

THE RELATIONSHIP OF JOB SEEKER WORK EXPERIENCE AND GENDER TO
THE IMPORTANCE PLACED ON WORK-RELATED ATTRIBUTES

by

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(ABSTRACT)

This study investigates individual perceptions of work-related attributes during the employment search process. Specifically, the purpose of this study was to investigate: 1) the relationship of job seeker work experience to the importance placed on work-related attributes, and 2) the relationship of job seeker gender to the importance placed on work-related attributes.

Six hundred and ninety-four graduating baccalaureate hospitality students from eleven nationwide universities with accredited hotel-restaurant programs participated in this study. Hypotheses proposed in this study were largely unsupported. Methodological difficulties associated with survey instrumentation and administration rendered the findings of this study inconclusive.

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Rarely do individuals accomplish a Herculean task such as this, without the help of others. This dissertation is dedicated to the memory of my mother, and to my father, for teaching me the value of an education; to my dear friend, , for recognizing my potential; and, to my loving husband, for his steadfast devotion and support.

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CHAPTER I
INTRODUCTION

NATURE OF PROBLEM

The escalating demand for and the limited supply of professional, technical, and managerial talent has made the recruitment of qualified individuals an increasingly competitive process (Kaplan, 1985). In a study of 257 major corporations, 82.8% of the respondents indicated that the recruitment of qualified personnel was one of their major problems (Hafer & Hoth, 1983). Practitioners who are aware of these changing external conditions and the importance of hiring effective professional, technical and managerial personnel have hurriedly begun to reevaluate their recruitment practices (Kaplan, 1985).

The quality of the recruitment process is important to organizations for several reasons. A faulty recruitment program can have far reaching negative organizational consequences on productivity and long-term profitability since the recruitment process serves to establish the quality of the pool of applicants from which future employees are drawn (Milkovich & Glueck, 1985). Beyond the problem of failing to attract qualified individuals to the organization, inadequate recruitment practices may have an unfavorable impact upon the retention of employees. It is

during the recruitment process that the individual and the organization begin to develop a psychological contract in which a pattern of mutual rights, privileges, obligations and expectations between the worker and the organization become implicitly understood (Schein, 1970). A mismatch between individual and organizational expectations during this entry phase may result in dissatisfaction with the employment situation (Schein, 1970). Empirical research indicates that dissatisfied employees appear to be more likely than satisfied employees to leave their jobs in search of more promising employment opportunities (Porter & Steers, 1973). Unanticipated employee turnover is problematic for organizations, as it is frequently associated with the interruption of normal operations, scheduling problems, and additional recruiting and training expenses (Mirvis & Lawler, 1977). For example, in the hospitality industry, it has been estimated that it costs approximately \$15,000 to recruit and train an \$18,000 a year entry level managerial employee (Adams, Adelman, Hoyt & Regan, 1985).

Pressure to satisfy equal employment opportunity legislation requirements is an additional reason for why the quality of the recruitment process is an important concern for many organizations. The enactment of Title VII of the 1964 Civil Rights Act, has prompted organizations to

take a more active role in recruiting women and other minorities or face potential litigation for discriminatory employment practices. Qualified female and minority professionals trained for careers in business, engineering and the sciences are often in limited supply (Kaplan, 1985). At present, recruitment success may be hindered by a lack of organizational sensitivity to female and minority candidate needs. In one study which compared the interview experiences of male and female college students with majors in technical fields, a majority of the women perceived gender bias to be present in their interviews and in many cases felt discouraged from pursuing the employment opportunity further (Driscoll & Hess, 1974).

The tendency of practitioners and academics has been to view the employment decision from an organizational perspective, concentrating on recruitment and selection practices (Wanous, 1977). However, employment is a bilateral decision, dependent on the employer's extension of the job offer and corresponding applicant acceptance of the job offer. Therefore, if organizations want to enhance their attractiveness to the limited supply of potential professional, technical and managerial employees, they will have to alter their one-sided view of the employment decision and become more sensitive to the job search process from the individual's perspective.

PURPOSE OF STUDY

The purpose of this study is to investigate the relationship between two individual difference variables (i.e., work experience and gender) and the importance job seekers place on work-related attributes. Organization choice literature indicates that the treatment job seekers experience during the recruitment process and the importance job seekers place on work-related attributes is influential in their decision to accept employment with a particular organization (Alderfer & McCord, 1970; Feldman & Arnold, 1978; Miller & Rynes, 1983; Posner, 1981; Powell, 1984; Rynes, Heneman & Schwab, 1980; Schmitt & Coyle, 1976; Wanous, 1977; Zedeck, 1977). Work-related attributes consist of both job-related and organization-related attributes. Job related-attributes are characteristics or qualities belonging to or resulting from the job (e.g., job content, salary, advancement opportunities) and organizational attributes are characteristics or qualities belonging to or relating to the organization (e.g., organization climate, organization size, geographic location) (Feldman & Arnold, 1978). Researchers have speculated that treatment received by job seekers during the recruitment process was a more salient factor in the organization choice decision than job seeker perceptions of work-related attributes, because such individuals possessed

only limited information about these attributes at the time of the organization choice decision. Therefore, many researchers dismissed work-related attributes as being important to individuals in their job choice decisions and directed their research efforts towards the investigation of recruiter characteristics, the employment interview, administrative procedures and other elements of the recruitment process (Behling, Labowitz & Gainer, 1968; Alderfer & McCord, 1970; Campion, 1980; Downs, 1969; Hilgert & Eason, 1968; Parnes, 1954; Reynolds, 1951).

The dismissal of work-related attributes as being influential in the employment acceptance decision has been premature, as it has been suggested that job seeker possession of limited work-related attribute information may well be a function of the sample characteristics associated with previous studies (Rynes, Heneman and Schwab, 1980). In the past, researchers frequently utilized subjects with little or no previous work experience (e.g., those college students with business administration, engineering and psychology majors) to evaluate the importance of work-related attributes to individuals involved in the job search and job acceptance process. It is not surprising that these individuals had limited familiarity with work-related attributes. Students with such majors are generally not required to participate

in field work or practicums and seldom have work experience in their field prior to graduation (Rynes, Heneman & Schwab, 1980). In contrast to previous research, the proposed study will investigate the importance job seekers place on work-related attributes using a sample of subjects with a wide range of work experience.

To date, only one empirical study (Feldman & Arnold, 1978) has investigated the relationship between work experience and job seeker perceptions of work-related attributes. Feldman and Arnold (1978) found that individuals reporting high amounts of previous work experience placed significantly more importance on responsibility and leadership and significantly less importance on pay and benefits, than those individuals reporting low amounts of previous work experience. Due to the importance of previous work experience on job seeker perceptions of work-related attributes and the lack of related empirical investigation, additional research into this relationship is indicated. Thus, the first purpose of this study is to investigate the relationship between work experience and the importance job seekers place on work-related attributes during the employment search process.

The second purpose of this study is to investigate the relationship between gender and the importance job seekers place on work-related attributes during the employment

search process. Past research on the relationship between gender and preferences for work-related attributes is limited and at best has produced inconsistent results (Brief & Aldag, 1975; Bugental, 1966; Jurgensen, 1947; Schuler, 1975; Singer, 1974). Such research is limited since male subjects have been over-represented in organization choice studies (Alderfer & McCord, 1970; Downs, 1969; Driscoll & Hess, 1974; Fisher, Ilgen & Hoyer, 1979; Glueck, 1973; Hilgert & Eason, 1968; Holstrom & Beach, 1973; Ivancevich & Donnelly, 1971; Lumsden, 1967; Muchinsky & Fitch, 1975; Muchinsky & Taylor, 1976; Sutton & Carleton, 1962; Vroom, 1966; Wyse, 1972; Zedeck & Kafry, 1977). Inconsistent findings of studies investigating gender associated preferences for work-related attributes have been largely attributed to methodological shortcomings such as ignoring occupational or professional training and educational level variation between males and females (Brief & Aldag, 1975). Research designed to correct for the confounding effects of these other individual difference variables is needed in order to resolve the current state of conflict in the literature investigating gender differences in preferences for work-related attributes (Brief, Rose & Aldag, 1977).

SIGNIFICANCE OF STUDY

Little has been done towards developing an in-depth understanding of the process through which individuals select positions (Behling, Labowitz & Gainer, 1968; Sheard, 1970; Rynes, Heneman & Schwab, 1980). Empirical research investigating the influence of individual difference variables as related to job seeker employment acceptance decisions and preference for work-related characteristics has been limited (Feldman & Arnold, 1978; Rynes, Heneman & Schwab, 1980).

Available research frequently lacks theoretical underpinnings and is often methodologically deficient (Feldman & Arnold, 1978; Rynes, Schwab & Heneman, 1980; Vroom, 1964; Wanous, 1977). Research investigating job seeker preference for work-related attributes has developed in a haphazard fashion. Few of these researchers have articulated a theoretical basis for their investigations. Many studies examining individual preference for different work-related attributes have failed to progress beyond the overall ranking of various work-related characteristics to indicate individual preference for such attributes. Subjects utilized within studies frequently differ from each other with respect to occupational status or professional training. Failure to control for the occupational status or the professional training of subjects has been

cited as a major problem with organization choice literature (Feldman & Arnold, 1978). Finally, the over-representation of male business administration, engineering and psychology students employed in organization choice studies limits the generalizability of research findings, particularly as they relate to job seeker work experience and gender. The result of these deficiencies has been a limited understanding of the importance of work-related attributes to individuals in their organization choice decisions.

This study provides a valuable contribution to the organization choice literature as it addresses these substantive, theoretical and methodological issues. Few researchers investigating job seeker preference of work-related attributes have clearly stated the theoretical basis for their investigations. This study utilizes the content theories of motivation (Alderfer, 1969; Herzberg, 1968; Maslow, 1943; McClelland, 1951; Murray, 1938) as a conceptual framework for understanding the importance of work-related attributes to individuals engaged in the job search process. Methodological difficulties identified in a review of the literature will be addressed in this study. For example, in contrast to rank-order data, interval data yielding information about the strength of respondent preferences will be obtained. In addition, the

possible confounding influence of professional training and educational level on job seeker perceptions of work-related attributes will be controlled for in this study. Finally, this study will overcome the sampling difficulties present in previous studies (i.e., lack of respondent work experience and under-representation of female subjects) by including males and females with a wide range of work experience related to their future career goals in the sampling frame.

This study is of practical significance to organizations in general, as it provides additional understanding of how job seekers perceive different work-related attributes. The literature suggests job seeker perceptions of work-related attributes may influence their decision to accept employment with a particular organization. Knowledge about the importance job seekers place on work-related attributes during the employment search process can assist practitioners in shaping compensation and recruitment practices. Even though it may not be possible for the organization to alter certain work-related attributes, for example, the geographic location of the firm or perhaps the starting salary offered to candidates, it may be possible for the organization to market itself to job seekers by communicating relevant information about other desired employment-related attributes to job seekers during the

recruitment process.

Furthermore, this study is of particular relevance to organizations in the hospitality industry, since a national sample of graduating hospitality students will be used as the respondents in this study. In the rapidly expanding hospitality industry, where there is a high concentration of labor, the recruitment of qualified managerial personnel has become a critical concern (Blumenfeld, Kent, Shock & Jourdan, 1987). Graduating students of hospitality administration are a primary source for future hospitality industry managers. A review of the hospitality literature revealed only one empirical study investigating the preferences of 100 graduating hospitality administration students for ten work-related characteristics (Blumenfeld, Kent, Shock & Jourdan, 1987). If hospitality literature is to be of assistance to practitioners in evaluating and improving recruitment efforts, additional empirical research is indicated in order to fill the existing hospitality literature void.

A nationwide sample of 694 graduating hospitality students engaged in the employment search process will be utilized in the proposed study to investigate job seeker perceptions of work-related attributes. Information about student perceptions of work-related attributes obtained through this study can assist organizations within the

hospitality industry in the formulation of recruitment and compensation policies and practices. Again, while alteration of some work-related attributes may not be possible, knowledge of job seeker preferences is still advantageous, as relevant information about available preferred work-related attributes can be emphasized to candidates during the recruitment process in order to enhance organizational attractiveness.

SUMMARY

The recruitment and retention of effective professional, technical and managerial talent is a critical factor for organizational viability and survival. The escalating demand for and the limited supply of qualified personnel has made the recruitment of such individuals an increasingly competitive process. Traditionally, academics and practitioners have emphasized the organization side of the employment decision. However, increased competition for qualified personnel may prompt organizations to consider the employment acceptance decision from the job seeker's perspective. Even though the literature suggests that the perceived importance of certain work-related attributes may influence the employment acceptance decisions of individuals, empirical research in this area is limited. This study will investigate the relationship

of two specific individual difference variables, work experience and gender, to the importance job seekers place on work-related attributes during the employment search process.

Chapter II, reviews the theoretical and empirical literature relevant to this study and presents the dissertation model. Chapter III, focuses on research methodology and includes a detailed discussion of research questions, hypotheses, statistical analyses, sampling frame, survey instrument measures, survey instrument scoring, and survey instrument administration. Chapter IV, reports and discusses research findings with respect to the proposed hypotheses. Finally, Chapter V presents conclusions, limitations of the study, and offers suggestions for future research.

CHAPTER II

LITERATURE REVIEW

INTRODUCTION

Chapter II provides a review of the conceptual and empirical literature relevant to this study. A major problem identified by researchers investigating job seeker preference for work-related attributes has been the apparent lack of theory guiding and integrating empirical study in this field (Feldman & Arnold, 1978; Ryans, Heneman & Schwab, 1980; Ryans & Miller, 1983; Powell, 1984). The content theories of work motivation (Alderfer, 1969; Herzberg, 1968; Maslow, 1943; McClelland, 1951; Murray, 1938) provide a framework for understanding the relationship between individual difference variables (e.g., work experience and gender) and the importance job seekers place on work-related attributes during the employment search and job acceptance process. Such theories acknowledge the existence of human needs and their role in motivating behavior. In the employment search context, content theories of motivation propose that individuals will seek employment with organizations perceived as capable of satisfying their needs.

Empirical research using this theoretical underpinning show that individual differences or characteristics are

related to the importance individuals place on different work-related attributes during the employment search and acceptance process (Schneider, 1976). College major (Lee, 1970; Edelstein & Roa, 1975), race (Wyse, 1972), growth need strength (Feldman & Arnold, 1978), duration of job search (Amundson & Borgen, 1982; Barnes, 1975; Hopkins & Johnson, 1985; Power & Aldag, 1985; Soelberg, 1967), work experience (Feldman & Arnold, 1978), and gender (Brief, Rose & Aldag, 1975; Jurgensen, 1947) have been shown to influence job seeker perceptions of work-related attributes. These findings indicate that individual differences may serve to moderate the desirability of work-related attributes (Landy & Becker, 1987; Schneider, 1976).

In summary, when individual differences (e.g., work experience and gender) are incorporated within the conceptual framework of the content theories of motivation, the implication of such research for organizational recruitment practice is evident. Organizations must consider individual differences and be aware of which work-related attributes are important to job seekers if organizations are to be successful in their recruitment efforts.

The content theories of work motivation and associated empirical research relevant to this study will be presented in this chapter. Chapter II, will also include a review of empirical studies investigating the relationships between

work experience, gender and the importance job seekers place on work-related attributes during the employment search process. Finally, empirical research identified in the hospitality literature will be discussed.

CONTENT THEORIES OF WORK MOTIVATION

In their typology of work motivation theories, Campbell, Dunnette, Lawler and Weick (1970) classify content theories of work motivation as those theories which characteristically identify and categorize human needs and make suppositions about what factors or needs motivate individuals in the workplace. While specific content models of work motivation differ in some respects, all content theories of work motivation have the following important basic features in common (Hills, 1987; Pinder, 1984; Steers & Porter, 1987; Schneider, 1976). Content theories: 1) recognize that all individuals have basic human needs, 2) classify these needs into various typologies and, 3) propose that individuals are motivated to behave in ways or select alternatives which serve to maximize the satisfaction of their needs. Several content theories of work motivation (Alderfer, 1969; Herzberg, 1968; Maslow, 1943; McClelland, 1951; Murray, 1938) will be presented in this section. These theories will be considered with respect to: 1) need classification

schemes, 2) need satisfaction mechanisms and, 3) associated empirical research. A summary discussion, will provide an integration of these models and explicate content theory application to the present study.

Murray's Manifest Needs Theory

Based on his work in the area of clinical psychology, Henry Murray (1938) articulated one of the earliest content theories of work motivation. According to Murray, an individual's personality was composed of many divergent and frequently conflicting needs, all of which had the potential of motivating behavior. Murray (1938, p. 123) defined a need as, ". . . a construct which stands for a force . . . in the brain region, a force which organizes perception, apercception, intellection, conation and action in such a way as to transform in a certain direction an existing unsatisfying situation."

Murray (1938) listed and defined the following twenty basic human needs:

1. Abasement - The need to submit passively to external forces, to surrender, to become resigned to fate.
2. Achievement - The need to accomplish or master difficult tasks as independently as possible.
3. Affiliation - The need to have cooperative, reciprocative and close relationships with others.

4. Aggression - The need to fight, to vanquish the opposition through the use of force.
5. Autonomy - The need to be independent or free from activities prescribed by domineering authorities.
6. Counteraction - The need to compensate for weaknesses or failings by re-striving.
7. Defendance - The need to defend the self against assault, criticism and blame.
8. Deference - The need to praise, honor or admire a superior.
9. Dominance - The need to influence or direct the behavior of others by suggestion, seduction, persuasion or command.
10. Exhibition - The need to make an impression, to be seen and to be heard.
11. Harmavoidance - The need to avoid physical injury, pain, illness, and death.
12. Infavoidance - The need to avoid embarrassing, belittling or derisive situations.
13. Nurturance - The need to feel sympathy for others.
14. Order - The need to achieve cleanliness, arrangement, organization, balance, neatness, tidiness, and precision.
15. Play - The need to have fun, to engage in activity without purpose.
16. Rejection - The need to separate oneself from a negatively cathected object.
17. Sentience - The need to seek and enjoy sensuous impressions.
18. Sex - The need to form and enjoy sensuous impressions.

19. Succorance - The need to have one's needs gratified by the sympathetic aid of an allied object.
20. Understanding - The need to ask and answer general questions, to be interested in theory.

Murray (1938) suggested that, each need was composed of two factors: 1) a qualitative or directional factor, representing the object toward which the drive or motive is directed and, 2) a quantitative or energetic factor, representing the strength or intensity of the motive toward the object. In addition, needs were conceived of as largely learned behaviors, existing in either latent or manifest states. Latent needs were defined as those needs which have not found an overt form of expression (Murray, 1938). Manifest needs were defined as those needs which have been activated by cues from the external environment (Murray, 1938). Murray's (1938) model suggests that, if sufficiently challenging tasks are provided to individuals in the workplace, activation of achievement-oriented behaviors (i.e., higher levels of work motivation) are anticipated to result.

Much of the empirical research investigating the validity of the Murray's (1938) manifest needs theory has been confined to the evaluation of: 1) the need for autonomy, 2) the need for achievement, 3) the need for affiliation and, 4) the need for aggression/dominance

(i.e., Murray's two needs are parallel to McClelland's power construct). Empirical research related to studying the need for autonomy will be discussed here. Empirical research related to studying the need for achievement (N-Ach), the need for affiliation (N-Affl), and the need for power (N-Power) will be discussed in conjunction with the research of David McClelland (1961, 1965, 1969), as much of McClelland's work is an outgrowth of Murray's (1938) theory.

Murray's (1938) need for autonomy has been associated with different employee behaviors and occupational choices. Research has indicated that, individuals high in the need for autonomy, typically:

- 1) prefer employment where they can work by themselves (Birch & Veroff, 1966)
- 2) prefer employment where they can control over the pace of their production (Birch & Veroff, 1966)
- 3) prefer employment where they are unrestricted by excessive rules or procedures governing their work behavior (Birch & Veroff, 1966)
- 4) do not conform well to group pressures (Kasl, Sampson & French, 1964)
- 5) are poor performers unless they are allowed to have participation in determination of their work tasks (Vroom, 1959)
- 6) are uncommitted to the goals and objectives of the work organization (Vroom, 1959)

Also, not surprisingly, individuals with a high need for autonomy were typically found to be in craft and trades positions and were usually lower-echelon employees, not managers (Vroom, 1959).

These empirical studies indicate that Murray's (1938) need for autonomy is related to vocational choices, work performance, absenteeism and other employee behaviors. These findings emphasize the importance of understanding individual needs in order to increase the chances of an appropriate employee-vocational/organization/job match.

McClelland's N-Ach/N-Affl/N-Power

While Murray focused his attention on defining a wide variety of needs, David McClelland (1951) was primarily concerned with investigating the need for achievement, the need for affiliation and the need for power. According to McClelland (1951), like other motives, the need for achievement, affiliation, and power are learned from experiences in which cues in the environment are paired with positive or rewarding consequences.

In addition, empirical research has indicated that the need for achievement, affiliation and power are associated with work-related behaviors and vocational choices. Research has indicated that, characteristically, individuals high in the need for achievement:

- 1) want to assume responsibility for finding solutions to difficult problems (McClelland, Atkinson, Clark & Lowell, 1953; Atkinson & Raphelson, 1956)
- 2) tend to set moderately difficult goals for themselves (McClelland, Atkinson, Clark & Lowell, 1953; Atkinson & Raphelson, 1956)
- 3) assume calculated risks (McClelland, Atkinson, Clark & Lowell, 1953; Atkinson & Raphelson, 1956)
- 4) have a strong need to have concrete feedback on task performance (McClelland, Atkinson, Clark & Lowell, 1953; Atkinson & Raphelson, 1956)
- 5) are task-oriented, as opposed to being process-oriented when work toward goal achievement (McClelland, Atkinson, Clark & Lowell, 1953; Atkinson & Raphelson, 1956)

Research findings have indicated that the need for affiliation was also associated with different behaviors and the vocational choices of individuals. Individuals high in the need for affiliation, typically were found to:

- 1) have a strong desire for the approval and reassurance of others (Birch & Veroff, 1966)
- 2) have a strong concern for the feelings of others (Birch & Veroff, 1966)
- 3) have tendency to conform to the wishes and norms of others (Birch & Veroff, 1966)
- 4) be absent less frequently than employees with a low need for affiliation (Steers & Braunstein, 1976)
- 5) perform better when given supportive feedback as opposed task-related feedback (French, 1958)

- 6) increased work output in situations where personal support has been tied to job performance (French, 1955; Atkinson & Raphelson, 1956; DeCharms, 1957).

Researchers also found that individuals high in the need for affiliation typically selected employment which provided for a high level of interpersonal contact, such as, positions in sales, teaching, nursing, public relations and counseling (Birch & Veroff, 1966).

Finally, empirical studies have shown that, characteristically, individuals high in the need for power:

- 1) are talkative sometimes to the point of being argumentative (Litwin & Stringer, 1968)
- 2) attempt to influence others (Litwin & Stringer, 1968)
- 3) seek positions of dominance or leadership in group activities (Litwin & Stringer, 1968)
- 4) are superior performers (Steers & Braunstein, 1976)
- 5) have above average attendance records (Steers & Braunstein, 1976)
- 6) are rated by others as having good leadership abilities (Steers & Braunstein, 1976)
- 7) occupy supervisory positions (Steers & Braunstein, 1976)

In addition, empirical studies (McClelland, 1965; McClelland & Winter, 1969; Standford & Wrightman, 1970; appear to support McClelland's contention that needs (i.e., at least the need for achievement) are learned

behaviors, rather than inherent human qualities. Standford and Wrightman (1970) found that the need for achievement appeared to be strongly influenced by child rearing practices and seemed to be learned at an early age through independence training given to children by their parents. It has been demonstrated that the need for achievement motive can be taught to adults with moderate success. Studies conducted with managerial employees have demonstrated that training programs do strengthen the need for achievement in individuals and result in the development of entrepreneurial behavior in subjects in which such behavior was previously absent (McClelland, 1965; McClelland & Winter, 1969).

In summary, research investigating McClelland's need for affiliation, need for power and, the need for achievement have demonstrated that these needs may be related to employee behaviors and vocational choices. In addition, these findings also emphasize the importance of understanding individual needs in order to increase the chances of an appropriate employee-vocational/organization/job match.

Maslow's Hierarchy of Needs Theory

Like Murray (1938), Abraham Maslow's hierarchical theory of human motivation (1943, 1954, 1968) was based on his observations in the area of clinical psychology.

Maslow suggested that individuals are inherently wanting creatures, motivated by the desire to satisfy certain types of needs. The following categories of needs are specified in Maslow's theory:

- 1) Physiological needs - These are needs such as, hunger, thirst, sex, the fulfillment of which is requisite to maintenance of life.
- 2) Safety needs - These needs encompass a freedom from fear, anxiety and chaos; the need for stability, structure, protection, security and order.
- 3) Social needs - These needs include the desire to initiate and maintain relationships with others; the need to avoid feelings of rejection, ostracism and loneliness.
- 4) Esteem needs - These needs involve a feeling of self-worth; the need to feel self-confident and capable; the need to feel loved and respected by others.
- 5) Self-actualization needs - These needs are concerned with the fulfillment of human potentialities, the development and expression of individual talents.

A salient feature of Maslow's content model is his contention that needs are arranged and pursued sequentially in hierarchical form. That is, once lower-order needs are fulfilled (e.g., physiological and safety needs), the individual will advance up the need hierarchy one level at a time toward the fulfillment of higher-order needs (e.g., social, esteem and self-actualization needs). For example, safety needs will only become motivating once physiological

needs have been met. Once safety needs have been satisfied, than the next higher level of needs (i.e., social needs) will become important as an activator of behavior and so forth.

Research investigating Maslow's hierarchy of needs theory, generally utilized factor analytic methods for the purpose of verifying the validity of the need categories proposed by Maslow and his prepotency notion, (i.e., Maslow's contention that needs are arranged and pursued sequentially in hierarchical form) (Alderfer, 1972; Beer, 1966; Center, 1948; Friedlander, 1963; Huizinga, 1970; Lawler & Suttle, 1972; Porter, 1962; Schaffer, 1953). Support for the possibility of two types of needs, (i.e., lower-order versus higher-order needs), and the emergence of a self-actualization need dimension was provided in a few these studies (Alderfer, 1972; Lawler & Suttle, 1972; Porter, 1962). However, when the findings of these studies were considered in aggregate, no consistent empirical support was found for either Maslow's need classification scheme or his prepotency notion, (Steers & Porter, 1987).

Maslow's model has retained its popularity in the work motivation literature and with management practitioners, in spite of the lack of empirical evidence attesting to its scientific validity (Pinder, 1984).

Methodological difficulties associated with the scales used for assessing needs in many of these studies have been acknowledged by researchers as an impediment to evaluating the true validity of Maslow's model (Pinder, 1984). Cautions have been advanced against prematurely abandoning Maslow's theory as a viable work motivation theory, until scales of measurement can be refined to allow for more reliable and valid tests of this theory (Steers & Porter, 1987; Wahba & Bridwell, 1976).

Alderfer's Modified Need Hierarchy (ERG Theory)

Clayton Alderfer's (1969, 1972) Existence-Relatedness-Growth (ERG) Needs Theory is a reformulation of Abraham Maslow's (1943) Hierarchy of Needs Theory, in which the five hierarchical need levels proposed by Maslow are collapsed into three levels of basic human needs. In his model, Alderfer (1969) recognizes the existence of the following levels of human needs:

- 1) Existence needs - These needs encompass desires for those elements which sustain or support life. Existence needs include desires for food, clothes, money and other material substances. This set of needs correspond to Maslow's physiological and safety need levels.
- 2) Relatedness needs - These needs involve a desire to have satisfying interpersonal relationships and to share thoughts and feelings with others. This set of needs correspond to Maslow's social and esteem need levels.

- 3) Growth needs - These needs concern the desire to develop whatever abilities individuals feel as important, to the their fullest. This set of needs correspond to Maslow's self-actualization need level.

Similar to Maslow's (1954) model, is Alderfer's (1969) contention that needs are arranged and pursued sequentially in hierarchical form. That is, once existence needs are fulfilled, the individual will proceed to satisfy relatedness needs, and ultimately growth needs. Alderfer's (1969) ERG theory departs from Maslow's hierarchical needs theory on two important points. First, Maslow proposed that progression up the need hierarchy was predicated on the satisfaction of one need level at a time, beginning with the lowest need level and progressing up the hierarchy. In contrast, Alderfer's ERG theory suggests that individuals may be motivated by pursuing the fulfillment of different need levels simultaneously. Second, Maslow argued that individuals progress up the need hierarchy as a result of satisfaction. Alderfer's theory however, includes a frustration-regression mechanism and a satisfaction-progression mechanism. That is, if continued frustration is experienced when attempting to satisfy higher level needs, regression to a previous need level is predicted to occur. For example, if an individual experiences sustained frustration when attempting to satisfy relatedness needs, existence needs will reemerge as a motivator, directing

behavior toward the satisfaction of this primary need level.

As was previously discussed, there were a number of problems associated with confirming the validity of Maslow's theory. Through empirical investigation, Alderfer (1969, 1972) attempted to disconfirm Maslow's theory, and at the same time find supportive evidence for contentions made in his revised need theory. In a 1972 study, Alderfer attempted to disconfirm the five-level need classification scheme proposed by Maslow and verify the validity of his three-tier model. A questionnaire designed to assess satisfaction perceptions associated with various needs were administered to a sample of managerial employees. A factor analysis of items generated by Maslow's classification scheme, proved unable to recreate the five levels or dimensions of needs predicted by Maslow's model. This finding has been corroborated by other studies (Herman & Hulin, 1973; Payne, 1970; Roberts, Walter, & Miles, 1971). In contrast, evidence supportive of Alderfer's model was demonstrated by Alderfer's (1972) study, as factor analytic results indicated the possibility of two types of needs, lower-order needs (i.e., existence needs) versus higher-order needs (i.e., relatedness needs), and the emergence of self-actualization needs (i.e., growth needs) as an independent factor.

In another study, Alderfer (1969) tested Maslow's hierarchical or prepotency notion (i.e., Maslow's proposition that needs are arranged and pursued in sequential, hierarchical form). In this study, Alderfer (1969) interviewed and administered a questionnaire to a sample of managers, in order to measure importance and satisfaction perceptions associated with existence, relatedness, and growth needs. Correlational analysis was used to assess the reported satisfaction between need levels (i.e., a specific need level and the next higher need level). If needs were satisfied in the manner predicted by Maslow, as lower level needs are satisfied the importance of those needs should decrease, while the importance of the next higher need level should increase. However, the correlation relationships were reported as moving in the opposite direction as predicted. Therefore, the results of the correlation analysis failed to support Maslow's prepotency predictions and confirmed Alderfer's (1969) contention that need satisfaction did not necessarily involve a hierarchical process.

While, the validity of Alderfer's (1969) theory has not been studied extensively, empirical evidence was provided in support of Alderfer's three-level need classification scheme and his contention that needs are not necessarily satisfied in a hierarchical manner.

Although, further studies are necessary to validate different aspects of this model, these preliminary findings suggest that Alderfer's ERG theory, continues to be an acceptable alternative for understanding human motivation (Pinder, 1984).

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory of work motivation was developed based on a review of job attitude literature (Herzberg, Mausner, Peterson & Capwell, 1957) and empirical research investigating employee perceptions of satisfaction and dissatisfaction associated with elements in the work environment (Herzberg, Mausner & Synderman, 1959). Herzberg proposed that individuals have two sets of basic needs:

- 1) Survival/maintenance needs - These needs concern a desire for pain or discomfort avoidance and the fulfillment of hunger, thirst, sex and other physiological needs.
- 2) Growth needs - These need include the need for self-expression, the fulfillment of individual potential, and overcoming the challenges of living.

According to Herzberg (1968), survival/maintenance needs and growth needs can be satisfied through factors contained in the workplace. Minimum levels of hygiene or extrinsic factors (i.e., those factors related to the work

setting), such as: 1) pay, 2) technical supervision (e.g., competent supervision), 3) interpersonal relationships (e.g., nature of co-workers), 4) organizational policies (e.g., equitable policies and fair administration), 5) working conditions (e.g., safe/pleasant physical surroundings) and, 6) job security (e.g., feelings of security with regard to the continuity of employment) are necessary for the fulfillment of basic survival/maintenance needs. In addition, to fulfilling basic survival needs, minimum levels of hygiene or extrinsic factors must be present in the work environment in order to prevent feelings of job dissatisfaction. However, it is important to recognize, even though minimum levels of hygiene factors are requisite for preventing feelings of job dissatisfaction, such factors even when present in abundance are unable to produce feelings of job satisfaction.

Furthermore, it is the work content, rather than the work setting, which generates feelings of job satisfaction and employee motivation. Motivators or intrinsic factors (i.e., those factors related to the work content) include: 1) achievement (i.e., successful task completion), 2) recognition (i.e., being singled out for praise), 3) responsibility (i.e., self-control and authority over one's work) and, 4) advancement (i.e., career advancement achieved through promotion). According to Herzberg's

model, organizations concerned with increasing the level of employee motivation, should provide individuals with jobs designed to allow for challenge and responsibility, and offer opportunities for advancement, personal growth and recognition.

Herzberg's theory has been the subject of on-going examination and has been scrutinized more often than other theories advanced in the area of work motivation (Brockman, 1971; Pinder, 1984). Some study findings have refuted Herzberg's propositions, while other studies have confirmed premises advanced in his theory. A summary of empirical findings associated with the investigation of specific propositions and major criticisms of the theory are discussed.

One proposition advanced by Herzberg, was that factors producing employee feelings of job satisfaction (i.e., motivators) are different from, not just opposite to, factors producing employee feelings of job dissatisfaction. Study findings supportive of this proposition and general findings associated with Herzberg's theory, have resulted from the research of Friedlander and Walton, (1964); Myers, (1964); Saleh, (1964); Schwartz, Jenusaitis, and Stark, (1963); Paul Schwartz, (1950); and, Weissenberg and Gruenfeld, (1968). Divergent findings related to this proposition were also found. Research indicated that a

given factor caused job satisfaction in one sample and job dissatisfaction in another (Dunnette, Campbell & Hakell, 1967; Ewen, 1964; Gordon, 1965). Specifically, the theory failed to account for the effect of individual differences such as, occupational level (Bloom & Barry, 1967; Dunnette, Campbell & Hakell, 1967; Friedlander, 1965; Myers, 1964; Rosen, 1963) age (Friedlander, 1963; Saleh, 1964; Wernimont, 1966) and gender (Myers, 1964), on determining whether a given factor becomes a satisfier or dissatisfier. Furthermore, some researchers found that motivators appeared to be more important than hygiene factors as contributors to both job satisfaction and dissatisfaction (Burke, 1966; Centers & Bugental, 1966; Dunnette, Campbell & Hakell, 1967; Gordon, 1965; Halpern, 1965; Weissenberg & Gruenfeld, 1968; Wernimont, 1966).

Concern over methodological difficulties associated with Herzberg's research have been voiced. Friedlander, 1966, criticized the self-report technique employed by Herzberg (1959, 1961, 1966) in his research, arguing that self-reported perceptions may be quite different from perceptions of what has actually occurred. Ewen (1964) and Ewen, Smith, Hulin and Locke (1966) argued for measures of overall job satisfaction and criticized Herzberg's recall method, free-choice method and open-ended method, which these researchers claimed introduced bias. Behling,

Orlando, Labovitz and Kosmo (1968), and Whitsett and Winslow (1967), observed in studies investigating Herzberg's theory, different methods appeared to yield different findings. These researchers argued that Herzberg's conclusions appeared to be a function of the methodology utilized in his studies. Finally, the last major criticism leveled at Herzberg's theory, was his conceptualization of job satisfaction as single attitudinal entity which could be measured by uni-scalar methods. Behling, Orlando, Labovitz and Kosmo (1968) contended that job satisfaction is a "multi-dimensional attitudinal complex" which must be tapped into by using different measuring methods in order to provide reliable and internally consistent data indicative of the important components the job satisfaction construct.

Herzberg's two-factor theory has generated controversy among academics for over twenty years, with researchers presenting ardent arguments for or against the validity of his theory. In defense of Herzberg's theory, Bockman (pp. 186-187, 1971) stated, " In view of the nature of some of the attacks on his methods, techniques, and theory in spite of the obvious refutations contained in the works themselves, some of the debunking seemed undertaken not so much to add to knowledge of the subject as in the hope of being the man who gunned down the biggest gun in the West." In

an attempt to draw conclusions about the research evidence pertaining to the validity of Herzberg's theory, Pinder (p. 28, 1984) voiced this opinion, "In balance, when we combine all of the evidence with all of the allegations that the theory has been misinterpreted, and that its major concepts have not been assessed properly, one is left, twenty years later, not really knowing whether to take the theory seriously, let alone whether it should be put into practice in organizational settings." Perhaps the real value of Herzberg's theory for personnel practice may be in the recognition that individuals need jobs which provide responsibility, recognition for achievement, and opportunities for advancement in order to be motivated to work and experience feelings of satisfaction with their employment (Pinder, 1984).

Integration of the Content Theories of Work Motivation

The mere existence of so many accepted theories shows that there are differing and compatible ways of viewing human needs and motives. A number of commonalities between the need classification schemes proposed by each of these content theories of motivation are evident. The need classification schemes and need satisfaction mechanisms associated with each of these theories have been summarized graphically in Figure 1 and Figure 2, respectively.

MURRAY'S
THEORY

McCLELLAND'S
THEORY

MASLOW'S
THEORY

ALDERFER'S
THEORY

HERZBERG'S
THEORY

achievement under- standing counter- action	achievement	self- actual- ization	growth	Motivators achievement respons- ibility advance- ment
autonomy defendance exhibition infavoid- ance		esteem		Motivators recogni- tion
affilia- tion deference nurturance rejection succorance sentience play	affilia- tion	social	related- ness	Hygienes super- vision inter- personal relations
abasement aggression dominance order	power	safety	exist- ence	Hygienes security company policies
sex		physio- logical		Hygienes pay working condi- tions

Figure 1

Summary Matrix of the Need Classification Schemes

THEORISTS

NEED SATISFACTION MECHANISMS

MURRAY'S
MANIFEST
NEEDS
THEORY

Needs are thought of as motives or drives which are activated by cues in the environment.

Needs are comprised of a qualitative/directional factor and a quantitative/energetic factor.

McCLELLAND'S
N-ACH
N-AFFL
N-POWER

The need for achievement, affiliation, and power are learned from experiences in which cues in the environment are paired with positive or rewarding consequences.

MASLOW'S
HIERARCHICAL
NEEDS
THEORY

Needs are arranged and pursued sequentially in hierarchical form, lower-level needs are satisfied before higher-level needs are fulfilled.

Individuals progress up the need hierarchy as a result of satisfaction.

ALDERFER'S
ERG
THEORY

Needs are arranged and pursued sequentially in hierarchical form.

Individuals may be motivated by pursuing the fulfillment of different need levels simultaneously.

Need fulfillment occurs through a frustration-regression mechanism and a satisfaction-progression mechanism.

HERZBERG'S
TWO-FACTOR
THEORY

Hygiene or extrinsic factors when present in sufficient amounts in the work environment serve to forestall feelings of job dissatisfaction.

Motivators or intrinsic factors when present in sufficient amounts in the work environment serve to promote feelings of job satisfaction and motivation.

Figure 2

Summary Matrix of the Need Satisfaction Mechanisms

Murray's (1938) needs for achievement, understanding, and counteraction, parallel McClelland's (1951) need for achievement, Maslow's (1943) self-actualization needs, Alderfer's (1969) growth needs, and Herzberg's (1968) motivators (e.g., needs for achievement, responsibility and advancement) (Griffen & Moorehead, 1986; Pinder, 1984). Murray's (1938) needs for autonomy, defendance, exhibition, and infavoidance, are analogous to McClelland's (1951) need for achievement, Maslow's (1943) esteem needs, Alderfer's (1969) relatedness needs, and Herzberg's (1968) motivators (e.g., recognition) (Griffen & Moorehead, 1986; Pinder, 1984). Murray's (1938) needs for affiliation, deference, nurturance, rejection and succurance, are parallel to McClelland's (1951) need for affiliation, Maslow's (1943) social needs, Alderfer's (1969) relatedness needs, and Herzberg's (1968) hygiene factors (e.g., supervision and interpersonal relations). Murray's (1938) needs for abasement, aggression, dominance, and order are equivalent to McClelland's (1951) need for power, Maslow's (1943) safety needs, Alderfer's (1969) existence needs, and Herzberg's (1968) hygiene factors (e.g., security and company policies) (Griffen & Moorehead, 1986; Pinder, 1984). Murray's (1938) need for sex is included in Maslow's (1943) physiological needs, which is parallel to Alderfer's (1969) existence needs, and Herzberg's (1968)

hygiene factors (e.g., pay and working conditions) (Griffen & Moorehead, 1986; Pinder, 1984).

A review of need classification schemes indicates that, despite the different nomenclature used to label needs, varying number of needs (e.g., Murray's twenty needs) and number of need levels proposed (e.g., Maslow's five vs. Alderfer's three vs. Herzberg's two levels of needs), the basic human needs identified by each of these theorists are essentially similar (Hills, 1987; Pinder, 1984; Steers & Porter, 1987; Schneider, 1976).

A summary matrix of the need satisfaction mechanisms associated with each theory is graphically presented in Figure 2. Similarities and differences associated with each theorist's conceptualization of how needs are satisfied is reviewed in this diagram. In both Murray's (1938) and McClelland's (1951) model, needs are thought of as largely learned behaviors, motives or drives which are activated by cues in the environment. Neither Murray's (1938) or McClelland's (1951) model make assumptions about a hierarchical arrangement of needs. In contrast, Maslow (1943) and Alderfer (1969) classified their needs by levels and propose that needs are ordered and pursued in sequentially hierarchical form. Alderfer's (1969) model differs from Maslow's (1943) model, in that ERG theory suggests that individuals may be motivated by pursuing the fulfill-

ment of more than one need level simultaneously. In addition, while Maslow's (1943) model proposes individuals progress up the need hierarchy as a result of satisfaction, Alderfer suggests that need fulfillment occurs through a frustration-regression mechanism and a satisfaction-progression mechanism. Distinct, from the other propositions about need satisfaction mechanisms, Herzberg's (1968) theory suggested that factors producing employee feelings of job satisfaction (i.e., motivators) were different from, not just opposite to, factors (i.e., hygienes) producing employee feelings of job dissatisfaction.

Examination of the content theories has indicated that while variations between the need classification schemes and need satisfaction mechanisms do exist, there are more observed similarities between content theories than differences. All content theories of motivation recognize that individuals have basic human needs, categorize needs into classification schemes, and propose that individuals are motivated to behave in ways or select alternatives which serve to maximize the satisfaction of their needs (Hills, 1987; Pinder, 1984; Steers & Porter, 1987; Schneider, 1976). In addition, while some content theories have been studied more extensively than others, empirical investigation has failed to demonstrate the superiority of one of these theories over the others. In

view of the noted similarities between content theories, and given that it is not the intention of this research to demonstrate the superiority of one content theory over another, justification exists for using an integrated view of the content theories of work motivation as a conceptual basis for this dissertation.

The content theories are an appropriate conceptual basis for understanding the relationship between individual difference variables and the importance job seekers place on work-related attributes during the employment process. Content theories of motivation recognize that job seekers have basic needs and expectations about organizational ability to fulfill these needs were they to accept employment. In the work environment these basic needs can be articulated in terms of work-related attributes. For example, Herzberg (1969) suggested that work-related attributes, such as, achievement, responsibility, advancement and recognition act to satisfy employee growth needs in the workplace. Furthermore, empirical research has indicated that individual differences or characteristics may serve to moderate the desirability of work-related attributes (Landy & Becker, 1987; Schneider, 1976). Such research is consistent with McClelland's (1951) conceptualization of needs as learned behaviors. Here again, a case can be made for investigating the relationship between

work experience and job seeker perceptions of work-related attributes. Since, work experience is an opportunity to learn about different aspects of the work environment which may prompt individuals to reprioritize work-related attribute importance. The studies reviewed extensively in the next several sections of this chapter, indicate that two specific individual differences, work experience and gender, are related to the importance job seekers place on different work-related attributes during the employment search process.

INDIVIDUAL DIFFERENCES AND WORK-RELATED ATTRIBUTES

Individual differences and their relationship to work-related attributes will be considered in this section. Research on the influence of work experience and gender on job seekers perceptions of work-related attributes has been divided into two separate subsections and will be reviewed below.

Work Experience

The first purpose of this study is to investigate the relationship between work experience and the importance job seekers place on work-related attributes during the employment search process. Although it has been suggested that previous work experience might very well influence job

seeker perceptions of work-related attributes (Powell, 1984; Richardson, 1966; Rynes, Heneman & Schwab, 1980; Zedeck, 1977), a review of the literature from 1947-1988 has resulted in the identification of one empirical study (Feldman & Arnold, 1978) investigating the relationship of work experience to job seeker perceptions of work-related attributes.

Feldman and Arnold (1978) examined the relative importance of six work-related attributes (i.e., salary and benefits, flexible hours, use of skills and abilities, responsibility and leadership, autonomy and independence, and, the provision of essential services and products to the public) to graduate business administration students and its relationship to their organization choice decisions. The sample consisted of eighteen females and forty-four males. The mean age of the respondents was twenty-five. In this study, Feldman and Arnold (1978) also investigated the influence of two individual difference variables (i.e., growth need strength and the amount of previous work experience) on respondent perceptions of the six employment-related attributes listed above.

A sixty-four item questionnaire was administered to the students in order to assess their attitudes toward these work-related attributes and to gather demographic data on their gender, age, work experience and growth need

strength. The responses of each student to the questionnaire were analyzed using multiple regression. The multiple regression model used the six work-related attributes (i.e., salary and benefits, flexible hours, use of skills and abilities, responsibility and leadership, autonomy and independence, the provision of essential services and products to the public) as independent variables in order to predict the organization choice decisions of these students (i.e., the dependent variable).

Study findings indicated that pay and benefits ($r^2 = .26$) was the most important attribute in organization choice decisions, followed by the use of skill and abilities ($r^2 = .13$), responsibility and leadership ($r^2 = .12$), autonomy and independence ($r^2 = .11$), with flexible hours ($r^2 = .07$) and types of services the organization provides ($r^2 = .06$) as the two least important attributes. The full equation with all six variables yielded an R^2 of .75. Growth need strength and amount of previous work experience were found to be related to the perceived importance of work-related attributes. Differences in the relative importance of the six employment-related attributes were examined by comparing relative weights for subjects with "high" strength growth needs and "low" strength growth needs [i.e., high strength and low strength groups were defined in terms of quartiles, high strength

subjects ($n = 14$) were included in the top quartile and low strength subjects ($n = 14$) were included in the bottom quartile]. Findings indicated that subjects "high" in growth need strength place significantly more importance on the use of skills and abilities attribute ($t = 2.10$, $p < .05$, $n = 28$) and the autonomy and independence attribute ($t = 2.32$, $p < .05$, $n = 28$), than do subjects "low" in growth need strength. Subjects "low" in growth need strength place significantly more importance on pay and benefits than do subjects with a "high" growth strength need ($t = 2.36$, $p < .05$, $n = 28$). Differences in relative weights for the six factors were compared for subjects "high" in work experience [i.e., 8 or more years of work experience ($n = 14$)] and for subjects "low" in work experience [i.e., 6 months or less of work experience, ($n = 14$)]. The group "high" in work experience placed significantly more importance on responsibility and leadership ($t = 2.66$, $p < .05$, $n = 28$) and significantly less importance on pay and benefits ($t = -2.16$, $p < .05$, $n = 28$) in contrast to the group "low" in work experience. The correlation between growth need strength and previous work experience was not significant ($r = .08$).

Study findings provide preliminary evidence in support of the conceptual literature which has indicated that previous work experience may influence job seeker

perceptions of work-related attributes. Feldman and Arnold (1978) acknowledge generalizability difficulties associated with the use of their small sample size. In addition, the researchers state that the inclusion of six work-related attributes provide only limited knowledge about job seeker perceptions of work-related attributes. Therefore, Feldman and Arnold (1978) suggest that future empirical studies investigating the relationship of work experience to job seeker perceptions of work-related attributes use a larger sample of subjects and measure individual perceptions over a broader range of work-related attributes.

Gender

Despite the growing proportion of women occupying managerial positions [e.g., in 1970, managerial ranks were comprised of 15.9% women and 84.1% males, and in 1986 the figure rose to 36.9% women and 63.1% males (U.S. Department of Labor, 1986)] the question of gender-related preference differences for various work-related attributes remains unresolved. The existence of gender similarities-differences in preference for different work-related attributes would suggest to managers the appropriateness of structuring recruitment and compensation programs to meet the motivation and reward needs of both male and female job seekers and employees (Bartol & Manhardt, 1979).

Empirical research on gender similarities-differences in preference for work-related attributes has been limited and has produced inconsistent findings (Brief & Aldag, 1975; Bartol & Manhardt, 1979; Bugental 1966; Jurgensen, 1947; Schuler, 1974; Singer, 1974). It has been suggested that the failure to control for the possible influence of other variables on the relationship between gender and individual perceptions of work-related attributes may in part account for the inconsistent findings of such studies (Brief & Aldag, 1975; Bartol & Manhardt, 1979; Rynes & Miller, 1980). Brief and Aldag (1975) have stated that by ignoring occupational variation (i.e., also referred to as professional training) between males and females, researchers may have erroneously arrived at their conclusions about the nature of gender similarities-differences in regard to perceptions of work-related attributes. Saleh and Lalljee (1969) state that earlier studies which found gender differences in preferences for different work-related attributes were contaminated by variables other than gender, such as, professional training, educational and job level. Uncontrolled variables have been called nuisance variables, as they produce undesired sources of variation in an experiment which may affect the dependent variable (Kirk, 1968). Nuisance variables are also regarded as extraneous variables (Kerlinger, 1973) or

called confounding variables (Underwood, 1957) or moderating variables (Dunnette, 1966). In designing a research effort to control variance associated with nuisance variables, control can be achieved through the following means: 1) by selecting subjects that have a similar standing on the nuisance variable, 2) by including the nuisance variable in the set of measured variables and later statistically removing its effects from the dependent variable, 3) by randomly assigning subjects to groups that differ on the independent variable under investigation (Stone, 1978).

The empirical studies reviewed here, controlled for variation due to the effects of possible confounding variables on the relationship between gender and individual perceptions of work-related attributes through either two of these methods. Specifically, researchers selected subjects that had a similar standing on a confounding variable or included the confounding variable in the data set and removed its effect through the use of statistical methods (Stone, 1978). Furthermore, researchers controlled for variation due to occupation (Brief & Oliver, 1976; Brief, Rose & Aldag, 1977; Center & Bugental, 1966; Lacy, Bokemeier and Shepard, 1983), organizational level (Brief & Oliver, 1976; Schuler, 1975), professional training (Bartol, 1976; Bartol & Manhardt, 1979), education level

(Lacy, Bokemeier & Shepard, 1983; Saleh & Lalljee, 1969; Schuler, 1975), and prestige, income, marital status (Lacy, Bokemeier & Shepard, 1983). These empirical studies are presented in more detail below.

Centers and Bugental (1966) used a cross-section of individuals (males $n = 471$; females $n = 221$) employed in a large urban area to investigate the effect of gender and occupational level on individual preference for intrinsic work-related attributes (i.e., a chance to use skills or talents, interest-value of the work, and feelings of satisfaction derived from the work itself) and extrinsic work-related attributes (i.e., pay, security and satisfying co-workers). Preference for extrinsic or intrinsic work-related attributes was found to be significantly ($p = .01$) related to occupational level but not to gender. White collar workers (i.e., professional, managerial, sales and clerical employees) tended to place a higher value on intrinsic work-related attributes, while blue collar workers (i.e., semi-skilled and unskilled employees) tended to place a higher value on extrinsic work-related attributes. Within and between occupational groupings, men and women generally did not differ in their preference for intrinsic or extrinsic work-related attributes.

Saleh and Lalljee (1969) predicted that there would be no significant differences in work-related attribute

preferences between males and females within the same job level if education level and professional training were controlled. Using a paired-comparison approach, three samples of individuals (i.e., university students [males $n = 40$; females $n = 44$], public school teachers [males $n = 68$; females $n = 33$], and employees in a technical division of a large service-oriented organization [males $n = 259$; females $n = 143$]) were asked to indicate their preferences for different work-related attributes. These work-related attributes were classified as intrinsic (i.e., achievement, recognition, advancement, growth in skill, responsibility and nature of work) and extrinsic (i.e., company policy, working conditions, relationship with supervisor, relationship to peers, relationships to subordinates, technical supervision, status, salary, job security and personal life). Education and age level were controlled for within the three samples. Only the sample of technical workers showed significant ($p = .01$) gender differences for various work-related attributes.

Schuler (1975) investigated male-female differences in preferences for work-related attributes in a sample of employees (males $n = 364$; females $n = 175$) drawn from one plant of a large manufacturing organization. After controlling for age, education and organizational level, study results indicated that there were significant gender-related pre-

ference differences. Females placed more importance on the opportunity to work with pleasant employees, while males placed more importance on the opportunities to earn additional money and to influence important decisions.

Bartol (1976) studied the relationship of gender and area of professional training on work-related attribute preferences. Using Manhardt's (1972) three work-related factor dimensions [i.e., 1) long range career objectives, 2) comfortable working environment/interpersonal relationships, and 3) autonomy/self-actualization aspects], Bartol reported that females in a sample of college students majoring in business placed a greater importance on a comfortable working environment and pleasant interpersonal relationships than did their male counterparts. In addition, business majors regardless of gender, differed significantly from female psychology majors on all three dimensions. Bartol concluded that there may be more variance in work-related attribute preference within gender groups across professional training areas than between gender groups in the same training area.

Brief and Oliver (1976) suggested that previously reported male-female differences in preference for work-related outcomes were confounded by occupation and organization level. To test this hypothesis, measures of expectancy, valence and instrumentality perceptions of

twenty-five job and organizational attributes were obtained from male ($n = 52$) and female ($n = 53$) retail sales managers. No significant pattern of male-female preference differences for work-related attributes was found.

Brief, Rose and Aldag (1977) used a sample of individuals representative of the total noninstitutional population of the United States 18 years of age or older to investigate male-female preferences for work-related outcomes. This sample was stratified by occupation in order to control for the potentially confounding effects of occupation on male-female perceptions of job attributes. The sample was composed of ($n = 157$) males and ($n = 157$) females, ($n = 80$) professional and technical employees, ($n = 40$) managers and administrators, ($n = 10$) sales workers, ($n = 54$) clerical workers, ($n = 64$) operatives, ($n = 8$) transport equipment operatives and ($n = 58$) service workers. The respondents were interviewed and asked to rank five job attributes from most important to least important, in order to establish the relative importance of high income, security, short hours, advancement, and feelings of accomplishment to these subjects. For each job attribute a Spearman's rank order correlation between the attribute and gender was calculated. All of the correlations equaled or exceeded $r = .90$ and were statistically significant at the $p = .05$ and $p = .01$ levels. The results

indicated a high similarity between male and female preference for job attributes. Brief, Rose and Aldag (1977) noted that the limited array of work-related attributes investigated in this study may act to artificially inflate the agreement in preference ordering between subgroups. Therefore, these researchers suggested that future research efforts studying male-female preferences use a broader spectrum of work-related attributes.

Bartol and Manhardt (1979) studied the influence of professional training as a variable possibly accounting for the discrepant findings in the literature related to gender differences in work-related attribute preferences. Male and female college graduates ($n = 648$) with different majors (i.e., business, mathematics, social sciences and humanities) newly hired into entry level business jobs at one organization over a nine year period were asked to rate the importance of different work-related attributes. The work-related attributes were organized into the three dimensions [i.e., 1) long-term career objectives, 2) working environment/interpersonal relationships and, 3) autonomy/self-actualization aspects] previously established by Manhardt in his 1982 study. Education level, organizational level and occupational category were controlled and multiple regression analysis was used to evaluate the effects of gender and professional training on the three

work-related attribute dimensions. Both gender and professional training area made significant ($p = .01$) independent contributions to two work-related attribute dimensions, the career objectives dimension and the working environment/interpersonal relationships dimension. Thus, controlling for professional training area did not eliminate gender differences of these two work-related attribute dimensions. Males were found to place significant ($p = .01$) emphasis on career objectives, while females were found to place significant ($p = .01$) emphasis on work environment/interpersonal job aspects. A trend analysis for the nine year period studied indicated a convergence of female preferences toward those of males on the two work-related attribute dimensions in which gender differences were found.

Lacy, Bokemeier and Shepard (1983) used five national samples ($N = 7281$) to examine the relationship of education, occupational prestige, income, and marital status to work-related attribute preferences. It was hypothesized that education, occupational prestige, income, and marital status would have a stronger relationship to work-related attribute preference than gender. The results indicated only minor differences in preferred work-related attributes between males and females. Both male and female respondents identified the meaningfulness of work as the most

important work-related attribute, income and promotion as the second most preferred work-related attributes and job security and working hours as the least preferred of work-related attributes. Multiple regression analysis showed gender, education, occupational prestige, and work commitment to be significantly predictive ($r^2 = .14$; $p = .01$) of preferences for different work-related attributes.

In summary, when studies controlling for education level, organization level and professional training are examined, overall male-female preference differences for work-related attributes become less pronounced than as indicated by the findings of studies lacking controls for such variables. Therefore, it may very well be that failure to control for the possible influence of these variables on the relationship between gender and individual perceptions of work-related attributes may in part account for the inconsistent findings of such studies (Brief & Aldag, 1975; Brief & Oliver, 1976; Bartol & Manhardt, 1979; Rynes & Miller, 1980). It has been further suggested that extreme caution be exercised when making generalizations about gender associated preferences for work-related attributes, until additional empirical studies controlling for the possible influences of confounding variables on the relationship between gender and individual perceptions of work-related attributes are conducted to lay the issue to

rest (Brief & Aldag, 1975; Brief & Oliver, 1976; Saleh & Lalljee, 1969; Lacy, Bokemeir & Shepard, 1981). Professional training and educational level are controlled for in this study, as only graduating baccalaureate hospitality students are included in the study sample.

HOSPITALITY STUDENTS AND WORK-RELATED ATTRIBUTES

Blumenfeld, Kent, Shock & Jourdan (1987) surveyed graduating hospitality students (n = 100) asking them to rank ten work-related characteristics in order of importance as criteria for employment choice decisions. The data exhibited the following ranking of these factors in order of importance (1 = most important; 10 = least important) to their job acceptance decisions: 1) type of work, 2) advancement opportunities, 3) company reputation, 4) salary 5) job security 6) hours, 7) benefits, 8) working conditions, 9) nature of coworkers, and 10) nature of supervisor.

This study provided rudimentary information about graduating hospitality students preference for work-related attributes as related to their employment acceptance decisions. A review of the hospitality literature revealed that not much is known about graduating hospitality student preferences for work-related attributes or how work experience or gender might influence the importance placed

on work-related attributes during the employment search process. Graduating hospitality students are a primary source of managerial talent for the industry (Powers, 1984). Increased demand for hotel-restaurant services coupled with the limited availability of hospitality school graduates has made the recruitment of managerial talent a critical issue for practitioners in the hospitality industry (National Restaurant Industry Association Forecast, 1985). If hospitality literature is to be of assistance to practitioners in the formulation of recruitment and compensation programs, additional empirical research is requisite in this area of inquiry.

SUMMARY

Empirical research investigating the relationship between work experience, gender and the importance job seekers place on work-related attributes during the employment process was found to be limited. Many of these studies, suffered from conceptual and methodological deficiencies. Dependent and independent variables were often not clearly identified or operationalized and some research appeared to be conducted in a haphazard, non-integrated fashion without regard to theoretical or conceptual models. Furthermore, in a number of these studies assessment of job seeker preference for work-

related attributes did not progress beyond the overall ranking of work-related characteristics. Subjects were frequently asked to evaluate a limited range of work-related attributes (e.g. job content, salary, advancement opportunities), while evaluation of other work-related attributes such as, organizational climate, organization size, geographic location) was neglected or minimally addressed in many of these studies. Male business administration, engineering and psychology students were over-represented in these studies potentially limiting the generalizability of research findings with respect to job seeker work experience and gender. In a number of these studies subjects were asked to respond to hypothetical job offers or employees were asked to evaluate work-related attributes in their workplace, thus limiting the understanding of how job seekers involved actual employment search situations might perceive work-related attributes. Finally, when studies investigating male-female preferences for work-related attributes were examined, a pattern of research results between uncontrolled and controlled studies was observed. It was found that when education level, organization level and professional training were controlled for, overall male-female preference differences for work-related attributes became less pronounced than in empirical studies lacking controls for such variables. It

was suggested that extreme caution be exercised when making generalizations about male-female differences in work attitudes until additional empirical studies controlling for the possible influences of confounding variables are conducted. Despite the research weaknesses cited, the studies reviewed serve as a good starting point toward understanding the relationship between individual difference variables, such as work experience and gender, and job seeker perceptions of work-related attributes.

This study provides a valuable contribution to the literature as it corrects for some of the theoretical and methodological shortcomings identified in this literature review. Specifically, this study addresses existing theoretical and methodological shortcomings identified in the empirical literature by: 1) offering a viable conceptual framework (e.g., the content theories of work motivation) in which the relationship between individual difference variables such as, work experience and gender, to the importance job seekers place on work-related attributes may be understood; 2) organizing work-related attributes into coherent dimensions according to the need classifications specified by the content theories, and testing these a priori dimensions empirically through factor analysis; 3) using a nationwide sample of 694 graduating hospitality students engaged in different phases

of the job search process (48.8% male, 51.2% female, with a range of 0-22 years previous work experience), 4) incorporating controls for the confounding influence of professional training and educational level on the relationship between work experience/gender and the importance job seekers place on work-related attributes; and, 5) increasing the nature of the data of obtained about job seeker's perceptions of work-related attributes by using an interval measure, in contrast to the ordinal or ranking measures used in many of the previous empirical studies. An ordinal or ranking measure is limited to providing information about the relative importance of work-related attributes to job seekers (e.g., starting salary is more important than advancement opportunities). An interval scale provides information about the degree of importance individuals place on work-related attributes and allows for a more meaningful comparison of preference differences (e.g., starting salary is highly important, while advancement opportunities are of minor importance). The dissertation model is graphically depicted in Figure 3 and will be discussed below.

THE DISSERTATION MODEL

The dissertation model proposes that individual differences or characteristics such as work experience or

gender, influence the importance of growth, relatedness and existence needs. The salience of such needs manifests itself in the importance placed on different work-related attributes by individuals during the job search process. In this study growth, relatedness and existence needs will be operationalized in terms of three work-related attribute dimensions.

The theoretical basis of the dissertation model is grounded in content theory concepts. Content theories recognize that individuals have basic human needs, categorize these needs into classification schemes, and propose that individuals are motivated to behave in ways or select alternatives which serve to maximize their needs (Hills, 1987; Pinder, 1984; Steers & Porter, 1987). In addition, content theories suggest that job search and job acceptance behavior is driven by the desire to find an employment situation which will maximize their need fulfillment or need satisfaction. Content theorists conceptualize a need as being an internal motivating force which is activated and satisfied through factors in the environment. Specifically, a need is defined as:

. . . a construct which stands for a force . . . in the brain region, a force which organizes perception, aperception, intellection, conation and action in such a way as to transform in a certain direction an existing unsatisfying situation. A need is sometimes provoked directly by internal processes of a certain kind . . . but, more frequently (when in a state of

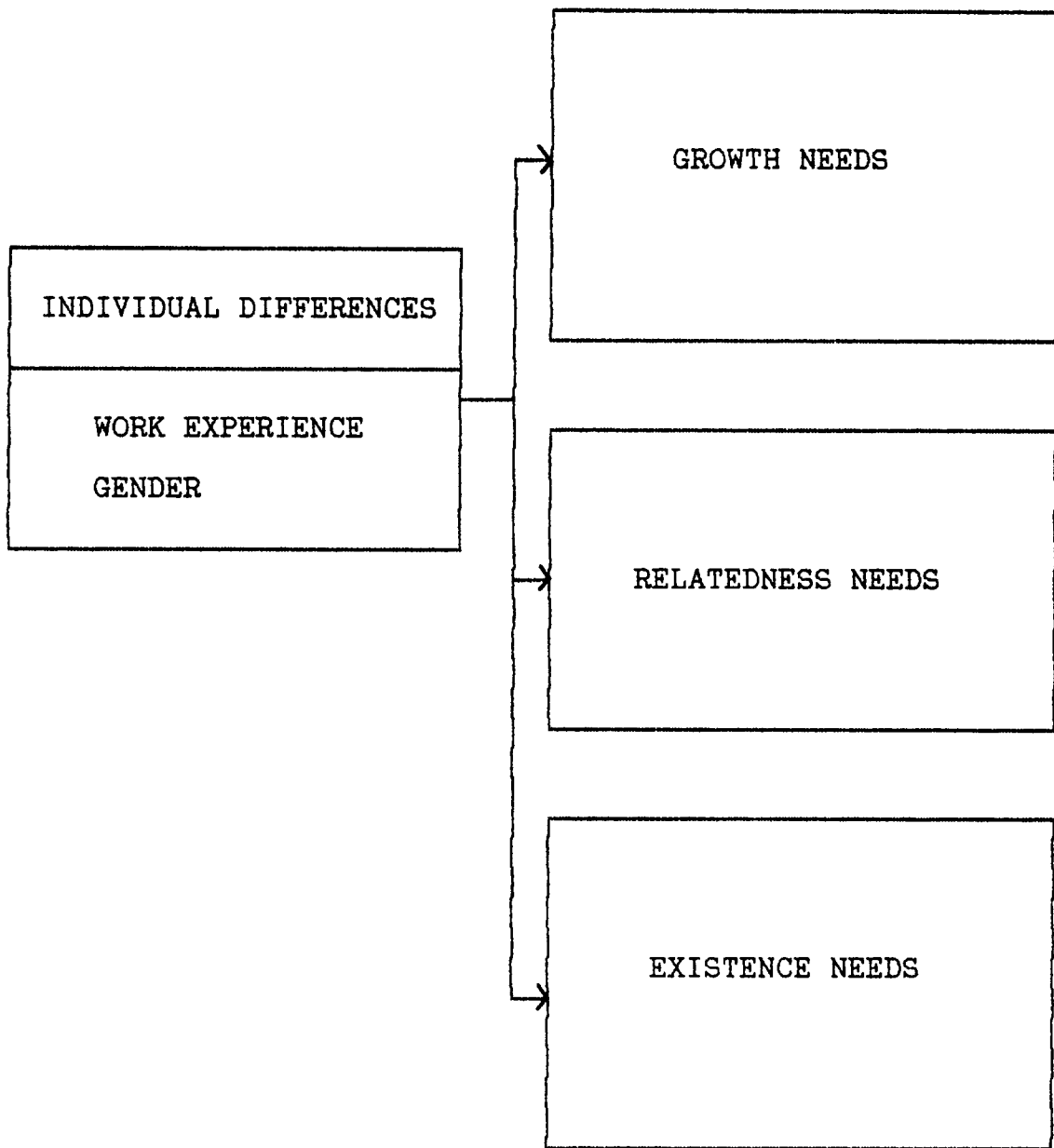


Figure 3
The Dissertation Model

readiness) by the occurrence of one of a few commonly effective press (or features of the environment) . . . Thus, it manifests itself by leading the organism to search for or to avoid encountering, or when encountered, to attend to and respond to certain kinds of press . . . Each needs is characteristically accompanied by a particular feeling or emotion and tends to use certain modes . . . to further its trend. It may be weak or intense, momentary or enduring. But usually it changes the initiating circumstance in such a way as to bring about an end situation which stills (appeases or satisfies) the organism (Murray, 1938, pp. 123-124).

In other words, Murray (1938) indicates that needs are: 1) constructs or hypothetical concepts, the existence of which cannot be assessed directly but must be inferred by indirect means, 2) a force which directs behavior, which can explain approach behaviors as well as avoidance behaviors, 3) seen as either strong or weak and as either momentary or enduring and vary in strength between and within individuals at different points in time and, 4) induced and subsequently satisfied by characteristics in the environment.

In the employment search context, this definition suggests that: 1) needs must be investigated through the use of self-reported data or observing the behavior of the individual who is said to have a particular need, 2) needs can explain why individuals accept some job offers and not others, 3) needs can influence the importance job seekers place on work-related attributes and, 4) needs can be viewed as motivators of behavior which can be fulfilled by

corresponding satisfiers or factors in the work environment.

Herzberg (1968) articulated human needs in terms of work-related attributes. Herzberg suggested that: 1) achievement, responsibility, advancement, and recognition act to satisfy employee growth needs in the workplace, 2) the nature of supervisor and coworker interpersonal relationships act to satisfy employee relatedness needs in the workplace and, 3) job security, company policies, pay and working conditions act to satisfy employee existence needs in the workplace.

In a similar fashion to Herzberg, the twenty-seven work-related attributes selected for inclusion in this study have been operationalized in terms of three work-related attribute dimensions which act to satisfy employee growth, relatedness and existence needs in the workplace. These twenty-seven work-related attributes were selected for inclusion in this study and categorized into three dimensions based on a content analysis of the conceptual and empirical research. Dimension I (Growth), Dimension II (Relatedness), and Dimension III (Existence) of the dissertation model correspond to the need classification schemes proposed by the content theories of motivation.

Dimension I (Growth) contains work-related attributes paralleling Murray's (1938) achievement, understanding,

counteraction, autonomy, defendance, exhibition and infavoidance needs; McClelland's (1951) need for achievement; Maslow's (1943) self-actualization and esteem needs; Alderfer's (1969) growth needs; and, Herzberg's (1968) motivators or intrinsic factors (e.g., achievement, responsibility and advancement and recognition needs). Dimension I (Growth) includes the following work-related attributes: 1) control over own work, 2) job content, 3) participation in decision-making, 4) advancement opportunities, 5) nature of supervisory responsibilities and, 6) company reputation.

Dimension II (Relatedness) contains work-related attributes corresponding to Murray's (1938) affiliation, deference, nurturance, rejection, succorance, sentience and play needs; McClelland's (1951) need for affiliation; Maslow's (1943) social needs; Alderfer's (1969) relatedness need; and, Herzberg's (1968) hygiene or extrinsic factors (e.g., nature of supervision and interpersonal relationships). Dimension II (Relatedness) includes the following work-related attributes: 1) nature/characteristics of supervisor, 2) nature/number of coworkers, 3) nature/number of subordinates, 4) spouse/partner considerations, 5) company size and, 6) organizational climate.

Dimension III (Existence) contains work-related attributes corresponding to Murray's (1938) abasement,

aggression, dominance, order, and sex needs; McClelland's (1951) need for power; Maslow's (1943) safety and physiological needs; Alderfer's (1969) existence needs; and, Herzberg's (1968) hygiene or extrinsic factors (e.g., pay and working conditions). Dimension III (Existence) includes the following work-related attributes: 1) job title, 2) starting salary, 3) salary range, 4) medical insurance, 5) job security, 6) vacation time/holidays, 7) performance and promotion standards, 8) pension plans, 9) discipline and grievance procedures, 10) lodging/meal discounts, 11) training programs and educational subsidies, 12) requirements to work at specific times, 13) relocation requirements, 14) company profitability, and 15) geographic location.

The content theories of work motivation and empirical research suggest that the previous work experience or gender of individuals may influence their desire to have certain needs satisfied through the employment exchange. Studies investigating the relationship between individual difference variables and the importance individuals place on work-related attributes have shown that work experience (Feldman & Arnold, 1978), and gender (Bartol, 1976; Bartol & Manhardt, 1979; Brief, Rose & Aldag, 1977, Lacy, Bokemeier & Shepard, 1983; Schuler, 1975) influence or moderate the desirability of work-related attributes.

Therefore, the dissertation model proposes that work experience and gender, influence the importance of growth, relatedness, and existence needs. The importance of such needs manifests itself in the importance of work-related attributes to individuals during the employment search and acceptance process. For example, placing more importance on the work-related attributes contained in Dimension III (Existence) (e.g., job title, starting salary, medical insurance, job security, and vacation time/holidays) and less importance on the work-related attributes contained in Dimension II (Relatedness) (e.g., nature/characteristics of supervisor, nature/number of coworkers and, nature/number of subordinates) when evaluating job offers may have a relationship to job seeker work experience or gender.

In concluding this discussion of the dissertation model it should be recognized that, while a causal relationship between work experience or gender and the importance job seekers place on work-related attributes is implied by this model, the cross-sectional data collected in this study does not permit such causal inferences to be tested in this study.

Chapter III provides a detailed discussion of research methodology, including research questions, hypotheses, statistical analyses, research site, survey instrument measures, survey instrument scoring, and survey instrument

administration. Significant results with respect to the relationships proposed in the dissertation model will be reported and discussed in Chapter IV.

CHAPTER III

METHODOLOGY

INTRODUCTION

Chapter III discusses the research methodology utilized in this study. Chapter III includes a presentation of: 1) research questions, 2) working hypotheses, 3) operational definitions, 4) statistical analyses, 5) research site, 6) survey instrument development, 7) survey instrument measures, 8) survey instrument scoring, and 9) survey instrument administration.

WORK-RELATED ATTRIBUTE DIMENSIONS

The dissertation model proposes that individual differences or characteristics such as work experience and gender, influence the importance of growth, relatedness and existence needs. The salience of such needs manifests itself in the importance placed on different work-related attributes by job seekers. Twenty-seven work-related attributes were selected for inclusion in this study based on a content analysis of the conceptual and empirical literature. These work-related attributes were categorized into three dimensions [i.e., Dimension I (Growth), Dimension II (Relatedness), and Dimension III (Existence)] paralleling content theory need classification schemes.

These three work-related dimensions are operational measures of growth, relatedness, and existence needs.

Dimension I (Growth) is comprised of the following six work-related attributes: 1) control over own work, 2) job content, 3) participation in decision-making, 4) advancement opportunities, 5) nature of supervisory responsibilities, and 6) company reputation.

Dimension II (Relatedness) is comprised of the following six work-related attributes: 1) nature/characteristics of supervisor, 2) nature/number of coworkers, 3) nature/number of subordinates, 4) spouse/partner considerations, 5) company size, and 6) organizational climate.

Dimension III (Existence) is comprised of the following fifteen work-related attributes: 1) job title, 2) starting salary, 3) salary range, 4) medical insurance, 5) job security, 6) vacation time/holidays, 7) performance and promotion standards, 8) pension plans, 9) discipline and grievance procedures, 10) lodging/meal discounts, 11) training programs and educational subsidies, 12) requirements to work at specific times, 13) relocation requirements, 14) company profitability, and 15) geographic location.

The placement of work-related attributes within each of the three need classifications has been proposed a priori. Empirical analysis will be conducted to determine, if in fact, the placement of work-attributes within each dimension does emerge as hypothesized. The following research question (RQ) and hypotheses (H) are proposed:

RQ1: Which identifiable and independent need dimensions underlie job seeker evaluation of work-related attributes?

H1: Growth, Relatedness, and Existence are three identifiable and independent need dimensions which underlie job seeker evaluation of work-related attributes.

Dimension I (Growth) is comprised of six work-related attributes:

- 1) control over own work
- 2) job content
- 3) participation in decision-making
- 4) advancement opportunities
- 5) nature of supervisory responsibilities
- 6) company reputation

Dimension II (Relatedness) is comprised of six work-related attributes:

- 1) nature/characteristics of supervisor
- 2) nature/number of coworkers
- 3) nature/number of subordinates
- 4) spouse/partner considerations
- 5) company size
- 6) organizational climate

Dimension III (Existence) is comprised of fifteen work-related attributes:

- 1) job title
- 2) starting salary
- 3) salary range
- 4) medical insurance
- 5) job security
- 6) vacation time/holidays
- 7) performance and promotion standards
- 8) pension plans
- 9) discipline and grievance procedures
- 10) lodging/meal discounts
- 11) training programs and educational subsidies
- 12) requirements to work at specific times
- 13) relocation requirements
- 14) company profitability
- 15) geographic location

Principal component factor analysis with VARIMAX rotation will be used to test hypothesis H1. The factor analytic procedure will be terminated when three factors have been extracted. Principal component factor analysis is used primarily to identify or define fundamental constructs, dimensions or factors assumed to underlie a set of original variables (Nunnally, 1978). An orthogonal solution will be stipulated for the extraction of dimensions, as it is assumed that each factor is independent of all other factors. Factors will be rotated in order to achieve simpler and theoretically more meaningful factor solutions and to improve interpretation by reducing some of the ambiguities associated with preliminary analysis (Hair, Anderson, Tatham & Grablowsky, 1984). QUARTIMAX, VARIMAX AND EQUIMAX are three major orthogonal approaches for

rotating data. No specific guidelines have been developed for selecting one particular orthogonal rotational technique over another. However, the VARIMAX method of orthogonal rotation will be employed for data rotation for the following reasons: 1) the VARIMAX method has been shown to be very successful as an analytic approach for obtaining an orthogonal rotation of factors (Hair, Anderson, Tatham & Grabrowsky, 1984), 2) VARIMAX rotation tends to give a clearer separation of factors than either the EQUIMAX or QUARTIMAX rotation methods (Hair, Anderson, Tatham & Grabrowsky, 1984) and, 3) this method is most suited to testing hypothesis H1 (i.e., which proposes the existence of three identifiable and independent need dimensions). The factor analytic procedure will be terminated when three dimensions have been extracted. An a priori criterion rule will be used for determining how many factors to be extracted. The a priori criterion of factor extraction is said to be reasonable and appropriate when the analyst already knows how many factors are to be extracted before undertaking the factor analysis (Hair, Anderson, Tatham & Grabrowsky, 1984).

Once factors have been extracted, it becomes necessary to interpret factor loadings. A factor loading is the correlation between an original variable or item and its corresponding factor (Hair, Anderson, Tatham & Grabrowsky,

1984). Any item (e.g., work-related attribute) with a factor loading of plus or minus .30 or greater will be considered significant. This value represents approximately 9% of the variance of a particular item, and is the standard of significance conventionally used by analysts in the interpretation of factor loadings (Nunnally, 1978).

Based on a discussion for the interpretation of factor loadings by Hair, Anderson, Tatham and Grablovsky (1984), the following decision rules will be used in assigning items to dimensions:

Rule 1: If an item has a factor loading of less than plus or minus .30 on a dimension(s), that item will be considered as non-significant or "non-loading" and will be eliminated from assignment to that dimension(s).

For example: If item A has a -.29 factor loading for Dimension I, a .18 factor loading for Dimension II, and a .17 factor loading for Dimension III, then Item A will be eliminated from assignment to Dimension I, II, and III.

Rule 2: If an item has a significant factor loading for one dimension only, the item will be assigned to that dimension.

For example: If item A has a .28 factor loading for Dimension I, a -.17 factor loading for Dimension II, and a .45 factor loading for Dimension III, then Item A will be assigned to Dimension III.

Rule 3: If an item has significant factor loadings for more than one dimension, and one factor loading is less than one-half the value of the magnitude of the highest factor loading, then the item with the highest factor loading will be assigned to that dimension.

For example: If item A has a .75 factor loading for Dimension I, a .19 factor loading for Dimension II, and a .35 factor loading for Dimension III, then Item A will be assigned to Dimension I.

Rule 4: If an item has significant factor loadings for more than one dimension, and one factor loading is equal to or greater than one-half the value of the magnitude of the highest factor loading, then the item will be assigned to both factors on which it has loaded.

For example: If item A has a .75 factor loading for Dimension I, a .19 factor loading for Dimension II, and a .55 factor loading for Dimension III, then Item A will be assigned to Dimension I and III.

Hypothesis H1 will be considered supported when two-thirds or eighteen out of the twenty-seven work-related attributes have significant loadings within each of the three need dimensions as predicted. If hypothesis (H1) is supported, the a priori theoretical dissertation model will be used to test subsequent hypotheses proposed with regard to the relationship between work experience/gender and the importance job seekers place on work-related attribute dimensions. If hypothesis H1 is unsupported, a principal component factor analysis with VARIMAX rotation

will be run without stipulating the extraction of three dimensions. Hypotheses investigating the relationship between work experience/gender and the importance job seekers place on work-related attribute dimensions will be proposed and tested with regard to the dimensions emerging from this analysis.

WORK EXPERIENCE

Feldman and Arnold (1978) investigated the relationship between work experience and job seeker perceptions of six work-related attributes. Their findings provide preliminary evidence in support of the conceptual literature which suggests that previous work experience may influence the importance individuals place on work-related attributes during the employment search process.

The first purpose of this study is to investigate the relationship between work experience and the importance job seekers place on work-related attributes during the employment search process. In order to investigate the relationship between work experience and the importance job seekers place on work-related attributes the following research question (RQ) is proposed:

RQ2: What is the relationship between the amount of previous work experience and the importance job seekers place on work-related attribute dimensions?

Dimension I (Growth): Feldman and Arnold found that subjects "high" in the amount of previous work experience (i.e., 8 or more years of work experience) placed significantly more importance on leadership and responsibility than subjects "low" in the amount of previous work experience (i.e., 6 months or less of work experience).

Dimension I (Growth) includes work-related attributes (i.e., control over own work, job content, participation in decision-making, advancement opportunities, nature of supervisory responsibilities, and company reputation) associated with personal growth. The assumption of leadership roles along with additional responsibilities are experiences which contribute to personal growth. Therefore, hypothesis H2(a) proposes that:

H2(a): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION I (Growth) work-related attributes.

Dimension II (Relatedness): The importance of Dimension II (Relatedness) work-related attributes to job seekers was not considered in the Feldman and Arnold (1978) study. Dimension II (Relatedness) includes work-related attributes (i.e., nature/characteristics of supervisor, nature/number of coworkers, nature/number of subordinates, spouse/partner considerations, company size, and organizational climate) pertaining to social or interpersonal

relationships in the workplace. Organizational climate and the quality of social or interpersonal relationships can enhance or detract from the quality of work life. Informal social networks and the quality of supervision can either facilitate or hinder the accomplishment of work tasks. Highly experienced workers come to understand the importance of social interaction in the work environment. Individuals with low amounts of work experience have not had sufficient opportunity to fully realize how important social interaction is to the quality of work life and to the accomplishment of work tasks. Therefore, it is proposed that:

H2(b): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION II (Relatedness) work-related attributes.

Dimension III (Existence): Feldman and Arnold (1978) found that subjects "high" in the amount of previous work experience placed significantly less importance on pay and benefits than subjects "low" in the amount of previous work experience. Dimension III (Existence) includes work-related attributes (i.e., job title, starting salary, salary range, medical insurance, job security, vacation time/holidays, performance/promotion standards, pension plans, discipline/grievance procedures, lodging/meal discounts, training programs/educational subsidies,

requirements to work at specific times, relocation requirements, company profitability, and geographic location) which are classified by the need theorists as extrinsic factors. Dimension III (Existence) items and pay/benefits are both extrinsic factors. Therefore, Hypotheses H2(c) proposes that:

H2(c): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION III (Existence) work-related attributes.

Pearson product-moment correlation (r) will be used to test H2(a), H2(b), and H2(c). In summary, these hypotheses propose that:

H2(a): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION I (Growth) work-related attributes.

H2(b): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION II (Relatedness) work-related attributes.

H2(c): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION III (Existence) work-related attributes.

Pearson product-moment correlation (r) provides information about the magnitude and direction of the relationship between two continuous variables (Rosenthal & Rosnow, 1984). Amount of previous work experience will be

measured in total years of work experience. Summated scores for each of the three proposed work-related attribute dimensions will be used in the analysis. A subject's dimension score on each of the three dimensions will be calculated by summing up their scores on each of the items hypothesized to map into a theoretical dimension.

With respect to the calculation of factor scores, Nunnally (1978, p. 604) concludes, "Summative scales have a number of attractive advantages other over methods. Summative scales: 1) follow from an appealing model, 2) are rather easy to construct, 3) usually are highly reliable, 4) can be adapted to the measurement of many different kinds of attitudes, and 5) have produced meaningful results in many studies to date." Furthermore, the additive assumption of the summative model is important because it does not overly weight any particular item which may contain considerable measurement error (Nunnally, 1978). Hypotheses will be considered supported when a significance level of .05 or greater is obtained.

GENDER

Research examining gender similarities-differences in job seeker preference for work-related attributes has yielded inconsistent results (Brief & Aldag, 1975; Bartol & Manhardt, 1979; Bugental, 1966; Jurgensen, 1947; Schuler,

1974; Singer, 1974). It appears that when professional training and educational level were controlled, overall male-female preference differences for specific work-related attributes became less pronounced.

Research question RQ3 and hypotheses H3(a), H3(b), and H3(c) will be proposed on the basis of research controlling for professional training and educational level. Professional training and educational level have been controlled for in this study, because only the responses of graduating hospitality baccalaureate students engaged in the job search process were included in statistical analyses.

The second purpose of this study is to investigate the relationship between gender and the importance job seekers place on work-related attributes during the employment search process. In order to investigate the relationship between gender and the importance job seekers place on work-related attributes the following research question RQ3 is proposed:

RQ3: What is the relationship between gender and the importance job seekers place on work-related attribute dimensions?

Dimension I (Growth) - Dimension I (Growth) includes work-related attributes (i.e., control over own work, job content, participation in decision-making, advancement

opportunities, nature of supervisory responsibilities, and company reputation) which need theory identifies as being associated with personal growth. Bartol (1976), Bartol and Manhardt (1979), and Schuler (1975) found that male job seekers placed significantly more importance on work-related attributes associated with growth and career development than female job seekers. For example, Schuler (1975) found that male job seekers placed significantly more importance on the opportunity to influence important decisions than female job seekers. Bartol and Manhardt (1979) found that male job seekers placed significantly more emphasis on career objectives than female job seekers. Therefore, hypothesis H3(a) proposes that:

H3(a): Male job seekers will place more importance on DIMENSION I (Growth) work-related attributes than female job seekers.

Dimension II (Relatedness) - Dimension II (Relatedness) includes work-related attributes (i.e., nature/characteristics of supervisor, nature/number of coworkers, nature/number of subordinates, spouse/partner considerations, company size, and organizational climate) pertaining to social or interpersonal relationships in the workplace.- Schuler (1975) found that female job seekers placed significantly more importance on the opportunity to work with pleasant employees than male job seekers. Bartol

(1976) reported that females in a sample of college students majoring in business placed greater importance on a comfortable work environment and pleasant interpersonal relationships than did male counterparts. Bartol and Manhardt (1979) findings indicated that female job seekers placed significantly greater emphasis on work/environment and interpersonal job aspects than male job seekers. Therefore, hypothesis H3(b) proposes that:

H3(b): Male job seekers place less importance on DIMENSION II (Relatedness) work-related attributes than female job seekers.

Dimension III (Existence) - Schuler (1975) found that male job seekers placed significantly more importance on the opportunity to earn additional money than female job seekers. Dimension III (Existence) includes work-related attributes (i.e., job title, starting salary, salary range, medical insurance, job security, vacation time/-holidays, performance/promotion standards, pension plans, discipline/grievance procedures, lodging/meal discounts, training programs/educational subsidies, requirements to work at specific times, relocation requirements, company profitability, and geographic location) which are classified by the need theorists as extrinsic factors. Dimension III (Existence) items and the opportunity to earn additional money are both extrinsic factors. Therefore,

hypothesis H3(c) proposes that:

H3(c): Male job seekers will place more importance on DIMENSION III (Existence) work-related attributes than female job seekers.

One-way analysis of variance (ANOVA) will be used to test H3(a), H3(b), and H3(c). In summary, these hypotheses propose that:

H3(a): Male job seekers will place more importance on DIMENSION I (Growth) work-related attributes than female job seekers.

H3(b): Male job seekers place less importance on DIMENSION II (Relatedness) work-related attributes than female job seekers.

H3(c): Male job seekers will place more importance on DIMENSION III (Existence) work-related attributes than female job seekers.

The one-way ANOVA design is appropriate for testing these hypotheses, as this design is used for investigating the effect of a single independent variable (i.e., gender) on a single dependent variable (i.e., perceptions of work-related attribute dimensions), where the independent variable has two or more levels (i.e., male and female) (Hair, Anderson, Tatham & Grablovsky, 1984). Summated scores for each of the three proposed work-related attribute dimensions will be used in the analysis. Findings will be considered significant when F-Ratio values at the .05 level or greater are obtained.

RESEARCH SITE

The data for the dissertation was obtained through a 1987 research grant sponsored by The Historical Foundation of Colonial Williamsburg. Conceptualization of the dissertation study was completed prior to and independently of work conducted on the research project. This author was asked to work on the grant, as the purpose of the dissertation study coincided with the purpose of the funded study. The purpose of the funded study was to investigate job search and job choice attitudes and behaviors of graduating hospitality students seeking entry level managerial positions within different sectors of the hotel-restaurant industry. A professor from Virginia Polytechnic Institute and State University was the principal investigator and the author was designated as a research associate for this grant.

Research sites for the Colonial Williamsburg project were carefully selected using the following criteria:

1. The academic institution had to have an accredited baccalaureate hotel-restaurant program with an internship requirement.
2. The hotel-restaurant program had to have sufficient numbers of graduating hotel-restaurant students to yield required sample sizes.
3. The director of the hotel-restaurant program when contacted had to express a willingness to participate in the project.

4. Research sites were selected to obtain a combined national sample of graduating hospitality students from different geographic regions throughout the country.

Out of the fifteen universities contacted, eleven universities with hotel-restaurant programs met the above criteria and were selected as research sites for this project. A combined sample of 694 graduating baccalaureate hospitality students engaged in different phases of the job search process was obtained for the study from these eleven universities. Population demographic data for this sample indicated that the gender of these 694 respondents was about equally divided, 51.2% were female and 48.8% were male. The racial composite of this sample was 89.9% white, 3.2% black, 2.2% hispanic and 4.3% asian. Approximately 92.7% of the subjects indicated that they were single, 6.1% of the subjects were married, and 0.9% of the subjects were divorced. The age of respondents ranged from 21 to 44 years old (mean = 24.0 years; SD = 3.08). The total years of previous work experience held by the respondents ranged from zero to 22 years (mean = 6.0 years; SD = 3.32).

SURVEY DEVELOPMENT

A survey was developed to accommodate both dissertation study and research grant purposes. Survey development was based on a thorough review of four decades of concept-

ual and empirical literature from industrial relations, organizational behavior, industrial psychology and hospitality literature. Existing empirical studies were carefully examined for the purpose of identifying survey measures relevant to the areas of inquiry connected with the research project. The grant investigators were unable to identify established measures suitable to the fulfillment of the study's purpose.

The following difficulties were encountered by the researchers in the identification of appropriate measurement scales:

1. Empirical research investigating job seeker perceptions of the recruitment process and the importance of different work-related outcomes in an organization choice context was found to be limited.
2. Research in this area generally was exploratory in nature and therefore was lacking in established measures.
3. By and large measures assessing individual's perceptions of job and organizational attributes were ordinal (i.e., designed to collect rank-ordered data), and therefore limited the nature of the data obtained from such measures.

While the researchers thought that it would be valuable to know how respondents rank-ordered their preferences for different work-related attributes, such information by itself was thought to be insufficient. It was determined that interval scales yielding information

about the strength of respondents preferences for different work-related attributes would also be needed. Again, it was difficult to find established interval scales in the literature which were appropriate for the purposes of the study. As a result, items included in the survey instrument originated from the literature but were revised by the investigators to accommodate the study's purposes.

Pilot Testing the Survey Instrument

The survey was pre-tested on a sample of fifty graduating hospitality students enrolled in an accredited four year baccalaureate hotel-restaurant program at a major university. These graduating hospitality students were thought to be representative of the intended sample population. The survey was pretested in order to further check instrument content and the clarity of survey items.

After the pre-test, comments were elicited from the pilot sample as to the content (e.g., to provide feedback about items presently included in the survey and about potential item omissions) and the clarity of items included in the survey instrument. These post survey administration comments were used to reduce item ambiguity and to make other modifications to the survey instrument where necessary. The utilization of experts in measurement development has been recognized as one means of demonstrat-

ing that a survey instrument has been constructed in a "sensible" manner (Nunnally, 1978). Therefore, as an additional check on the content validity of the survey (e.g., especially with regard to items related to the hotel-restaurant industry) two other hotel-restaurant professors were asked to examine the survey instrument to assess item content and clarity.

Nunnally (1978, p. 592) argues that content validity is the major issue where the researcher is concerned with primarily investigating "verbalized attitudes for their own sake" (i.e., the relationship between expressed attitudes about some other object). An individual indicating that job content is an extremely important factor in his decision to accept a particular job offer, is an example of an expressed or verbalized attitude. Content validity has been defined as, "the representativeness or sampling adequacy of the content, the substance, the matter, the topics of a measuring instrument" (Kerlinger, 1973). The proper specification of content domain and adherence to sensible, well thought-out and systematic methods of instrument development is evidence of content validity (Nunnally, 1978). In this study, evidence of content validity includes:

1. The development of a survey instrument based on a thorough review of the conceptual and empirical literature.

2. Pilot testing of the survey instrument for content assessment and item clarity.
3. The additional scrutiny of the survey instrument for content assessment and item clarity by other professionals with expertise in the field.

Self-Report Attitudinal Data

As the investigation of job seeker perceptions of work-related attributes (i.e., a cognitive process) requires the use of self-report attitudinal data, difficulties associated with the use of attitudinal data and justification for the use of self-reported measures will be acknowledged here. According to Nunnally (1978) there are a number of difficulties associated with the use of self-report attitudinal data. They include: 1) self-report attitudinal measures being limited to what individuals know of themselves (i.e., self-awareness of their attitudes), 2) reticence to disclose information about their attitudes to researchers and, 3) the tendency for self-reported attitudes to have low correlations with actual behavior related to those self-reported attitudes.

While these limitations associated with self-reported attitudinal data do exist, "This does not necessarily mean, however, that verbalized attitudes are invalid" (Nunnally, 1978, p. 592). Nunnally (1978, p. 592) concludes, ". . . one has the right to be directly interested in verbalized attitudes, without claiming they have a high degree of

correspondence with other attitude-related forms of behavior."

RESEARCH MEASURES

The complete survey instrument was designed to collect information in order to satisfy both dissertation and funded research grant requirements. In general, the complete survey instrument was designed to collect: 1) demographic data, 2) information about the respondents job search activities and, 3) information about respondent preference for different work-related attributes. The complete survey instrument is available for review and may be found in Appendix A. Only those survey instrument items relevant to addressing the research questions and hypotheses proposed in the dissertation will be discussed in this section.

Gender and amount of previous work experience are the two independent variables used for analysis in the dissertation study. Information about GENDER was obtained by asking respondents to place a check mark in the parentheses next to male or female adjacent to the item labeled gender. Information about the AMOUNT OF PREVIOUS WORK EXPERIENCE held by job seekers was obtained by asking respondents to fill in a blank space labeled years adjacent to the phrase, "Indicate your total years work experience".

The dependent variable used for analysis in this dissertation study is job seeker perceptions of work-related attributes. Information about JOB SEEKER PERCEPTIONS OF WORK-RELATED ATTRIBUTES was obtained through the use of twenty-seven Likert type items. Respondents were asked to evaluate the importance of twenty-seven work-related attributes. These twenty-seven work-related items were: 1) company size, 2) job title, 3) degree of control over your own work, 4) starting salary, 5) company reputation/prestige, 6) job content/expected tasks and duties, 7) degree of participation in decision-making, 8) salary range, 9) spouse/partner career considerations, 10) advancement/growth opportunities, 11) nature of supervisory responsibilities, 12) medical insurance, 13) company profitability, 14) job security, 15) the nature/number of coworkers, 16) vacation time/holidays, 17) organizational climate, 18) performance appraisal/promotion standards, 19) nature/number of subordinates, 20) pension plans, 21) geographic location, 22) disciplinary/grievance procedures, 23) nature/characteristics of supervisor, 24) lodging/meal discounts, 25) relocation requirements, 26) training programs/educational subsidies and, 27) requirements to work at specific times. The respondents were asked to rate each of these twenty-seven work-related attributes as either of no importance, or of minor importance, or of fair

importance, or as highly important or as extremely important, as a factor in their decision to accept a particular job offer.

The survey items used to obtain information about gender and amount of previous work experience, and perceptions of work-related attributes are graphically summarized in Figure 4. Information regarding the coding of these variables has also been provided in Figure 4.

SURVEY INSTRUMENT ADMINISTRATION

Packets of survey instruments were sent to the directors of each of the eleven hotel-restaurants programs included in the sample. The directors of these programs distributed these packets to hotel-restaurant professors in their departments with classes attended by graduating seniors and/or masters level hotel restaurant students. Instruction sheets were included in each packet of survey instruments for the purpose of standardizing survey instrument administration.

Each professor was given the following set of instructions and requested to:

1. Administer the survey to graduating hotel-restaurant seniors and/or masters level hotel restaurant students.

VARIABLES

Gender

Amount of
Previous
Work ExperiencePerceptions of
Work-Related
AttributesSURVEY ITEMSGender: _____
Coded: as a discrete variableIndicate your total years work
experience. _____ years
Coded: as a continuous variableThe item was worded and formatted
as follows:

In an ideal world where you could have any entry level managerial position in the hospitality industry, how important are the following factors in your decision to accept a particular job offer?

Please circle the appropriate answer in the columns to the right of each item.

Respondents could indicate whether an item was of:

NI = is of NO IMPORTANCE in my decision

MI = is of MINOR IMPORTANCE in my decision

FI = is a FAIRLY IMPORTANT factor in my decision

HI = is an HIGHLY IMPORTANT factor in my decision

EI = is an EXTREMELY IMPORTANT factor in my decision

Figure 4

Survey Items

VARIABLESSURVEY ITEMS

Perceptions of
W-R Attributes

Respondents were asked to evaluate
the importance of these factors:

In an ideal world where
you could have any
entry level managerial
position in the hospi-
tality industry, how
important are the
following factors in
your decision to accept
a particular job offer?

- 1) company size
- 2) job title
- 3) degree of control over your
own work
- 4) starting salary
- 5) company reputation/prestige
- 6) job content/expected tasks
and duties
- 7) degree of participation in
decision-making
- 8) salary range
- 9) spouse/partner career con-
siderations
- 10) advancement/growth opport-
unities
- 11) nature of supervisory respons-
ibilities
- 12) medical insurance
- 13) company profitability
- 14) job security
- 15) the nature/number of co-
workers
- 16) vacation time/holidays
- 17) organizational climate
- 18) performance appraisal/promo-
tion standards
- 19) nature/number of subordinates
- 20) pension plans
- 21) geographic location
- 22) disciplinary/grievance
procedures
- 23) nature/characteristics of
supervisor
- 24) lodging/meal discounts
- 25) relocation requirements
- 26) training programs/educational
subsidies
- 27) requirements to work at
specific times

Coded: as a discrete variable

Figure 4 (continued)

Survey Items

2. Allow respondents forty-five minutes to complete the survey instrument.
3. Read the instructions printed on the top of each survey instrument (i.e., these instructions detailed the purpose of the study and how to fill out the survey) to the respondents prior to survey administration.
4. Not interpret or make any comments about survey items to respondents before or during survey administration.
5. Collect the survey instruments upon completion.
6. Mail the completed surveys back to the researchers promptly, using the pre-addressed postage paid return envelopes.

A total of 1000 surveys were sent out and 700 were returned, yielding a response rate of 70.0%. Out of the 700 surveys returned, 694 of those surveys were useable.

SUMMARY

Chapter III provided a detailed discussion of research methodology. Contents of this chapter included: 1) research questions, 2) hypotheses, 3) statistical analyses, 4) research site, 5) survey instrument measures, 6) survey instrument scoring, and 7) survey instrument administration. Chapter IV will report and discuss the results with respect to the hypotheses proposed in Chapter III.

CHAPTER IV

RESULTS

INTRODUCTION

The dissertation model proposes that individual differences such as work experience and gender, influence the importance of growth, relatedness, and existence needs. The salience of such needs are manifested in the importance job seekers place on different work-related attributes. Hypotheses related to investigating different aspects of the dissertation model were proposed in Chapter III. This chapter will report and discuss the findings associated with testing these hypotheses.

DESCRIPTIVE STATISTICS

A summary of descriptive statistics pertaining to work experience, gender, and job seeker perceptions of work-related attributes are reported in this section. The independent variables analyzed in this study were work experience (i.e., measured in years) and gender. The dependent variable used for analysis in this dissertation study was job seeker perceptions of work-related attributes. Information was obtained through the use of twenty-seven Likert type items. Respondents were asked to rate each of twenty-seven work-related attributes: 1) as

of no importance, 2) of minor importance, 3) of fair importance, 4) as highly important, or 5) as extremely important, as a factor in their decision to accept a particular job offer. These factors were coded as: 1 = No Importance; 2 = Minor Importance; 3 = Fairly Important; 4 = Highly Important; and 5 = Extremely Important.

Table 1 provides a graphic summary of descriptive statistics (i.e., frequencies, percentages, means, standard deviations, minimum values, and maximum values) related to respondent gender and the amount of previous work experience. Table 2 provides a graphic summary of descriptive statistics (i.e., frequencies, percentages, sample numbers, means, and standard deviations) of respondent responses to the twenty-seven work-related attribute preference items.

THE A PRIORI DISSERTATION MODEL

The placement of work-related attributes within each of three need dimensions was proposed a priori. Empirical analysis was conducted to determine whether the placement of work-related attributes within each dimension would emerge as predicted. Hypotheses H1 stated:

H1: Growth, relatedness, and existence are three identifiable and independent need dimensions which underlie job seeker evaluation of work-related attributes.

TABLE 1

DESCRIPTIVE STATISTICS
(Gender and Work Experience)

VARIABLES	FREQ	PER	MEAN	SD	MIN	MAX
Gender						
Male	339	48.8				
Female	355	51.2				
Work Experience						
			6.0	3.3	0.0	22.0
Years	0.00	2	0.3			
	1.00	28	4.1			
	2.00	49	7.1			
	3.00	78	11.3			
	4.00	76	11.0			
	5.00	91	13.2			
	6.00	118	17.2			
	7.00	73	10.6			
	8.00	63	9.2			
	9.00	31	4.5			
	10.00	31	5.5			
	11.00	4	0.6			
	12.00	12	1.7			
	13.00	5	0.7			
	14.00	8	1.2			
	15.00	7	1.0			
	16.00	3	0.4			
	17.00	1	0.1			
	18.00	3	0.4			
	20.00	1	0.1			
	21.00	2	0.3			
	22.00	2	0.3			

TABLE 2

DESCRIPTIVE STATISTICS
(Work-Related Attributes)

W-R ATTRIBUTES	FREQ	PER	N	MEAN	SD
Company Size			693	3.1	0.89
*1 = NI	33	10.0			
2 = MI	119	68.3			
3 = FI	333	13.6			
4 = HI	175	6.6			
5 = EI	33	1.6			
Job Title			694	3.9	0.94
1 = NI	28	4.0			
2 = MI	155	22.3			
3 = FI	277	39.9			
4 = HI	193	27.8			
5 = EI	41	5.9			
Control Over Work			694	3.9	0.75
1 = NI	3	0.4			
2 = MI	20	2.9			
3 = FI	169	24.4			
4 = HI	378	54.5			
5 = EI	124	17.9			
Starting Salary			694	3.6	0.84
1 = NI	5	0.7			
2 = MI	54	7.8			
3 = FI	268	38.6			
4 = HI	279	40.2			
5 = EI	88	12.7			
Company Reputation			694	3.8	0.86
1 = NI	9	1.3			
2 = MI	32	4.6			
3 = FI	196	28.2			
4 = HI	316	46.0			
5 = EI	138	19.9			

*1 = No Importance
 2 = Minor Importance
 3 = Fairly Important
 4 = Highly Important
 5 = Extremely Important

TABLE 2 (Continued)
 DESCRIPTIVE STATISTICS
 (Work-Related Attributes)

W-R ATTRIBUTES	FREQ	PER	N	MEAN	SD
Job Content			692	4.0	0.72
*1 = NI	2	0.3			
2 = MI	15	2.2			
3 = FI	111	16.0			
4 = HI	395	57.1			
5 = EI	169	24.4			
Participation			692	3.9	0.73
1 = NI	2	0.3			
2 = MI	15	2.2			
3 = FI	174	25.1			
4 = HI	378	54.6			
5 = EI	123	17.8			
Salary Range			693	3.7	0.83
1 = NI	8	1.2			
2 = MI	35	5.1			
3 = FI	208	30.0			
4 = HI	332	47.8			
5 = EI	111	16.0			
Spouse/Partner			694	3.0	1.30
1 = NI	115	16.6			
2 = MI	127	18.3			
3 = FI	167	24.1			
4 = HI	186	26.8			
5 = EI	99	14.3			
Advancement			694	4.5	0.77
1 = NI	9	1.3			
2 = MI	6	0.9			
3 = FI	45	6.5			
4 = HI	232	33.4			
5 = EI	402	57.9			

*1 = No Importance
 2 = Minor Importance
 3 = Fairly Important
 4 = Highly Important
 5 = Extremely Important

TABLE 2 (Continued)
 DESCRIPTIVE STATISTICS
 (Work-Related Attributes)

W-R ATTRIBUTES	FREQ	PER	N	MEAN	SD
Supervisory Resp			694	3.9	0.71
*1 = NI	2	0.3			
2 = MI	12	1.7			
3 = FI	157	22.6			
4 = HI	392	56.5			
5 = EI	131	18.9			
Medical Insurance			694	3.6	0.91
1 = NI	7	1.0			
2 = MI	71	10.2			
3 = FI	244	35.2			
4 = HI	265	38.2			
5 = EI	107	15.4			
Co Profitability			694	3.7	0.83
1 = NI	9	1.3			
2 = MI	29	4.2			
3 = FI	214	30.8			
4 = HI	329	47.4			
5 = EI	113	16.3			
Job Security			694	4.0	0.88
1 = NI	8	1.2			
2 = MI	32	4.6			
3 = FI	126	18.2			
4 = HI	318	45.8			
5 = EI	210	30.3			
Nature Coworkers			694	3.2	0.90
1 = NI	18	2.6			
2 = MI	109	15.7			
3 = FI	306	44.1			
4 = HI	208	30.0			
5 = EI	53	7.6			

*1 = No Importance
 2 = Minor Importance
 3 = Fairly Important
 4 = Highly Important
 5 = Extremely Important

TABLE 2 (Continued)
 DESCRIPTIVE STATISTICS
 (Work-Related Attributes)

W-R ATTRIBUTES	FREQ	PER	N	MEAN	SD
Vacation/Holidays			694	3.3	0.88
*1 = NI	15	2.2			
2 = MI	80	11.5			
3 = FI	311	44.8			
4 = HI	222	32.0			
5 = EI	66	9.5			
Org Climate			693	3.8	0.83
1 = NI	6	0.9			
2 = MI	33	4.8			
3 = FI	189	27.3			
4 = HI	333	48.1			
5 = EI	132	19.0			
Perform Appraisal			694	3.8	0.82
1 = NI	6	0.9			
2 = MI	29	4.2			
3 = FI	186	26.8			
4 = HI	342	49.3			
5 = EI	131	18.9			
Nature Subordinates			694	3.1	0.83
1 = NI	17	2.4			
2 = MI	127	18.3			
3 = FI	339	48.8			
4 = HI	184	26.5			
5 = EI	27	3.9			
Pension Plans			694	3.2	0.97
1 = NI	22	3.2			
2 = MI	128	18.4			
3 = FI	283	40.8			
4 = HI	189	27.2			
5 = EI	72	10.4			

*1 = No Importance
 2 = Minor Importance
 3 = Fairly Important
 4 = Highly Important
 5 = Extremely Important

TABLE 2 (Continued)

DESCRIPTIVE STATISTICS
(Work-Related Attributes)

W-R ATTRIBUTES	FREQ	PER	N	MEAN	SD
Geographic Location			694	3.6	1.07
*1 = NI	27	3.9			
2 = MI	76	11.0			
3 = FI	221	31.8			
4 = HI	217	31.3			
5 = EI	153	22.0			
Discipline/Grievance			694	3.2	0.89
1 = NI	17	2.4			
2 = MI	129	18.6			
3 = FI	294	42.4			
4 = HI	213	30.7			
5 = EI	41	5.9			
Nature Supervisor			694	3.7	0.88
1 = NI	16	2.3			
2 = MI	39	5.6			
3 = FI	295	29.5			
4 = HI	326	47.0			
5 = EI	108	15.6			
Lodging/Meal			694	2.7	0.97
1 = NI	70	10.1			
2 = MI	229	33.0			
3 = FI	259	37.3			
4 = HI	112	16.1			
5 = EI	24	3.5			

- *1 = No Importance
 2 = Minor Importance
 3 = Fairly Important
 4 = Highly Important
 5 = Extremely Important

TABLE 2 (Continued)
 DESCRIPTIVE STATISTICS
 (Work-Related Attributes)

W-R ATTRIBUTES	FREQ	PER	N	MEAN	SD
Relocation Require			694	3.5	1.00
*1 = NI	26	3.7			
2 = MI	77	11.1			
3 = FI	254	36.6			
4 = HI	226	32.6			
5 = EI	111	16.0			
Training Programs			693	3.8	0.96
1 = NI	11	1.6			
2 = MI	52	7.5			
3 = FI	176	25.4			
4 = HI	278	40.1			
5 = EI	176	25.4			
Work Requirements			694	3.2	0.94
1 = NI	32	4.6			
2 = MI	85	12.2			
3 = FI	317	45.7			
4 = HI	199	28.7			
5 = EI	61	8.8			

*1 = No Importance
 2 = Minor Importance
 3 = Fairly Important
 4 = Highly Important
 5 = Extremely Important

Dimension I (Growth) is comprised of six work-related attributes:

- 1) control over own work
- 2) job content
- 3) participation in decision-making
- 4) advancement opportunities
- 5) nature of supervisory responsibilities
- 6) company reputation

Dimension II (Relatedness) is comprised of six work-related attributes:

- 1) nature/characteristics of supervisor
- 2) nature/number of coworkers
- 3) nature/number of subordinates
- 4) spouse/partner considerations
- 5) company size
- 6) organizational climate

Dimension III (Existence) is comprised of fifteen work-related attributes:

- 1) job title
- 2) starting salary
- 3) salary range
- 4) medical insurance
- 5) job security
- 6) vacation time/holidays
- 7) performance and promotion standards
- 8) pension plans
- 9) discipline and grievance procedures
- 10) lodging/meal discounts
- 11) training programs and educational subsidies
- 12) requirements to work at specific times
- 13) relocation requirements
- 14) company profitability
- 15) geographic location

Principal component factor analysis with VARIMAX rotation was used to test hypothesis H1. The factor analytic procedure was terminated when three factors were extracted. The interpretation of factor loadings was made

in adherence to the decision rules stipulated in Chapter III. Any item (e.g., work-related attribute) with a factor loading of plus or minus .30 or greater was considered to be significant. If an item had a significant factor loading for more than one dimension, and one factor loading was equal to or greater than one-half the value of the magnitude of the highest factor loading, then the item was assigned to both factors on which it had loaded. It was stipulated that hypothesis H1 would be considered supported when two-thirds or eighteen out of the twenty-seven work-related attributes had significant loadings within each of the three need dimensions as predicted.

Hypothesis H1 was not supported. The three identifiable and independent need dimensions (i.e., growth, relatedness, and existence) hypothesized as underlying job seeker evaluation of work-related attributes did not emerge from the factor analysis. Factor loadings for all twenty-seven work-related attributes are summarized in Table 3. A comparison between the proposed work-related attribute classification and the emergent factor loadings is presented in Table 4. The results of the principal components factor analysis using VARIMAX rotation with three factors stipulated are discussed below.

TABLE 3

Factor Loadings
Principal Components Factor Analysis - Varimax Rotation
(N Factors = 3)

ITEM NAME	FACTORS	1	2	3
Pension Plans		<u>0.670</u>	0.137	<u>0.595</u>
Vacation/Holiday Time		<u>0.633</u>	0.114	0.242
Requirements to Work		<u>0.605</u>	0.043	0.256
Disciplinary/Grievance		<u>0.595</u>	0.248	-0.027
Lodging/Meal Discounts		<u>0.589</u>	-0.028	0.103
Relocation Requirements		<u>0.567</u>	0.117	0.117
Medical Insurance		<u>0.559</u>	<u>0.357</u>	0.005
Nature of Subordinates		<u>0.530</u>	0.163	0.201
Nature of Coworkers		<u>0.520</u>	0.203	0.098
Geographic Location		<u>0.435</u>	0.101	0.235
Supervisor Responsibility		0.172	<u>0.665</u>	0.157
Advancement Opportunities		-0.038	<u>0.660</u>	0.195
Participation Decisions		-0.025	<u>0.620</u>	0.291
Job Content		-0.014	<u>0.587</u>	0.214
Performance Standards		<u>0.306</u>	<u>0.548</u>	0.053
Organizational Climate		<u>0.372</u>	<u>0.521</u>	-0.032
Job Security		<u>0.329</u>	<u>0.480</u>	0.108
Nature of Supervisor		<u>0.373</u>	<u>0.465</u>	-0.034
Company Profitability		<u>0.428</u>	<u>0.463</u>	0.078
Training Programs		<u>0.390</u>	<u>0.461</u>	-0.099
Spouse/Partner		<u>0.401</u>	-0.033	0.186
Job Title		0.164	0.031	<u>0.656</u>
Starting Salary		0.252	0.063	<u>0.644</u>
Salary Range		0.256	0.206	<u>0.551</u>
Company Size		0.091	0.075	<u>0.504</u>
Company Reputation		0.066	<u>0.338</u>	<u>0.498</u>
Control Over Own Work		0.034	<u>0.400</u>	<u>0.417</u>
PERCENTAGE OF VARIANCE EXPLAINED BY EACH FACTOR				
		4.470	3.715	2.343

TABLE 4

Classification Comparison

EMERGENT FACTORS

PROPOSED A PRIORI	FACTOR 1	FACTOR 2	FACTOR 3
DIMENSION I (Growth)			
(1) Control Over Work	0.034	* <u>0.400</u>	<u>0.417</u>
(2) Job Content	-0.014	<u>0.587</u>	0.214
(3) Participation	-0.025	<u>0.620</u>	0.291
(4) Advancement	-0.038	<u>0.660</u>	0.195
(5) Supervisory Respons	0.172	<u>0.665</u>	0.157
(6) Company Reputation	0.066	<u>0.338</u>	<u>0.498</u>
DIMENSION II (Relatedness)			
1) Nature of Supervisor	<u>0.373</u>	<u>0.465</u>	-0.034
2) Nature of Coworkers	<u>0.520</u>	0.203	0.098
3) Nature Subordinates	<u>0.530</u>	0.163	0.201
4) Spouse/Partner	<u>0.401</u>	-0.033	0.186
5) Company Size	0.091	0.075	<u>0.504</u>
6) Organizational Climate	<u>0.372</u>	<u>0.521</u>	-0.032
DIMENSION III (Existence)			
1) Job Title	0.164	0.031	<u>0.656</u>
2) Starting Salary	0.252	0.063	<u>0.644</u>
3) Salary Range	0.256	0.206	<u>0.551</u>
4) Medical Insurance	<u>0.559</u>	<u>0.357</u>	0.005
5) Job Security	<u>0.329</u>	<u>0.480</u>	0.108
6) Vacation/Holiday Time	<u>0.633</u>	0.114	0.242
7) Performance Standards	<u>0.306</u>	<u>0.548</u>	0.053
8) Pension Plans	<u>0.670</u>	0.137	<u>0.595</u>
9) Disciplinary/Grievance	<u>0.595</u>	0.248	-0.027
10) Lodging/Meal Discounts	<u>0.589</u>	-0.028	0.103
11) Training Programs	<u>0.390</u>	<u>0.461</u>	-0.099
12) Requirements To Work	<u>0.605</u>	0.043	0.256
13) Relocation Requirements	<u>0.567</u>	0.117	0.117
14) Company Profitability	<u>0.428</u>	<u>0.463</u>	0.078
15) Geographic Location	<u>0.435</u>	0.101	0.235

*Underscored Values are Significant Loadings

All six Dimension I (Growth) work-related attributes (i.e., control over own work, job content, participation, advancement opportunities, supervisory responsibility, and company reputation) loaded on Factor 2. While, all work-related attributes included in the a priori need dimension did load together on the same factor, this solution did not result in a simple factor structure (i.e., variables or items significantly loaded exclusively to one dimension).

Dimension I (Growth) contains two work-related attributes (i.e., control over work and company reputation) which also loaded on Factor 3. In addition, other items (i.e., control over own work, company reputation, nature of supervisor, organizational climate, medical insurance, job security, performance/promotion standards, training programs, and company profitability) which are not supposed to be associated with a Growth Dimension also loaded on this factor.

Dimension I (Growth) is an example of a complex factor. Complex factors are dimensions or structures which contain items that also have significant loadings on other dimensions (Gorsuch, 1983; Nunnally, 1978). In his discussion of factor structures, Nunnally (1978, p. 378) states,

"Although most factorists today talk about "rotating to a simple structure", (i.e., so that each variable loads on one and only one factor) no one can say for sure what constitutes simple structure . . . Rather than talk about simple structure, perhaps it would be better to talk about simpler structures . . . To the extent to which one can specify the characteristics of simple structure, there is no reason why nature must be displayed in this precise form, particularly when one is performing exploratory analysis."

While, the simple structure is considered to be the "ideal" factor solution, generally what the researcher seeks is a rotation where there are some relatively pure variables for each factor (Nunnally, 1978, p. 378). Dimension I (Growth) is illustrative of the less than "ideal" simple factor solution. It contains items which are relatively pure to this factor (e.g., job content, participation, advancement, and supervisory responsibilities) and complex items which have significant loadings to other factors (e.g., control over own work, company reputation, nature of supervisor, organizational climate, medical insurance, job security, performance-/promotion standards, training programs/educational subsidies, and company profitability).

Dimension II (Relatedness) and Dimension III (Existence) work-related attributes did not emerge as two identifiable and independent dimensions, but rather loaded on Factor 1 as one composite dimension. Five out of six Dimension II (Relatedness) work-attributes (i.e., nature of

supervisor, nature/number of coworkers, and nature/number of subordinates, spouse/partner considerations, organizational climate) loaded on Factor 1, along with twelve out of fifteen Dimension III (Existence) work-related attributes (i.e., medical insurance, job security, vacation time/holidays, performance/promotion standards, pension plans, discipline/grievance procedures, lodging/meal discounts, training programs/educational subsidies, requirements to work at specific times, relocation requirements, company profitability, and geographic location). Factor 1 did not result in a simple factor solution, as two Dimension II (Relatedness) work-related attributes (i.e., nature of supervisor and organizational climate) loaded on both Factors 1 and 2. Similarly, five Dimension III (Existence) work-related attributes (i.e., medical insurance, job security, performance/promotion standards, training programs/educational subsidies, and company profitability) loaded on both Factors 1 and 2. Company size, the one remaining Dimension II (Relatedness) work-related attributes loaded on Factor 3. The four remaining Dimension III (Existence) work-related attributes (e.g., job title, starting salary, salary range, and pension plans) loaded on Factor 3.

This discussion of results indicates that hypothesis H1 was not supported. The three identifiable and inde-

pendent need dimensions (i.e., growth, relatedness, and existence) hypothesized as underlying job seeker evaluation of work-related attributes did not emerge from the factor analysis. Dimension I (Growth), Dimension II (Relatedness), and Dimension III (Existence) all contained items with significant loadings on more than one factor. In addition, items not hypothesized to load on each of these dimensions, did so as well. Interpretation of Dimension I (Growth), Dimension II (Relatedness), and Dimension III (Existence) was problematic as these emergent dimensions were poorly defined.

In general, there are a number of problems attendant to factor interpretation. Gorsuch (1983, p. 206) comments on factor loading interpretation difficulties:

"In any given investigation, factors may occur that present problems for interpretation. Such problems arise when the variables are not sufficiently understood, when the factor includes such a wide range of variables that they cannot be readily integrated, or when the factor is poorly defined. Poorly defined factors are generally those that do not have several salient loadings by variables that load only on the factor up for interpretation. Without a unique set of variables loading on the factor, there is no real basis for interpreting the factor."

Gorsuch's position on factor interpretation reflects a rigid adherence to the simple factor structure, and clearly points out the difficulties present with factor interpretation when dimensions contain many items with multiple

significant loadings.

In contrast, Nunnally (1978) suggests that a complex factor structure in and of itself is not an overwhelming obstacle to factor interpretation. Even though, the simple structure is considered to be the "ideal" factor solution, it is still possible to reasonably interpret dimensions with a number of relatively pure variables for each factor (Nunnally, 1978). Unfortunately in this case, the three emergent dimensions (e.g., growth, relatedness, and existence) had so many items with multiple significant loadings, these complex loadings rendered these dimensions uninterpretable.

A FURTHER INVESTIGATION OF ATTRIBUTE DIMENSIONS

Methodology

It was hypothesized that there were three identifiable and independent need dimensions (i.e., growth, relatedness, and existence) which underlie job seeker evaluation of work-related attributes. The three need dimension model was not supported. A post hoc analysis was run to determine what factor structure emerges when the work-related attributes are not forced into a three need dimension model.

Principal component factor analysis with VARIMAX rotation was used to conduct this post hoc analysis. This

method will be utilized for reasons which have been formerly cited in Chapter III (i.e., when factor analysis was used for testing hypothesis H1). The latent root or eigenvalue criterion will be used for determining the number of factors to be extracted. All factors with an eigenvalue of one or greater will be considered significant. The rationale for the eigenvalue criterion is that any individual factor should account for at least the variance of a single variable if it is to be retained for interpretation (Hair, Anderson, Tatham & Grablowky, 1984; Harman, 1976; Nunnally, 1978). Furthermore, the eigenvalue criterion has been found to be most reliable when the number of variables is between twenty and fifty (i.e., twenty-seven variables will be used in the post hoc factor analysis). When there are twenty or less variables, a conservative number of factors tend to be extracted, while it is not uncommon for too many factors to be extracted when fifty or more variables are included in the analysis (Hair, Anderson, Tatham & Grablowky, 1984).

Based on a discussion of factor loading interpretation by Hair, Anderson, Tatham, and Grablowky (1984), decision rules were developed for the interpretation of factor loadings associated with testing the a priori dissertation model. The same decisions rules will be used for the interpretation of post hoc factor analysis loadings, except

the level at which an item will be considered to have a significant loading will be changed from plus or minus .30 to plus or minus .40. This modification has been made in order to obtain clearer and more interpretable work-related attribute dimensions. These decisions rules will be used for the interpretation of factor loadings:

Rule 1: If an item has a factor loading of less than plus or minus .40 on a dimension(s), that item will be considered as non-significant or "non-loading" and will be eliminated from assignment to that dimension(s).

Rule 2: If an item has a significant factor loading for one dimension only, the item will be assigned to that dimension.

Rule 3: If an item has significant factor loadings for more than one dimension, and one factor loading is less than one-half the value of the magnitude of the highest factor loading, then the item with the highest factor loading will be assigned to that dimension.

For Example: If an item has a .82 factor loading for Factor A and a .40 factor loading for Factor B, then the item will be assigned to Factor A.

Rule 4: If an item has significant factor loadings for more than one dimension, and one factor loading is equal to or greater than one-half the value of the magnitude of the other factor loading, then the item will be assigned to both factors on which it has loaded.

For Example: If an item has a .82 factor loading for Factor A and a .42 factor loading for Factor B, then the item will be assigned to Factors A and B.

Results

Principal component factor analysis with VARIMAX rotation was used to investigate emergent dimensions. All factors with an eigenvalue of one or greater were considered significant. The interpretation of factor loadings were made in adherence to stated decision rules. Seven identifiable and independent need dimensions underlying job seeker evaluation of work-related attributes emerged from the factor analysis. The results of the factor analysis will be discussed below. Factor loadings for all twenty-seven work-related attributes are summarized in Table 5. The seven emergent work-related attribute dimensions/factors with their corresponding items and factor loadings are summarized in Table 6.

Factor 1: The work-related attributes of company profitability, job security, medical insurance, pension plans, and vacation time/holidays had significant loadings on Factor 1. The items pension plans and vacation time/holidays also loaded on Factor 3. The application of Rule 4 resulted in these items being assigned to both Factors 1 and 3. Factor 1 has been labeled Dimension I (Security), as this factor contains work-related attributes related to both employment security (i.e., job security, company profitability, and vacation/holiday time) and personal security (i.e., medical insurance and pension

TABLE 5
 Factor Loadings for Factors 1-4
 (Principal Component Factor Analysis - Varimax Rotation)

ITEM NAME	FACTORS			
	1	2	3	4
Company Profitability	<u>0.682</u>	0.166	0.148	0.180
Job Security	<u>0.631</u>	0.233	-0.018	0.159
Medical Insurance	<u>0.629</u>	0.246	0.317	0.039
Pension Plans	<u>0.548</u>	0.177	<u>0.463</u>	0.139
Vacation/Holiday Time	<u>0.420</u>	0.022	<u>0.481</u>	0.038
Training Programs	0.209	<u>0.630</u>	0.099	0.082
Nature of Supervisor	0.133	<u>0.609</u>	0.137	0.179
Disciplinary/Grievance	0.163	<u>0.568</u>	<u>0.447</u>	-0.013
Advancement Opportunities	0.276	<u>0.495</u>	-0.313	0.335
Performance Standards	0.359	<u>0.484</u>	0.055	0.219
Nature of Coworkers	0.203	0.016	<u>0.689</u>	0.275
Nature of Subordinates	0.071	0.126	<u>0.673</u>	0.222
Lodging/Meal Discounts	0.070	0.310	<u>0.488</u>	-0.197
Job Content	0.167	-0.019	0.044	<u>0.754</u>
Participation	0.068	0.173	0.084	<u>0.718</u>
Supervisory Responsibility	0.208	<u>0.402</u>	0.132	<u>0.530</u>
Control Over Own Work	-0.203	0.313	0.160	<u>0.485</u>
Organizational Climate	0.341	0.273	0.262	<u>0.485</u>
Requirements to Relocate	0.114	0.293	0.078	0.003
Geographic Location	0.131	0.058	0.062	0.131
Requirements to Work	0.056	0.276	0.298	-0.374
Spouse/Partner	0.053	-0.036	0.158	0.082
Starting Salary	0.226	-0.041	0.070	0.066
Salary Range	0.297	0.076	0.048	0.130
Company Size	0.021	0.103	0.125	-0.016
Company Reputation	0.377	-0.037	-0.074	0.257
Job Title	-0.117	0.095	0.245	0.076
PERCENTAGE OF VARIANCE EXPLAINED BY EACH FACTOR				
	2.646	2.416	2.397	2.309
EIGENVALUES				
	6.935	1.998	1.595	1.324

TABLE 5 (Continued)
 Factor Loadings for Factors 5-7
 (Principal Components Factor Analysis - Varimax Rotation)

ITEM NAME	FACTORS		
	5	6	7
Company Profitability	0.114	0.070	0.077
Job Security	0.113	0.143	0.078
Medical Insurance	0.053	0.154	-0.057
Pension Plans	0.092	0.216	-0.028
Training Programs	0.192	-0.160	0.154
Nature of Supervisor	0.162	0.086	-0.060
Disciplinary/Grievance	0.099	0.141	-0.053
Advancement Opportunities	-0.004	0.136	0.255
Performance Standards	0.078	0.062	0.110
Nature of Coworkers	0.112	-0.055	0.072
Nature of Subordinates	0.148	0.074	0.121
Lodging/Meal Discounts	0.195	0.111	0.131
Vacation/Holiday Time	0.277	0.225	0.071
Job Content	0.170	-0.043	0.084
Participation	-0.015	0.250	-0.008
Supervisory Responsibility	0.022	0.085	0.107
Control Over Own Work	-0.004	<u>0.443</u>	0.066
Organizational Climate	0.184	-0.160	0.049
Requirements to Relocate	<u>0.765</u>	-0.013	0.082
Geographic Location	<u>0.711</u>	0.029	0.122
Requirements to Work	<u>0.563</u>	0.189	0.126
Spouse/Partner	<u>0.552</u>	0.209	-0.149
Starting Salary	0.118	<u>0.719</u>	0.162
Salary Range	0.127	<u>0.695</u>	0.083
Company Size	0.016	0.026	<u>0.811</u>
Company Reputation	0.127	0.112	<u>0.588</u>
Job Title	0.072	0.394	<u>0.566</u>
PERCENTAGE OF VARIANCE EXPLAINED BY EACH FACTOR			
	2.114	1.784	1.607
EIGENVALUES			
	1.247	1.165	1.009

TABLE 6

Factor Loadings
(Seven Work-Related Attribute Dimensions)

DIM/FACTOR	ITEM NAME	LOADING
Dimension I Security	1) Company Profitability	0.682
	2) Job Security	0.631
	3) Medical Insurance	0.629
	4) Pension Plans	0.548
	5) Vacation/Holidays	0.420
Dimension II Support	1) Training Programs	0.630
	2) Nature of Supervisor	0.609
	3) Discipline/Grievance	0.568
	4) Advancement	0.495
	5) Perform Standards	0.484
	6) Supervisory Resp	0.402
Dimension III Relatedness	1) Nature of Coworkers	0.689
	2) Nature of Subordinates	0.673
	3) Lodging Meal/Discounts	0.484
	4) Pension Plans	0.463
	5) Vacation/Holidays	0.481
	6) Discipline/Grievance	0.447
Dimension IV Growth	1) Job Content	0.754
	2) Participation	0.718
	3) Supervisory Resp	0.530
	4) Control Over Own Work	0.485
	5) Organizational Climate	0.485
Dimension V Time/Place Constraints	1) Relocation Requirements	0.765
	2) Geographic Location	0.711
	3) Requirements to Work	0.563
	4) Spouse/Partner	0.552
Dimension VI Existence	1) Starting Salary	0.719
	2) Salary Range	0.695
	3) Control Over Own Work	0.443
Dimension VII Prestige	1) Company Size	0.811
	2) Company Reputation	0.588
	3) Job Title	0.566

plans).

Factor 2: The work-related attributes of training programs/ educational subsidies, nature of supervisor, disciplinary/grievance procedures, advancement opportunities, performance/promotion standards, and supervisory responsibility had significant loadings on Factor 2. The item of disciplinary/grievance procedures had significant loadings on Factors 2 and 3. The application of Rule 4 resulted in this item being assigned to Factors 2 and 3. The item of supervisory responsibilities had significant loadings on Factors 2 and 4. The application of Rule 4 resulted in this item being assigned to Factors 2 and 4. Factor 2 has been labeled Dimension II (Support), as this dimension contains items peripheral to the content of the job and related to career support.

Factor 3: The work-related attributes of nature/-number of coworkers, nature of subordinates, lodging meal/-discounts, pension plans, vacation/holiday time, and disciplinary/grievance procedures had significant loadings on Factors 3. The items "pension plans" and "vacation/-holiday time" had significant loadings on Factors 1 and 3. The application of Rule 4 resulted in this item being assigned to both Factors 1 and 3. The item "disciplinary/-grievance procedures" had significant loadings on Factors 2 and 3. The application of Rule 4 resulted in this item

being assigned to both Factors 2 and 3. Two relatedness items (i.e., nature of coworkers and nature of subordinates) and three existence items (i.e., lodging/meal discounts, pension plans, and vacation/holiday time) had significant factor loadings on Factor 3. This split between relatedness and existence items, made it difficult to label this dimension. However, the relatedness items had factor loadings considered to be highly significant, while the existence items had factor loadings only of moderate importance. Nature of coworkers and nature of subordinates were significantly loaded on Factor 3 alone, while disciplinary/grievance procedures, pension plans, and vacation/holiday time also had significant loadings on other factors. Double loadings on factors suggest that respondents may have had differing interpretations of what these items mean, thus the emergent factor structure is not clear across respondents. Nunnally (1978) suggests that it is reasonably possible to interpret a dimension with a number of relatively pure variables (i.e., variables or items with exclusive significant loadings to one dimension). Therefore, Factor 3 was labeled Relatedness because two items loaded highly significantly and exclusively on this factor.

Factor 4: The work-related attributes of job content, participation in decision-making, supervisory responsibil-

ity, control over own work, and organizational climate had significant loadings on Factor 4. The item of supervisory responsibility had significant loadings on Factor 2 and 4. The application of Rule 5 resulted in this item being assigned to Factor 4. Factor 4 has been labeled Growth. Need theory identifies job content, participation in decision-making, supervisory responsibility, and control over own work, as growth associated work-related attributes. Organizational climate is a term which represents the prevailing values, beliefs, and expectations within an organization (Pinder, 1984). Organizational climate was categorized as a relatedness work-related attribute in the a priori model, as organizational climate is influential in setting the tone for social relationships within the organization. However, organizational climate also is influential in thwarting or facilitating individual growth by regulating the degree of employee participation in decision-making, supervisory responsibility, control over own work, and through determining job content. Therefore, organizational climate can be appropriately classified as a growth work-related attribute.

Factor 5: The work-related attributes of relocation requirements, geographic location, requirements to work at specific times, and spouse/partner considerations had significant loadings on Factor 5. Factor 5 has been

labeled Time/Place Constraints, as all of these items are factors which place constraints on when and where an individual can work.

Factor 6: The work-related attributes of starting salary, salary range, and control over own work had significant loadings on Factor 6. Factor 6 has been labeled Existence because need theory identifies starting salary and salary range as existence associated work-related attributes.

Factor 7: The work-related attributes of company size, company reputation, and job title had significant loadings on Factor 7. Factor 7 has been labeled Prestige. Company size, company reputation, and job title are all items associated with employment status or prestige.

Four out of the seven work-related attribute dimensions included some items having significant loadings on more than one factor. The dimensions containing variables with complex factor loadings were:

Dimension I (Security) which contained two out of five items (i.e., pension plans and vacation time/holidays) with significant loadings on Factors 1 and 3.

Dimension II (Support) which contained two out of six items (i.e., disciplinary/grievance procedures, and supervisory responsibilities) with significant loadings on Factors 2 and 3, and Factors 2 and 4, respectively.

Dimension III (Relatedness) which contained three out of six items (i.e., pension plans, vacation/holiday time, and grievance/discipline procedures) with significant loadings on Factors 1 and 3 (pension plans and vacation/holiday time), and with significant loadings on Factors 2 and 3 (grievance/discipline procedures).

Dimension IV (Growth) which contained one out of five items (i.e., supervisory responsibility) with significant loadings on Factors 2 and 4.

Double loadings on factors suggest that respondents may have had differing interpretations of what these items mean. Therefore, the emergent factor structure was not clear across respondents. However, it was still possible to interpret these dimensions in a meaningful manner because each of these four factors contained a large number of single loading items.

The remaining three work-related attribute dimensions [i.e., Dimension V (Time/Place Constraints), Dimension VI (Existence), and Dimension VII (Prestige)] had simple factor structures and conformed to what is considered to be the "ideal" factor solution. That is, all of the items on each of these dimensions had significant loadings exclusive to each of those dimensions. The simple factor structure reflected respondent clarity in the clustering of items on each factor, and presented little difficulty in the interpretation and the labeling of these dimensions. Further examination of these results will take place in the

concluding section of this chapter. Hypotheses proposing a relationship between work experience/gender and each of the seven emergent work-related dimensions, methodology, and findings will be discussed below.

WORK EXPERIENCE

Hypotheses/Methodology

Feldman and Arnold (1978) investigated the relationship between work experience and job seeker perceptions of six work-related attributes. Their findings provide preliminary evidence in support of the conceptual literature which suggests that the amount of previous work experience held by individuals is related to the importance placed on work-related attributes during the employment search process.

The first purpose of this study is to investigate the relationship between work experience and the importance job seekers place on work-related attributes during the employment search process. In order to investigate the relationship between the amount of previous work experience and the importance job seekers place on work-related attributes the following research question (RQ) is proposed:

RQ2: What is the relationship between the amount of previous work experience and the importance job seekers place on work-related attribute dimensions?

Dimension I (Security): Feldman and Arnold (1978) found that subjects "high" in the amount of previous work experience (i.e., 8 or more years of work experience) placed significantly less importance on benefits than subjects "low" in the amount of previous work experience (i.e., 6 month or less of work experience). Dimension I (Security) includes items which are types of benefits (i.e., medical insurance, pension plans, and vacation time/holiday time) and items pertaining to the continuance of those benefits (i.e., job security, company and profitability). Therefore, hypothesis H2(a) proposes that:

H2(a): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION I (Security) work-related attributes.

Dimension II (Support): Feldman and Arnold (1978) found that subjects "high" in the amount of previous work experience placed significantly more importance on leadership and responsibility than subjects "low" in the amount of previous work experience. Dimension II (Support) includes items which are peripheral to job content but provide career support and development (i.e., training programs and educational subsidies, nature of supervisor, discipline/grievance procedures, advancement opportunities, performance/promotion standards, and supervisory respons-

ibility). Career advancement frequently involves assuming leadership positions and additional responsibilities.

Therefore, hypothesis H2(b) proposes that:

H2(b): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION II (Support) work-related attributes.

Dimension III (Relatedness): The importance of Dimension III (Relatedness) work-related attributes (i.e., nature of coworkers, nature of subordinates, lodging meal/discounts, pension plans, vacation/holidays, and disciplinary grievance procedures) to job seekers was not considered in the Feldman and Arnold (1978) study. Dimension III (Relatedness) was labeled as such, after its two exclusive and highly significant loading relatedness items (i.e., nature of coworkers and nature of subordinates). Informal social networks and the quality of supervision can either facilitate or hinder the accomplishment of work tasks (Schneider, 1976). Highly experienced workers come to understand the importance of social interaction in the work environment. Individuals with low amounts of work experience have not had sufficient opportunity to fully realize how important social interaction is to the quality of work life and to the accomplishment of work tasks. Therefore, hypothesis H2(c) proposes that:

H2(c): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on Dimension III (Relatedness) work-related attributes.

Dimension IV (Growth): Feldman and Arnold (1978) found that subjects "high" in the amount of previous work experience placed significantly more importance on leadership and responsibility than subjects "low" in the amount of previous work experience. Dimension IV (Growth) includes work-related attributes (i.e., job content, participation in decision-making, supervisory responsibility, and control over own work) which need theory identifies as being associated with personal growth. The assumption of leadership roles along with additional responsibilities are experiences which contribute to personal growth. Therefore, hypothesis H2(d) proposes that:

H2(d): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION IV (Growth) work-related attributes.

Dimension V (Time/Place Constraints): Feldman and Arnold (1978) did not include Dimension V (Time/Place Constraints) items (i.e., relocation requirements, geographic location, requirements to work at specific times, and spouse/partner considerations) in their investigation of job seekers' perceptions of work-related

attributes. The importance job seekers place on time/place constraints may be a function of both previous work experience and age. As individuals gain additional work experience and grow older, they may be more reluctant to uproot themselves or their families. Therefore, hypothesis H2(e) proposes that:

H2(e): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed DIMENSION V (Time/Place Constraints) work-related attributes.

Dimension VI (Existence): Feldman and Arnold (1978) found that subjects "high" in the amount of previous work experience placed significantly less importance on pay than subjects "low" in the amount of previous work experience. Dimension VII (Existence) includes the wage items of starting salary and salary range. Therefore, hypothesis H2(f) proposes that:

H2(f): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION VI (Existence) work-related attributes.

Dimension VII (Prestige): The two-factor theory, distinguishes between intrinsic and extrinsic factors (Herzberg, 1968). Intrinsic factors serve as motivators and include items (i.e., achievement, recognition, responsibility, and advancement) related to the work

setting. Extrinsic factors are requisite for the prevention of job dissatisfaction and include items (i.e., pay, technical supervision, interpersonal relationships, organizational policies, work conditions, and job security) related to job content. Dimension VII (Prestige) items (i.e., company size, company reputation, and job title) are extrinsic factors according to the two-factor classification. The results of the Feldman and Arnold (1978) study indicated that subjects "high" in work experience placed more importance on responsibility and leadership and significantly less importance on pay and benefits in contrast to subjects "low" in work experience. Since, Dimension VII (Prestige) items and pay/benefits are both extrinsic factors, it is proposed that the relationship between the amount of previous job seeker work experience and Dimension VII (Prestige) items will be consistent with the Feldman and Arnold (1978) findings. Therefore, hypotheses H2(g) proposes that:

H2(g): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION VII (Prestige) work-related attributes.

Pearson product-moment correlation (r) will be used to test hypotheses H2(a), H2(b), H2(c), H2(d), H2(e), H2(f), and H2(g). In summary, these hypotheses propose that:

H2(a): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION I (Security) work-related attributes.

H2(b): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION II (Support) work-related attributes.

H2(c): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on Dimension III (Relatedness) work-related attributes.

H2(d): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION IV (Growth) work-related attributes.

H2(e): There will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed DIMENSION V (Time/Place Constraints) work-related attributes.

H2(f): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION VI (Existence) work-related attributes.

H2(g): There will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION VII (Prestige) work-related attributes.

Amount of previous work experience will be measured in total years of work experience. Summated scores for each of the seven work-related attribute dimensions will be used in the analysis. Pearson product-moment correlation (r)

and summated scores will be utilized for reasons which have been formerly cited in Chapter III [i.e., when this method and summated scores were proposed in conjunction with testing work experience related hypotheses]. Hypotheses will be considered supported when a significance level of .05 or greater is obtained.

Results

Pearson product-moment correlation (r) was used to test hypotheses H2(a), H2(b), H2(c), H2(d), H2(e), H2(f), and H2(g). Non-significant results were reported for six [i.e., H2(a), H2(b), H2(c), H2(d), H2(e), and H2(f)] out of the seven hypotheses. Hypotheses H2(g) was found to be supported. Correlation results are discussed below and have been summarized in Table 7.

Hypothesis H2(a): Hypothesis H2(a) proposed that there would be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on Dimension I (Security) work-related attributes. Hypothesis H2(a) was unsupported. A non-significant relationship ($r = .04$; $p > 0.28$; $n = 688$) was found between the amount of previous job seeker work experience and the level of importance placed on Dimension I (Security) work-related attributes.

TABLE 7

Correlation Results
(Work Experience/W-R Attribute Dimensions)

DIMENSION	Pearson Correl	Prob > R Under HO: RHO = 0	Number of Observations
Dimension I Security	0.04	0.28	688
Dimension II Support	-0.03	0.46	687
Dimension III Relatedness	0.01	0.89	688
Dimension IV Growth	0.01	0.81	684
Dimension V Time/Place	-0.04	0.28	688
Dimension VI Existence	-0.00	0.92	687
Dimension VII Prestige	-0.08	*0.04	687

The level of significance has been established at $p < .05$

Hypothesis H2(b): Hypothesis H2(b) proposed that there would be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on Dimension II (Support) work-related attributes. Hypothesis H2(b) was unsupported. A non-significant relationship ($r = -0.03$; $p > 0.46$; $n = 687$) was found between the amount of previous job seeker work experience and the level of importance placed on Dimension II (Support) work-related attributes.

Hypothesis H2(c): Hypothesis H2(c) proposed that there would be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on Dimension III (Relatedness) work-related attributes. Hypothesis H2(c) was unsupported. A non-significant relationship ($r = 0.01$; $p > 0.89$; $n = 688$) was found between the amount of previous job seeker work experience and the level of importance placed on Dimension III (Relatedness) work-related attributes.

Hypothesis H2(d): Hypothesis H2(d) proposed that there will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION IV (Growth) work-related attributes. Hypothesis H2(d) was unsupported. A non-significant relationship ($r = 0.01$; $p > 0.81$; $n = 684$) was found between the amount of previous job seeker work

experience and the level of importance placed on Dimension IV (Growth) work-related attributes.

Hypothesis H2(e): Hypothesis H2(e) proposed that there will be a positive relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION V (Time/Place Constraints) work-related attributes. Hypothesis H2(e) was unsupported. A non-significant relationship ($r = -0.04$; $p > 0.28$; $n = 688$) was found between the amount of previous job seeker work experience and the level of importance placed on Dimension V (Time/Place Constraints) work-related attributes.

Hypothesis H2(f): Hypothesis H2(f) proposed that there will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION VI (Existence) work-related attributes. Hypothesis H2(f) was unsupported. A non-significant relationship ($r = -0.00$; $p > 0.92$; $n = 687$) was found between the amount of previous job seeker work experience and the level of importance placed on Dimension VI (Existence) work-related attributes.

Hypothesis H2(g): Hypothesis H2(g) proposed that there will be a negative relationship between the amount of previous job seeker work experience and the level of importance placed on DIMENSION VII (Prestige) work-related

attributes. Hypothesis H2(g) was supported. A significant relationship ($r = - 0.08$; $p = 0.04$; $n = 687$) was found between the amount of previous job seeker work experience and the level of importance placed on Dimension VII (Prestige) work-related attributes.

GENDER

Hypotheses/Methodology

Past research on the relationship between gender and job seeker preference for work-related attributes has produced inconsistent results (Brief & Aldag, 1975; Bartol & Manhardt, 1979; Bugental, 1966; Jurgensen, 1969; Schuler, 1974; Singer, 1974). When controls for education level and professional training were incorporated in research designs, overall male-female preference differences for work-related attributes became less pronounced.

Research question RQ6 and hypotheses H3(a), H3(b), H3(c), H3(d), H3(e), H3(f), and H3(g) will be proposed on the basis of research controlling for professional training and educational level. This study has controlled for professional training and educational level, as only graduating baccalaureate hospitality students engaged in different phases of the employment search process have been included in the sampling frame.

The second purpose of this study is to investigate the relationship between gender and the importance job seekers place on work-related attributes during the employment search process. In order to investigate the relationship between gender and the importance job seekers place on work-related attributes the following research question RQ3 is proposed:

RQ3: What is the relationship between gender and the importance job seekers place on work-related attribute dimensions?

Dimension I (Security): Schuler's (1975) investigation of gender differences in preference for work-related attributes found that males placed significantly more importance on the opportunity to earn additional money than females. Dimension I (Security) includes items which are types of employee benefits (i.e., medical insurance, pension plans, and vacation time/holiday time) and items pertaining to the continuance of those benefits (i.e., job security, company and profitability). Salary and employee benefits are both forms of financial compensation. Therefore, it is expected that males will place more importance on Dimension I (Security) work-related attributes than females. Hypothesis H3(a) proposes that:

H3(a): Male job seekers will place more importance on DIMENSION I (Security) work-related attributes than female job seekers.

Dimension II (Support): It was found that males placed significantly more importance on work-related attributes associated with growth and career development than females (Bartol, 1976; Bartol & Manhardt, 1979; Schuler, 1975). Dimension II (Support) includes items which are peripheral to job content but provide career support and development (i.e., training programs and educational subsidies, nature of supervisor, discipline/grievance procedures, advancement opportunities, performance/promotion standards, and supervisory responsibility). Therefore, hypothesis H3(b) proposes that:

H3(b): Male job seekers place more importance on DIMENSION II (Support) work-related than female job seekers.

Dimension III (Relatedness): Schuler (1975) found that female job seekers placed significantly more importance on the opportunity to work with pleasant employees than male job seekers. Bartol (1976) reported that females in a sample of college students majoring in business placed greater importance on a comfortable work environment and pleasant interpersonal relationships than did male counterparts. Bartol and Manhardt (1979) findings indicated that female job seekers placed significantly greater emphasis on work/environment and interpersonal job aspects than male job seekers. The work-related attributes

of nature/number of coworkers, nature of subordinates, lodging meal/discounts, pension plans, vacation/holiday time, and disciplinary/grievance procedures are included in Dimension III (Relatedness). Dimension III (Relatedness) was labeled as such, after its two exclusive and highly significant loading relatedness items (i.e., nature of coworkers and nature of subordinates). Therefore, hypothesis H3(c) proposes that:

H3(c): Male job seekers will place less importance on DIMENSION III (Relatedness) work-related attributes than female job seekers.

Dimension IV (Growth): Dimension IV (Growth) includes work-related attributes (i.e., job content, participation in decision-making, supervisory responsibility, and control over own work) which need theory identifies as being associated with personal growth. Bartol (1976), Bartol and Manhardt (1979), and Schuler (1975) found that male job seekers placed significantly more importance on work-related attributes associated with growth and career development than female job seekers. For example, Schuler (1975) found that male job seekers placed significantly more importance on the opportunity to influence important decisions than female job seekers. Bartol and Manhardt (1979) found that male job seekers placed significantly more emphasis on career objectives than female job seekers.

Therefore, hypothesis H3(d) proposes that:

H3(d): Male job seekers will place more importance on DIMENSION IV (Growth) work-related attributes than female job seekers.

Dimension V (Time/Place Constraints): The work-related attributes of relocation requirements, geographic location, requirements to work at specific times, and spouse/partner considerations are included in Dimension V (Time/Place Constraints). Items contained in this dimension are factors which involve a balancing of work and family commitments and may place constraints on when and where an individual can work.

A major source of role conflict stems from attempting to balance household duties and employment responsibilities. Women managers as high as the vice presidential level report that they carry a disproportionate share of the responsibility for home chores (Rogan, 1984). In a survey of Stanford MBA graduates, women managers cited discrimination and conflict with family roles (e.g., integrating own career with spouse's career) as the most serious impediments to achieving their career goals (Stober, 1982). In the same survey, men reported the "problems of managing" and "getting stuck" as their most serious career advancement problems (Stober, 1982). In addition, research findings indicate that women managers

are less likely to accept a promotion that requires relocation (Breen, 1983), and more likely than men to accommodate their spouses career (Rosen, Templeton, and Kichline, 1981). Based on these findings it is proposed that females place more importance on time/place constraints than males, because women generally assume a greater share of the burden for balancing work and family commitments. Therefore, hypothesis H3(e) proposes that:

H3(e): Male job seekers place less importance on DIMENSION V (Time/Place Constraints) work-related attributes than female job seekers.

Dimension VI (Existence): Schuler (1975) found that male job seekers placed significantly more importance on the opportunity to earn additional money than female job seekers. Dimension VII (Existence) includes the wage items of starting salary and salary range. Therefore, hypothesis H3(f) proposes that:

H3(f): Male job seekers will place more importance on DIMENSION VI (Existence) work-related attributes than female job seekers.

Dimension VII (Prestige): Herzberg's (1968) two-factor theory of motivation distinguishes between intrinsic and extrinsic factors. Intrinsic factors serve as motivators and include items (i.e., achievement, recognition, responsibility, and advancement) related to the work

setting. Extrinsic factors are requisite for the prevention of job dissatisfaction and include items (i.e., pay, technical supervision, interpersonal relationships, organizational policies, work conditions, and job security) related to job content. Dimension VII (Prestige) items (i.e., company size, company reputation, and job title) are extrinsic factors according to the two-factor classification. Schuler (1975) found that male job seekers place significantly more importance on the opportunity to earn additional money than female job seekers. Since, Dimension VII (Prestige) items and money are both extrinsic factors, it is proposed that the relationship between gender and Dimension VII (Prestige) items will be consistent with Schuler's (1975) findings. Therefore, hypothesis H3(g) proposes that:

H3(g): Male job seekers will place more importance on DIMENSION VII (Prestige) work-related attributes than female job seekers.

One-way analysis of variance (ANOVA) will be used to test H3(a), H3(b), H3(c), H3(d), H3(e), H3(f), and H3(g).

In summary, these hypotheses propose that:

H3(a): Male job seekers will place more importance on DIMENSION I (Security) work-related attributes than female job seekers.

H3(b): Male job seekers place more importance on DIMENSION II (Support) work-related than female job seekers.

H3(c): Male job seekers will place less importance on DIMENSION III (Relatedness) work-related attributes than female job seekers.

H3(d): Male job seekers will place more importance on DIMENSION IV (Growth) work-related attributes than female job seekers.

H3(e): Male job seekers place less importance on DIMENSION V (Time/Place Constraints) work-related attributes than female job seekers.

H3(f): Male job seekers will place more importance on DIMENSION VI (Existence) work-related attributes than female job seekers.

H3(g): Male job seekers will place more importance on DIMENSION VII (Prestige) work-related attributes than female job seekers.

Summated scores for each of the seven work-related attribute dimensions will be used in the analysis. One-way analysis of variance (ANOVA) and summated scores will be utilized for reasons which have been formerly cited in Chapter III [i.e., when this method and summated scores were proposed in conjunction with testing gender related hypotheses]. Hypotheses will be considered supported when a significance level of .05 or greater is obtained. Findings will be considered significant when an F-Ratio at the .05 level or greater is obtained.

Results

One-way analysis of variance was used to test hypotheses H3(a), H3(b), H3(c), H3(d), H3(e), H3(f), and H3(g). Six out of the seven hypotheses proposed were unsupported. Non-significant findings were reported for hypotheses H3(a), H3(c), and H3(g). Significant findings were reported for hypotheses H3(b), H3(d), and H3(f). However, these significant differences did not support hypothesized relationships. Only, hypothesis H3(e) was found to be supported. A comparison of male versus females means on with regard to each of the seven work-related dimensions are summarized in Table 8. One-way analysis of variance results have been in summarized in Table 9.

Hypothesis H3(a): Hypothesis H3(a) proposed that male job seekers will place more importance on Dimension I (Security) work-related attributes than female job seekers. Hypothesis H3(a) was unsupported. No significant differences ($F = 0.00$; $PR > F = 0.9716$; $n = 693$) were found between the importance male and female job seekers place on Dimension I (Security) work-related attributes.

Hypothesis H3(b): Hypothesis H3(b) proposed that male job seekers will place more importance on Dimension II (Support) work-related attributes than female job seekers. Significant differences ($F = 9.35$; $PR > F = 0.0023$; $n = 692$) were found between the importance male and female job

TABLE 8

Male/Female Means on W-R Attribute Dimensions

DIM	Means Males	SD	N	DIM	Means Females	SD	N
DIM I Security	17.882	3.308	339	DIM I Security	17.873	3.175	355
DIM II Support	*22.466	3.364	339	DIM II Support	*23.234	3.162	354
DIM III Relatedness	18.831	3.785	339	DIM III Relatedness	18.823	3.550	355
DIM IV Growth	*19.172	2.639	337	DIM IV Growth	*19.780	2.391	353
DIM V Time/Place	*12.965	3.077	339	DIM IV Time/Place	*13.645	2.974	355
DIM VI Existence	*10.997	1.882	339	DIM VI Existence	*11.294	1.693	354
DIM VII Prestige	9.896	2.090	338	DIM VII Prestige	10.017	1.862	355

* ANOVA results indicates significant differences between these means

TABLE 9

ANOVA Results - Dimensions I, II, III, IV
(Gender/Work-Related Attribute Dimensions)

Dependent Variable: Dimension I (Security)

Source	df	SS	MS	F Value	PR > F
Gender	1	0.013	0.013	0.00	0.9716
Error	692	7268.576	10.504		
Total	693	7268.589	10.517		

Dependent Variable: Dimension II (Support)

Source	df	SS	MS	F Value	PR > F
Gender	1	76.975	76.975	9.35	*0.0023
Error	691	5690.479	8.235		
Total	692	5767.454	85.210		

Dependent Variable: Dimension III (Relatedness)

Source	df	SS	MS	F Value	PR > F
Gender	1	1.146	1.146	0.12	0.7324
Error	692	6775.350	9.791		
Total	693	6776.496	10.937		

Dependent Variable: Dimension IV (Growth)

Source	df	SS	MS	F Value	PR > F
Gender	1	63.509	63.013	10.04	*0.0016
Error	688	4352.783	6.327		
Total	689	4416.292	69.340		

*F Value significant at the .05 level

TABLE 9 (Continued)

ANOVA Results - Dimensions V, VI, VII
(Gender/Work-Related Attribute Dimensions)

Dependent Variable: Dimension V (Time/Place)

Source	df	SS	MS	F Value	PR > F
Gender	1	80.294	80.294	8.78	*0.0032
Error	692	6330.854	9.149		
Total	693	6411.148	89.443		

Dependent Variable: Dimension VI (Existence)

Source	df	SS	MS	F Value	PR > F
Gender	1	15.248	15.248	4.77	*0.0293
Error	691	2223.691	3.196		
Total	692	2238.939	18.444		

Dependent Variable: Dimension VII (Prestige)

Source	df	SS	MS	F Value	PR > F
Gender	1	2.512	2.512	0.64	0.4229
Error	691	2699.274	3.906		
Total	692	2701.786	6.418		

*F Value significant at the .05 level

seekers place on Dimension II (Security) work-related attributes. However, hypothesis H3(b) was unsupported. Female job seekers (mean females = 23.234; SD 3.162; n = 354) were found to place more importance on Dimension II (Support) work-related attributes than male job seekers (mean males = 22.466; SD = 3.364; n = 339).

Hypothesis H3(c): Hypothesis H3(c) proposed that male job seekers will place less importance on Dimension III (Relatedness) work-related attributes than female job seekers. Hypothesis H3(c) was unsupported. No significant differences ($F = 0.12$; $PR > F = 0.7324$; $n = 693$) were found between the importance male and female job seekers place on Dimension III (Relatedness) work-related attributes.

Hypothesis H3(d): Hypothesis H3(d) proposed that male job seekers will place more importance on Dimension IV (Growth) work-related attributes than female job seekers. Significant differences ($F = 10.04$; $PR > F = 0.0016$; $n = 689$) were found between the importance male and female job seekers place on Dimension IV (Growth) work-related attributes. However, hypothesis H3(d) was unsupported. Female job seekers (mean females = 19.172; SD 2.639; n = 337) were found to place more importance on Dimension IV (Growth) work-related attributes than male job seekers (mean males = 19.780; SD = 2.391; n = 353).

Hypothesis H3(e): Hypothesis H3(e) proposed that male job seekers will place less importance on Dimension V (Time/Place Constraints) work-related attributes than female job seekers. Hypothesis H3(e) was supported. Significant differences ($F = 8.78$; $PR > F = 0.0032$; $n = 693$) were found between the importance male and female job seekers place on Dimension V (Time/Place Constraints) work-related attributes. Female job seekers (mean females = 13.645; SD 2.974; $n = 355$) were found to place more importance on Dimension V (Time/Place Constraints) work-related attributes than male job seekers (mean males = 12.965; SD = 3.077; $n = 339$).

Hypothesis H3(f): Hypothesis H3(f) proposed that male job seekers will place more importance on Dimension VI (Existence) work-related attributes than female job seekers. Significant differences ($F = 4.77$; $PR > F = 0.0293$; $n = 692$) were found between the importance male and female job seekers place on Dimension VI (Existence) work-related attributes. However, hypothesis H3(d) was supported. Female job seekers (mean females = 10.997; SD 1.882; $n = 339$) were found to place more importance on Dimension VI (Existence) work-related attributes than male job seekers (mean males = 11.294; SD = 1.693; $n = 354$).

Hypothesis H3(g): Hypothesis H3(g) proposed that male job seekers will place more importance on Dimension

VII (Prestige) work-related attributes than female job seekers. Hypothesis H3(a) was unsupported. No significant differences ($F = 0.64$; $PR > F = 0.4229$; $n = 692$) were found between the importance male and female job seekers place on Dimension VII (Prestige) work-related attributes. A summary discussion of these findings are presented in the following section.

SUMMARY

The findings presented in this chapter are summarized in Table 10. The a priori dissertation model was not supported. Three identifiable and independent need dimensions hypothesized as underlying job seeker evaluation of work-related attributes did not emerge. Dimension I (Growth), Dimension II (Relatedness), and Dimension III (Existence) contained so many items with multiple significant loadings, these complex loadings rendered these work-related attribute dimensions uninterpretable.

The emergence of seven work-related attribute dimensions [i.e., 1) security, 2) support, 3) relatedness, 4) growth, 5) time/place constraints, 6) existence, and 7) prestige] suggest that individuals have a more cognitively complex way of organizing work-related attributes than originally thought. The factors emerging from the post hoc factor analysis were readily interpretable and formed seven

TABLE 10

Summary of Findings

ITEM/VARIABLES	H	FINDING	RELATION	TABLE
A Priori Model	H1	No Support		3
Seven Dimensions		Post Hoc Analysis		5
Work Experience	H2(a)	No Support	r = 0.042 p = 0.275	7
	H2(b)	No Support	r = -0.028 p = 0.458	7
	H2(c)	No Support	r = 0.005 p = 0.899	7
	H2(d)	No Support	r = 0.009 p = 0.812	7
	H2(e)	No Support	r = -0.042 p = 0.277	7
	H2(f)	No Support	r = -0.004 p = 0.921	7
	H2(g)	Supported	r = -0.079 p = 0.040*	7
Gender	H3(a)	No Support	F = 0.00 PR > F 0.9716	9
	H3(b)	No Support	F = 9.35 PR > F 0.0023**	9
	H3(c)	No Support	F = 0.12 PR > F 0.7324	9
	H3(d)	No Support	F = 10.04 PR > F 0.0016**	9
	H3(e)	Supported	F = 8.78 PR > F 0.0032**	9
	H3(f)	No Support	F = 4.77 PR > F 0.0293**	9
	H3(g)	No Support	F = 0.64 PR > F 0.4229	9

* Pearson Correlation - significant at the .05 level
 ** F Value - significant at the .05 level
 meaningful work-related attribute dimensions.

Based on the conceptual and empirical literature, a priori hypotheses stating the relationship between work experience/gender and the post hoc emergent seven work-related attributes were proposed. A significant negative relationship was found between the amount of previous job seeker work experience and the level of importance placed on Dimension VII (Prestige) work-related attributes. No significant relationships were found between the amount of previous job seeker work experience and the level of importance placed on Dimension I (Security), Dimension II (Support), Dimension III (Relatedness), Dimension IV (Growth), Dimension V (Time/Place Constraints), and Dimension VI (Existence) work-related attributes.

No significant differences were found between the importance male and female job seekers place on Dimension I (Security), Dimension III (Relatedness), and Dimension VII (Prestige) work-related attributes. Significant differences were found between the importance male and female job seekers place on four of the work-related attribute dimensions. However, three of these significant differences did not support hypothesized relationships. Thus, contrary to the stated hypotheses, female job seekers were found to place significantly more importance on Dimension II (Support), Dimension IV (Growth), Dimension VI (Existence) work-related attributes than male job seekers. As

predicted, female job seekers were found to place more importance on Dimension IV (Time/Place Constraints) work-related attributes than male job seekers. These findings as well as study limitations and suggestions for future research are discussed in Chapter V.

CHAPTER V

DISCUSSION OF RESULTS

INTRODUCTION

Results of testing the a priori dissertation model, the post hoc factor analysis, and hypotheses investigating the relationship between previous work experience/gender and importance job seekers place on work-related attributes are interpreted in this section. Chapter V, also includes a discussion of study limitations, and suggestions for future research.

INTERPRETATION OF FINDINGS/STUDY LIMITATIONS

The three identifiable and independent need dimensions (i.e., growth, relatedness, and existence) hypothesized as underlying job seeker evaluation of work-related attributes, failed to emerge from a factor analysis of the data. The emergent factors were uninterpretable, as these work-related attribute dimensions were comprised of too many items with complex loadings. A post hoc factor analysis resulted in the emergence of seven meaningful work-related attribute dimensions (i.e., security, support, relatedness, growth, time/place constraints, existence, and prestige). A priori hypotheses proposing the relationship between work experience/gender and the post hoc emergent seven work-

related attributes were articulated.

A significant negative relationship was found between the amount of previous job seeker work experience and the level of importance placed on Dimension VII (Prestige) work-related attributes. No significant relationships were found between the amount of previous job seeker work experience and the level of importance placed on Dimension I (Security), Dimension II (Support), Dimension III (Relatedness), Dimension IV (Growth), Dimension V (Time/Place Constraints), and Dimension VI (Existence) work-related attributes.

No significant differences were found between the importance male and female job seekers place on Dimension I (Security), Dimension III (Relatedness), and Dimension VII (Prestige) work-related attributes. Significant differences were found between the importance male and female job seekers place on four of the work-related attribute dimensions. However, three of these significant differences did not support hypothesized relationships. Contrary to the stated hypotheses, female job seekers were found to place significantly more importance on Dimension II (Support), Dimension IV (Growth), Dimension VI (Existence) work-related attributes than male job seekers. As predicted, female job seekers were found to place more importance on Dimension IV (Time/Place Constraints) work-

related attributes than male job seekers.

Only two out of fourteen hypotheses were supported. The overwhelming non-significance of these findings suggests the presence of methodological difficulties. A post hoc analysis was conducted to assess the stability of the emergent seven dimension work-related attribute factor structure. The sample of 694 respondents were randomly assigned to two equal sized subgroups. A principal component factor analysis with VARIMAX rotation was run for each subgroup. The latent root or eigenvalue criterion was used for determining the number of factors to be extracted. All factors with an eigenvalue of one or greater were considered significant. The same decision rules used for interpreting factor loadings for the emergent seven work-related attribute factor analysis was used here. Any item (e.g., work-related attribute) with a factor loadings of plus or minus .40 were considered significant.

Seven work-related attribute dimensions emerged for both of the sample subgroups. However, across these sample subgroups, items failed to load on factors with any degree of consistency. In addition, factor loadings obtained for both subgroups were not reflective of the factor structure obtained for the larger sample group of 694. If results cannot be replicated across two sample halves, (i.e., provided that there is sufficient sample size), the

reliability of a measure is questionable (Gorsuch, 1983). In discussing the replication of factor solutions, Gorsuch (1983, p. 201) states, " A prime criterion for any rotation solution is that it should produce the same factors when random sets of individuals are drawn from the same underlying population. If it cannot, the solution is of no value." Therefore, the validity of the findings reported in this study are suspect, and the value of any conclusions if drawn from this study highly questionable.

SUGGESTIONS FOR FUTURE RESEARCH

Conceptual and empirical literature indicates that individual differences, such as work experience and gender, may serve to moderate the desirability of work-related attributes (Landy & Becker, 1987; Ryans, Heneman & Schwab, 1980; Schneider, 1976). The overall result of deficiencies identified in the organization and work-related preference literature has been a limited understanding of the importance of different job and organizational attributes to individuals in this organization choice decisions. Knowledge of job seeker preferences for work-related attributes is important, as such information can assist practitioners in shaping recruitment and compensation practices. Methodological difficulties prevented this study from making valuable theoretical and substantive

contributions to the literature. Therefore, a replication study correcting for the methodological problems found in this study is recommended.

Failure to replicate the factor structure of the seven work-related attribute dimensions established in this study, indicated serious reliability problems associated with the survey measurement instrument or with the manner in which the data was obtained. Measures of low reliability cannot be depended upon to register true changes (Cook & Campbell, 1979). Since, unreliability inflates standard errors of estimate and these standard errors play a crucial role in inferring differences between statistics (Cook & Campbell, 1979). Therefore, it is highly likely that the non-significant results reported in this study were the artifacts of methodological difficulties.

A number of factors can reduce the reliability of a measure. In this study, item ambiguity and non-standardized survey administration conditions are the two most likely contributors of measurement error. Measurement error can be reduced by writing items clearly (Nunnally, 1978). Items on the survey may have been ambiguous, even though the survey instrument was pre-tested on a sample of graduating hospitality students and revised for item clarity. Work-related attributes on the survey instrument were listed without any type of description. For example,

respondents were asked indicate the importance of organizational climate as a factor in their decision to accept an employment offer. It is quite possible that respondents weren't familiar with this term or had differing interpretations of the meaning of organizational climate. A descriptive statement about organizational climate (e.g., organizational climate is a term which represents the prevailing values, beliefs, and expectations within an organization) is effective in clarifying the meaning of this item. Other survey items (e.g., nature/number of subordinates) may have to be listed as two separate items (e.g., nature of subordinates and number of subordinates) and then described, in order to clarify their meaning. Another alternative for improving the reliability of this measure to reconstruct the survey instrument and build scales for each item. All scales would be factor analyzed and items with nonsignificant or multiple loadings would be dropped from further analysis. This type of procedure improves the reliability of the survey instrument by increasing the internal consistency of the measure (Stone, 1976; Nunnally, 1978).

Non-standardized survey administration conditions were identified as a likely contributor of measurement error. Administration of the survey instrument under standardized conditions can markedly reduce measurement error and

greatly improve the reliability of the measure (Nunnally, 1978). Precautions were taken to standardize the administration of the survey instrument. Packets of survey instruments were sent to the directors of eleven hotel-restaurant programs. These directors had been notified in advance and were willing to participate in the data collection process. The directors of these programs distributed these packets to hotel-restaurant professors in their departments with classes attended by graduating hospitality seniors. Instruction sheets were included in each packet of survey instruments for the purpose of standardizing survey instrument administration. Specifically, professors were asked to: 1) allow respondents forty-five minutes to complete the survey instrument, 2) read the instructions printed on the top of each survey instrument (i.e., these instructions detailed the purpose of the study and how to fill out the survey) to the respondents prior to survey administration and, 3) not interpret or make any comments about survey items to respondents before or during survey administration. Although, these precautions were taken to standardized instrument administration there is no guarantee that standardization instructions were adhered to. Since, the principal investigator was not physically present to assure standardized procedures. It is likely that professors

administering these instruments weren't as committed to the research project as their program directors. Some professors might have viewed the administration of this survey instrument as an unwelcome chore or as an imposition on their class time. Therefore, these professors may have disregarded survey instrument administration instructions (e.g., by allowing a few minutes at the end of their classes for survey completion, by trivializing the importance of the study, and by interpreting or making any comments about survey items to respondents before or during survey administration). Measurement error would be reduced in a future replication study by taking more control over survey instrument administration. Administration of the survey instrument by the researcher or by other trained and committed members of the research team is strongly suggested. Measurement error will be greatly reduced and survey instrument reliability increased through the adherence to standardized survey administration procedures. It is believed that a replication study correcting for the methodological shortcomings cited can make a valuable contribution to the organizational choice literature.

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APPENDIX A
STUDENT SURVEY

Dear Student, The following survey is currently being administered to hospitality majors like yourself in an endeavor to get your perceptions of the major factors that influence your employment decisions. Please take a few moments to fill out this survey as completely and thoughtfully as possible and return it to your instructor.

Please complete the following information about yourself.

1. Year of Birth: _____
2. Race: White Black Hispanic Asian Other
3. Gender: Female Male
4. Marital Status: Single Married Separated/ Divorced Widowed
5. Write the *NUMBER* of children and/or other dependents *living in your household* in each particular age range:

<input type="checkbox"/> 0-5	<input type="checkbox"/> 15-18
<input type="checkbox"/> 6-10	<input type="checkbox"/> Over 18
<input type="checkbox"/> 11-14	<input type="checkbox"/> Over 55
6. Indicate your present Educational status:

<input type="checkbox"/> Undergraduate	Major: _____
	Expected Graduation Date: _____
	Current GPA/QCA: _____ [check one: <input type="checkbox"/> 4point scale or <input type="checkbox"/> 5point scale]
<input type="checkbox"/> Graduate	Major: _____
	Expected Graduation Date: _____
	Current GPA/QCA: _____ [check one: <input type="checkbox"/> 4point scale or <input type="checkbox"/> 5point scale]
7. Indicate the longest *MANAGERIAL* position you have held in the past five years.
 - None
 - Less than 40 hours per week/ for less than six months.
 - Less than 40 hours per week/ for more than six months.
 - 40 or more hours per week/ for less than six months.
 - 40 or more hours per week/ for more than six months.

Was this position in the hospitality industry? yes no
8. Indicate the longest *NONMANAGERIAL* position you have held in the past five years.
 - None
 - Less than 40 hours per week/ for less than six months.
 - Less than 40 hours per week/ for more than six months.
 - 40 or more hours per week/ for less than six months.
 - 40 or more hours per week/ for more than six months.

Was this position in the hospitality industry? yes no
9. Indicate your *Total Years* work experience. _____ years

The following questions have been designed to gain information about the student job search activities

1. Rank order your industry preference (For example: 1 = first choice; 2 = second choice; 3 = third choice and so on) If you are *not* willing to work in a particular sector of the hospitality industry, please leave the space blank next to that particular sector.
 - I am currently undecided
 - institutional food service
 - fast food service
 - full service food service
 - motel
 - hotel
 - resort
 - clubs
 - tourism

2. If I don't get a job in my preferred sector(s) of the hospitality industry (as indicated above), I will: (*please check the most appropriate answer*)
 - continue to search in my preferred sector(s) until something turns up
 - expand my search in a sector(s) that I was initially not willing to work in (as indicated above)
 - abandon my job search and pursue graduate studies
 - other _____

3. In my job search: (*check all which apply*)
 - I have not begun my job search
 - I have sent out resumes and letters to companies
 - I have had an interview with one company
 - I have had an interview with two or more companies
 - I have had a site visit with one company
 - I have had a site visit with two or more companies
 - I have a job offer in hand
 - I have two or more job offers in hand
 - I have accepted a job offer
 - I have rejected all job offers in hand
 - I have been rejected by one organization
 - I have been rejected by two or more organizations

4. It has been _____ weeks since the start of these job search activities.

5. Indicate which of the following resources you have used in your job search: (*check all which apply*)

<input type="checkbox"/> friends and/or acquaintances	<input type="checkbox"/> university placement service
<input type="checkbox"/> relatives	<input type="checkbox"/> department/division placement activities
<input type="checkbox"/> current employers	<input type="checkbox"/> department bulletin board
<input type="checkbox"/> former employers	<input type="checkbox"/> restaurant/lodging association convention & meetings
<input type="checkbox"/> university placement service	<input type="checkbox"/> employment agencies
<input type="checkbox"/> other _____	

6. Does your school provide formal counseling for job search? yes no

7. Do companies recruit for graduating HRIM students on your campus? yes no

8. The manner in which I am treated during the recruitment/selection process will effect my perceptions of how I will be treated as an employee of that company. (*please circle the most appropriate answer*)

strongly		somewhat	somewhat		strongly	no
agree	agree	agree	disagree	disagree	disagree	opinion

9. The manner in which I am treated during the recruitment/selection process will effect my decision to accept a job offer with that company. (please circle the most appropriate answer)

strongly agree agree somewhat agree somewhat disagree disagree strongly disagree no opinion

10. What do you feel is a reasonable time (specify days or weeks) between an interview and a follow-up contact by the employer? _____

11. If a company did not contact me within a reasonable amount of time following an interview with that company, I would: (check the most appropriate answer)

- () assume that I was no longer being considered for employment
- () contact them to see if they were still interested in me
- () be unfavorably impressed with the company, but would still consider employment with it
- () be unfavorably impressed with the company, and no longer consider employment with it
- () continue to assume that I was still a viable candidate

In an ideal world where you could have any entry level managerial position in the hospitality industry, how important are the following factors in your decision to accept a particular job offer? Please circle the appropriate answer in the columns to the right of each item.

- NI = is of NO IMPORTANCE in my decision
- MI = is of MINOR IMPORTANCE in my decision
- FI = is a FAIRLY IMPORTANT factor in my decision
- HI = is an HIGHLY IMPORTANT factor in my decision
- EI = is an EXTREMELY IMPORTANT factor in my decision

company size.....	NI	MI	FI	HI	EI
job title.....	NI	MI	FI	HI	EI
degree of control over your own work.....	NI	MI	FI	HI	EI
starting salary.....	NI	MI	FI	HI	EI
company reputation/prestige.....	NI	MI	FI	HI	EI
job content/expected tasks and duties.....	NI	MI	FI	HI	EI
degree of participation in decision-making.....	NI	MI	FI	HI	EI
salary range.....	NI	MI	FI	HI	EI
spouse/partner career consideration.....	NI	MI	FI	HI	EI
advancement/growth opportunities.....	NI	MI	FI	HI	EI
nature of supervisory responsibilities.....	NI	MI	FI	HI	EI
medical insurance.....	NI	MI	FI	HI	EI
company profitability.....	NI	MI	FI	HI	EI
job security.....	NI	MI	FI	HI	EI
nature/number of coworkers.....	NI	MI	FI	HI	EI
vacation time/holidays.....	NI	MI	FI	HI	EI
organizational climate.....	NI	MI	FI	HI	EI
performance appraisal/promotion standards.....	NI	MI	FI	HI	EI
nature/number of subordinates.....	NI	MI	FI	HI	EI
pension plans.....	NI	MI	FI	HI	EI
geographic location.....	NI	MI	FI	HI	EI
disciplinary/grievance procedures.....	NI	MI	FI	HI	EI
nature/characteristics of supervisor.....	NI	MI	FI	HI	EI
lodging/meal discounts.....	NI	MI	FI	HI	EI
relocation requirements.....	NI	MI	FI	HI	EI
training programs/education subsidies.....	NI	MI	FI	HI	EI
requirements to work at specific times.....	NI	MI	FI	HI	EI

Two items appear on each line below. On each line, place an X next to the item you feel that would most strongly influence your decision to accept a particular job offer.

- work schedule [] or [] company reputation/prestige
- advancement opportunities [] or [] job content
- company reputation/prestige [] or [] salary (industry norm)
- job security [] or [] employee benefits
- salary (industry norm) [] or [] advancement opportunities
- work schedule [] or [] geographic location
- employee benefits [] or [] company reputation/prestige
- geographic location [] or [] company reputation/prestige
- company reputation/prestige [] or [] advancement opportunities
- salary (industry norm) [] or [] job security
- job content [] or [] geographic location
- company reputation/prestige [] or [] job security
- geographic location [] or [] salary (industry norm)
- advancement opportunities [] or [] job security
- work schedule [] or [] advancement opportunities
- advancement opportunities [] or [] employee benefits
- salary (industry norm) [] or [] job content
- geographic location [] or [] advancement opportunities
- job security [] or [] job content
- geographic location [] or [] job security
- job content [] or [] work schedule
- work schedule [] or [] salary (industry norm)
- company reputation/prestige [] or [] job content
- job content [] or [] employee benefits
- employee benefits [] or [] work schedule
- employee benefits [] or [] salary (industry norm)
- job security [] or [] work schedule
- employee benefits [] or [] geographic location

If you have begun to interview either on campus or on-site this year with companies in the hospitality industry please complete the following question. Indicate which of the following types of information have been provided to you by those companies.
(check all which apply)

- company size
- company reputation/prestige
- company profitability
- organizational climate
- geographic location
- relocation requirements
- job title
- job content/expected tasks and duties
- advancement/growth opportunities
- job security
- performance appraisal/promotion standards
- disciplinary/grievance procedures
- training programs/education subsidies
- degree of control over your own work
- degree of participation in decision-making
- nature of supervisory responsibilities
- nature/number of coworkers
- nature/number of subordinates
- nature of supervisor
- requirements to work at specific times
- starting salary
- salary range
- medical insurance
- vacation time/holidays
- pension plans
- lodging/meal discounts
- other _____

If you are interested in participating in a follow-up study, please print your name and mailing address in the space below:

- _____
- _____
- _____
- _____

MANY, MANY THANKS FOR YOUR HELP IN FILLING OUT THIS SURVEY!

GOOD LUCK IN YOUR JOB SEARCH AND YOUR FUTURE CAREER ENDEAVORS!

Suzanne K. Murrmann
 Jusanne M. Vest

Center for Hospitality Research and Service
 Virginia Polytechnic Institute and State University
 Division of Hotel, Restaurant and Institutional Management

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