20$, $p \leq .05$) but not the English. One may thus speculate that the French respondents who had strong need to achieve through doing a job well (excellence) and to outdo others around them (competitiveness) probably had a high aspiration level and sought out jobs that would allow them to manifest their aspiration level, but at the same time perceived that a barrier existed in the employment market that would barr them from finding a right kind of job. The Gallup poll conducted during the months of October/November 1976, in which the very high percentage of the Francophones reported that it was an advantage to be an Anglophone in Quebec, will support this point of view.

Desired Job Characteristics

As indicated on table 4, the English respondents who had held a previous permanent job placed greater emphasis on promotability than those who had not done so ($r = .25$, $P \leq .01$), but this effect was not discerned in the case of the French sample. Thus one may speculate that the English who had been inside the employment situation perceived that differential opportunities for promotion operated between employers and, therefore, he may have wished to take advantage of it. The French on the other hand, as mentioned under the heading of employment assurance, perhaps realized the barriers that existed for him inside the large corporations and, therefore, placed less weight on promotions that may go to the English anyway. Moreover, as Nightingale and Toulouse³⁷ point out, Ontario English feel that the

³⁶ Poll Gallup, *Le Devoir*, mercredi, 16 décembre 1977, p. 8.

³⁷ NIGHTINGALE, D. V. and TOULOUSE, J. M., *op. cit.*

promotions in their firms were not based on merit principles. Therefore, the sample English who had worked, being more familiar with the English business scene, perhaps placed greater importance on promotability.

It is interesting to note that the excellence dimension was very highly correlated with the desire for interesting job ($r = .24$, $P \leq .01$) for the French sample but not for the English. Also, acquisitiveness dimension, stating a strong need to achieve for the sake of acquiring wealth, shows very interesting effects of ethnicity. The strong differential relationship of this dimension in the French sample is found with the job environment ($r = .23$, $P \leq .01$). Achievement via independence again shows a strong relationship of French with training program ($r = .25$, $P \leq .01$). As far as competitiveness was concerned, the strongest differential relationship appeared for the French sample in the case of salary ($r = .34$, $P \leq .01$).

Thus, it would appear that, whereas the desire for interesting job has probably become more or less a cultural norm for the English, it is not so for the French. Proper type of job environment (perhaps with fewer ethnic barriers) is important to a French respondent as a means to acquiring wealth. Independence oriented French is perhaps considerably less enamored with the training program. For French sample, salary, it appears, is perhaps an indicant of success and an expression of achievement, as pointed out by McClelland.³⁸ The French perhaps demonstrates his success through acquiring wealth objects or consumption patterns that a high salary would allow him to do. Our results in this area paralleled those reported by Toulouse, Bellaud and Nightingale,³⁹ who also found that the Francophones placed greater importance on salary than the Anglophones.

Income Aspiration Level

As table 4 pointed out, the relationship of acquisitiveness and competitiveness dimensions of achievement with income aspiration level was moderated by ethnicity. More specifically, as shown on table 5, for the French sample, acquisitiveness was significantly related to starting salary ($r = .25$, $P \leq .01$), salary after 3 years ($r = .26$, $P \leq .01$), and salary after 5 years ($r = .24$, $P \leq .01$). No significant relation-

³⁸ MCCLELLAND, D. G., *The Achieving Society*, Princeton: Van Norstrand, 1961.

³⁹ TOULOUSE, J. M., BELLAUD, J. L. and NIGHTINGALE, D. V., *op. cit.*

TABLE 4
**Correlation Matrix of Desired Job Characteristics and Achievement/
 Socio-Cultural Variables French/English Sample**

Desired Job Characteristics	Socio-Cultural Variable					Achievement Dimensions				
	A	R/U	FOS	HP	E	A	S/P	AI	S/E	COM
<i>Size of Industry</i>										
English	.03	.05	.18*	-.19*	.19*	.03	-.06	.04	.11	.07
French	.10	.13*	.10	.05	.14*	.06	-.05	.01	.02	.12
<i>Interesting Job</i>										
English	.04	-.07	-.11	-.02	.02	-.10	-.04	.07	.11	—
French	-.01	.03	.01	-.01	.24***	.04	.10	.10	-.05	-.01
<i>Salary</i>										
English	-.19*	.17	—	.01	.13	.29***	-.03	.03	—	.03
French	—	-.05	-.04	-.01	.11	.32***	—	.07	-.01	.34***
<i>Training Program</i>										
English	.19*	-.15	.15	-.01	-.12	-.10	.17	.03	-.08	-.15
French	.13*	.11	-.03	-.01	.07	-.10	.15*	.25***	-.02	.09
<i>Job Security</i>										
English	-.06	.14	.05	.05	.03	.16	.03	.26**	-.03	.11
French	-.03	-.04	-.01	.01	.07	.16**	-.01	.15*	-.12	.16**
<i>Job Environment</i>										
English	.02	-.05	.08	-.13	-.07	-.09	.11	.01	.08	.02
French	-.05	-.05	-.08	—	.02	.23***	-.03	-.01	-.04	.04
<i>Promotion Opportunities</i>										
English	.02	-.09	-.09	-.25**	.11	.12	-.01	-.31***	-.01	.03
French	-.07	-.07	.07	-.07	.07	.14*	.07	.06	-.11	.04

Significance Level

* $p \leq .10$ ** $p \leq .05$ *** $p \leq .01$

TABLE 5
**Correlation Matrix of Income Aspiration Level and Achievement/
 Socio-Cultural Variables French/English Samples**

Income Aspiration Level	Socio-Cultural Variables					Achievement Dimensions				
	A	R/U	FOS	HP	E	A	S/P	AI	S/E	COM
<i>Starting Salary</i>										
English	—	.09	-.01	-.16	.07	.17	-.08	-.11	-.01	.03
French	.09	.03	.04	-.14*	.09	.25***	.01	.05	.06	.27***
<i>Salary After Three (3) Years</i>										
English	.02	.14	.01	-.13	.03	.18	-.09	-.18	—	.14
French	.14	.01	.03	-.05	.14*	.26***	.10	-.04	.04	.31***
<i>Salary After Five (5) Years</i>										
English	—	.14	—	—	—	.10	-.18*	-.18*	.07	.19*
French	.08	.08	-.04	-.06	.14*	.24***	.10	-.04	—	.25***

Significance Level

* P ≤ .10 ** P ≤ .05 *** P ≤ .01

ships were found with the English sample. In the same fashion, competitiveness was related to starting salary ($r = .27, P \leq .01$) salary after 3 years ($r = .31, P \leq .01$) and salary after 5 years ($r = .25, P \leq .01$) for the French sample. Only one weak relationship of competitiveness with salary after 5 years ($r = .19, P \leq .10$) was found in the case of English sample.

These results, which elaborate on the data for salary reported under the desired company characteristics heading, can again perhaps be explained in terms of the upward mobility of the French sample. Whereas, the English perhaps take salary at certain level for granted — a normal and just reward that the employers would give them — this is not so for the French. Perhaps the French see the employment world to be fraught with obstacles and, thus, those who are more highly motivated by acquisitiveness and competitiveness set higher aspiration level than those who are not so motivated. Again, as stated earlier, coming largely from non-professional families, for the French the tangible items such as salary would be perceived as a more demonstrable indicant of success than intangible items like prestige of a corporation an individual works for.

Effort to Achieve Objectives

The correlation matrix of effort to achieve objectives and achievement/socio-cultural variables are presented on table 6. As the table indicates, age was related to locating away from home for English respondents ($r = .25, P \leq .05$) but not for French. Age was, however, related to the willingness to undertake graduate studies for the French ($r = .17, P \leq .05$) but not the English. In the same fashion, father's occupational status was related to relocate if promoted ($r = .18, P \leq .05$) for the French but not English respondents.

As far as the achievement dimensions were concerned, none of the correlations had an $r \leq .05$. Therefore, in general, one would have to say that ethnic group membership did not strongly moderate the effort to achieve objective.

IMPLICATIONS FOR POLICY

The results quoted above seem to indicate that the French (mostly unilingual) business students felt that they needed to overcome ethnic barriers in order to succeed in their careers. These results would explain why a strong anti-business feeling was expressed by

TABLE 6

**Correlation Matrix of Effort To Achieve Objectives And Achievement/
Socio-Cultural Variables French/English Samples**

Effort to Achieve Objectives	Socio-Cultural Variables					E Achievement Dimensions				
	A	R/U	FOS	HP	E	A	S/P	AI	S/E	COM
<i>Preferred Work Location</i>										
English	.25**	.06	.07	.04	-.15	-.09	-.06	.08	-.20*	.11
French	-.12	.09	-.09	.12	.02	.09	-.06	-.08	.06	.10
<i>Relocate if Promoted</i>										
English	-.11	-.17	-.05	.04	.09	.18*	.06	.08	-.20*	.11
French	.03	.05	-.18*	.12	-.12	-.07	.09	.12	-.03	-.08
<i>Undertake Graduate Study</i>										
English	.04	-.08	-.06	.07	-.01	.20*	.09	-.09	—	.03
French	.17**	-.07	-.01	-.03	.07	-.05	-.02	.06	-.02	-.02

Significance Level

* P ≤ .10 ** P ≤ .05 *** P ≤ .01

French students in the study reported by Ahmed.⁴⁰ Our results also seem to indicate that salary expectations and job environment (perhaps interpreted as lack of ethnic barriers) was a strong motivator for the French respondents high in acquisitiveness and competitiveness dimensions. These findings have implications for both private and public sector management.

Private Sector Management

Chatov⁴¹ states that early low status position of an ethnic group creates the corporate perception of this group as dependent, non-peer and inferior. The lower a corporation rates an ethnic group, greater the influence of the unconscious component of corporate ideology, thus the greater the chance of confrontation with the ethnic group.

Therefore, the very first step that a corporation, especially, one located in Quebec, has to take is to recognize that the French are elevating their educational status, are asserting themselves as equal to English and will continue to do so. This will act to influence job environment within the corporation. This recognition may take the form of, wherever possible, dealing with the French in their own native language, stop discriminating against the graduates of French business programs,⁴² and even go so far as to make compensatory appointments of French Canadians to fill positions at the higher corporate level. It should be added that, if the corporations do not take steps to make the corporate environment open to French Canadians, it will face strong government interference, specially at the Quebec Provincial level now that Parti-Quebecois is in power. On the other hand, the corporations who are willing to be forward minded, would attract French individuals who have a strong need to achieve, a characteristic McClelland⁴³ found to be very important to success in the entrepreneurial world, and, thus, have an edge over others who are slow in responding to the changing external environment in Quebec and, perhaps, in Ontario and other provinces.

⁴⁰ AHMED, S. A., *op. cit.*

⁴¹ CHATOV, R., «The Role of Ideology in the American Corporation in Votaw,» D. and Prakash Sethi S., editors, *The Corporate Dilemma*, (Englewood Cliff: Prentice Hall, Inc., 1973).

⁴² LAURIN, M. P., «Les firmes anglophones boudent les diplômés en administration des écoles francophones», *Le Devoir*, 14 janvier 1976, p. 13.

⁴³ MCCLELLAND, D. G., *op. cit.*

Public Sector Management

At the Federal Government level, encouragement to hire and promote French Canadians, seem to have taken three routes. First one is the promotion of the notion of bilingualism. Second one is the imposition of informal quota to place more Francophones in top managerial positions. And, thirdly, the creation of French language sub-units to allow Francophones to conduct their business in French. As Bill 22 (soon to be replaced by Bill No. 1) in Quebec demonstrates, the governments at provincial level could and will intervene into the affairs of the corporations, if it seems it is necessary to do so in the provincial public or party's ideological interest.

Inasmuch as the promotion of bilingualism creates a job environment in which Francophones feel comfortable, our results suggest that it would render the corporations — nationally as well as provincially — more hospitable to Francophone business graduates. However it creates negative feelings in the Anglophones towards Francophones (especially at the national level), the effect would be disastrous. Therefore, the measures taken by the government in this regard should be of nature that they are not seen threatening by the existing staff members of the national corporations. One example of such a measure would be the subsidization of French language training of the Anglophone members of the corporations that need to deal with Quebec from the outside. Government action dealing with the creation of informal quota of hiring bilinguals should depend very heavily on moral persuasion and should be very low key, least it creates threat for the existing unilingual Anglophone members of the corporation.

Insistence on the creation of the French speaking sections as a step to Francization of business in Quebec makes a lot of sense. Inasmuch as such a move creates a higher level of satisfaction for the Francophones and improves the conduct of corporate affairs, it will favourably affect the ability of the corporation to pay good wages, thus motivating the best talent for corporate French leadership, that is, French Canadians scoring high on acquisitiveness and competitiveness dimensions. In addition, the French speaking units may provide a transitory period, thus help the progress of the unilingual French Canadians entering such a unit, through the corporate management ladder by gradually phasing them into the English way of doing things including the mastery of English language. Given that Quebec is surrounded by English speaking Northern America, a highly motivated Francophone will learn English, especially if he is financially rewarded for doing so. If a Quebec based corporation does go ahead and create

Francophone units, a training program to teach English for those who wish to climb up the corporate ladder should be made available.

French language and culture are inseparable. Moreover, as the French feel comfortable in working in an informal and humane work atmosphere,⁴⁴ the corporations should strive to promote the English language merely as a means of communicating with the outside world rather than a means of making them Francophones operate with English cultural norms.

Le rapport entre la culture et les facteurs d'emploi

Cette enquête a pour objet l'étude de l'effet modérateur de la culture sur la relation entre le *status* socio-économique et les désirs de réussites des étudiants de langue française et de langue anglaise au Québec en regard des facteurs d'emploi convenables.

L'échantillonnage comprenait 95 étudiants en commerce de langue anglaise de Bishop University (la plupart unilingues anglais) et 170 étudiants, en commerce également, de l'Université de Sherbrooke (la plupart unilingues français). Ils ont été interviewés avant l'accession au pouvoir du Parti québécois.

Une simple analyse corrélative des données recueillies indique que l'appartenance à un groupe ethnique l'emportait sur l'autre variable socio-économique quand il s'agissait d'expliquer la réaction des étudiants aux facteurs d'emploi. L'intensité de la variable culturelle de la présente étude comparée à celle qui avait été effectuée antérieurement par d'autres analyses s'explique par le fait que la présente étude porte sur des étudiants francophones formés pendant la Révolution tranquille de la décennie '60.

Pour la plupart des variables en matière d'emplois, l'importance de la réussite l'emportait sur les autres variables socio-culturelles. On notait cette prépondérance du désir de la réussite, en particulier en ce qui touchait les caractéristiques de l'emploi désiré et du niveau de revenu qu'on en escomptait.

Le modèle de corrélation de l'obtention d'un emploi et de la réussite dans cet emploi en regard des variables socio-économiques indique que la dominance des grandes sociétés anglaises créait des barrières psychologiques aux francophones qui désirent y entrer. Sous l'angle des caractéristiques de l'emploi désiré, les résultats indiquent que le désir d'un emploi intéressant est devenu une norme plus ou moins culturelle pour les Anglais mais non pour les Français.

De l'analyse d'ensemble, il ressort que, pour ce qui est du groupe français, le monde du travail est rempli d'obstacles lorsqu'il s'agit de la possibilité d'acquérir un emploi, d'y réussir et de toucher le traitement désiré. Il en ressort aussi que, pour les francophones, les aspects palpables, comme le salaire par exemple, était perçu comme l'indicateur apparent du succès.

⁴⁴ NIGHTINGALE, D. V. and TOULOUSE, J. M., *op. cit.*