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Robert-Paul Bourgeois and Thierry Wils

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Article abstract

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Career Concepts, Personality and Values of Some Canadian Workers

An Exploratory Study

Robert-Paul Bourgeois
and
Thierry Wils

The purpose of this paper is to explore the underlying per-sonality, dynamics, values and elements of job motivation which characterize workers identifying themselves to one of Driver's four career streams from three different perspectives i.e. career to date, probable career and ideal career.

The present research stems partly from the dissatisfaction experienced by theorists and practitioners with traditional models of careers which do not take into account a number of factors which appear to be relevant to the understanding of ongoing career choices made by different types of in-dividuals at various stages of their careers.

While authors such as Super (1962)[1] and Hall and Nougain (1968)[2] stressed the importance of life cycles and interests in the determination of what most workers tend to do at certain periods of their career, they are unable to explain why certain workers are stable in their initial career choices throughout their working life while others make dramatic changes in career streams at various intervals.

This disenchantment has led a number of theorists to empirically in-vestigate the notion of individual differences with respect to career choices at different points in time based on dominant career concepts as anchors.

• BOURGEOIS, R.-P and T. WILS, Professors, Department of Administration, University of Québec, Hull.

1 D.E. SUPER and J.O. CRITES, *Appraising Vocational Fitness*, New York, Harper and Row, 1962.

2 D.T. HALL and K. NOUGAIM, «An Examination of Maslow's Need Hierarchy in an Organizational Setting», *Organizational Behavior and Human Performance*, Vol. 3, 1968, pp. 12-35.

More specifically, authors such as Driver (1979)[3], (1983)[4] and Brousseau (1984)[5] have elaborated typologies of careers which reflect not only individual differences in career concepts, values and personality dynamics but also incorporate the notion of «fit» between an individual worker and the type of work environment which will satisfy his aspirations as time evolves.

Driver's fourfold typology of careers based essentially on core personality variables allows researchers and practitioners the possibility of better understanding the underlying dynamics of career choices over time for various subgroups of workers.

Our own preliminary research with a francophone and anglophone canadian sample (Bourgeois and Wils, (1986)[6], (1985)[7]; Bourgeois and Rosenberg, (1985)[8] has indeed replicated much of Driver's findings on the existence of the typology as well as the underlying motives which appear to orient various career streams. The «steady state» pattern stresses technical/professional competence and job security while the «linear» favors power, managerial responsibility and achievement; the «transitory» characterized by career moves in a one to four year cycle stresses change and lateral movement while the «spiral» stresses more dramatic career changes in seven to ten-year cycles highlighting evolving interests and a high need for personal growth and self-development. Indeed such individual differences in career concepts appear to be fundamental as reflected in our study of «spiral» individuals using objective and projective personality instruments such as the MMPI, the Rorschach and the Hand Test. On the Rorschach for example, spirals are characterized by high ego-strength, individuality and high self-reliance with relatively lesser responsiveness to the outer environment. Also having a high factual orientation, they tend to carefully weigh

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3 Michael DRIVER, «Career Concepts and Career Management in Organizations», in C.L. Cooper (Ed.), *Behavioral Problems in Organizations*, Englewood Cliffs, N.J., Prentice-Hall, 1979, pp. 79-139.

4 Michael DRIVER, «Career Concepts and Individual Differences», Conference presented at the Association of Administrative Sciences of Canada, May 1983.

5 Kenneth R. BROUSSEAU, «Job-Person Dynamics and Career Development», in Rowland & Ferris, *Research in Personnel & Human Res. Mg't*, Jai Press, Vol. 2, 1984, pp. 125-154.

6 R.-P. BOURGEOIS, T. WILS, «Vers une intégration de la personnalité et valeurs des travailleurs au concept de carrière», paper presented at the 1986 ASAC Conference, Whistler, B.C., June 1986.

7 R.-P. BOURGEOIS, T. WILS, «Cheminements de carrière, personnalité et valeurs des travailleurs», paper presented at the 22rd annual Conference of the Canadian Assoc. of I.R., Montréal, Canada, May 1985.

8 R.-P. BOURGEOIS, T. ROSENBERG, «Personality Dynamics and Value Systems of Workers Undergoing a Major Change in Career Orientation», 9th International Conference on Personality Assessment, Hawaï, March 1985.

the pros and cons of embarking on a new career at a specific point in time, the process thereby generating some possibility of conflict and anxiety.

As outlined by Brousseau (1983)[9], models such as Driver's are probably of high «utility» since they allow us to better understand the underlying dynamics of career patterns for various workers as well as help us to identify types of jobs and work environments which should insure a better «person-environment fit». In addition, our better understanding of typologies of careers allows organizational theorists to speculate about the possible adaptation of personnel systems (staffing, performance appraisal, training, pay and benefits) to better meet the fundamental needs of different categories of employees.

PURPOSE AND METHODOLOGY

The purpose of the present research is to explore the underlying personality, dynamics, values, and elements of job motivation which characterize workers identifying themselves to one of Driver's four career streams from three different perspectives, *i.e.* career to date, probable career and ideal career. The research is inspired by one of Brousseau's suggestions: «To guide future research in this area, additional propositions are needed about the personal qualities (*e.g.* tolerance for uncertainty, occupational interests, work values) that influence individuals' preferences for one type of career versus another...» (1983)[10].

One hundred and seventy-seven workers participated in the study; a good number were «adult students» in administration, industrial relations, gerontology, project management at both undergraduate and graduate levels having at minimum of four years of full-time work experience; the cooperation of other workers was also sought from local organizations in the fields of public transportation, telecommunications and from the municipal, provincial and federal public sectors. A conscious effort was made to include workers of all organizational levels from lowest to highest so as not to bias the results in the context of such an exploratory study.

Driver's original career questionnaire was modified slightly in order to gather more detailed and complete information, particularly on elements of

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9   K.R. BROUSSEAU, «Toward a Dynamic Model of Job-Person Relationships: Findings, Research Questions and Implications for Work System Design», *Academy of Management Review*, Vol. 8, No. 1, 1983, pp. 33-45.

10   *Id.,* p. 41.

job motivation. While the first part concentrated on the usual demographic variables, the second part required each respondent to identify himself to one of four paragraphs describing the four possible career streams represented by Driver's typology in respect of their career to date, their future probable career and their ideal career. Given the difficulty reported by Driver (1983)[11] of having indivuals identify themselves to only one career stream, respondents had the possibility of choosing two paragraphs and had to indicate the relative percentages of identification to the two paragraphs for each of the three career measures (*i.e.* to date, probable future and ideal). Part three of the questionnaire asked each respondent to indicate on a Likert-type scale the relative importance of each of twenty-three elements of job motivation in a work environment. Lastly, respondents also had to rank by decreasing order of priority, the five most important elements of job motivation for them.

It was arbitrarily decided to initially classify individuals in one of the four career patterns by using the «career to date» column. All respondents were then invited to complete Jackson's «Personality Research Form» (1976)[12] measuring twenty work-related variables and Allport's AVL (1962)[13] measuring six basic values, *i.e.* theoretical, economic, social, political, aesthetic and religious. Systematic examination of individual differences on all twenty-six variables was performed by ANOVA on SPSS, followed when appropriate by the Duncan multiple-range test for differences of means. Discriminant analysis was also used on the data.

In a second phase of a study, ANOVAs were also performed using probable future career and ideal career respectively as the initial classification procedures for all subjects; significant personality and value dimensions for each of four types of career patterns for past, probable future and ideal career dimensions were then examined.

It should be noted that respondents reported no difficulty in identifying themselves to two of the four career paragraphs and indicating relative percentages of identification to them; it is also noteworthy that a few individuals who responded to the questionnaire twice at approximately six month intervals, identified themselves with the same paragraphs. Reliability was considered to be satisfactory for an exploratoy study of this type.

11   M.J. DRIVER, «Career Concepts and Individual Differences», Conference presented at the Association of Administrative Sciences of Canada, May 1983.

12   D.N. JACKSON, *The Personality Research Form*, University of Western Ontario, 1976.

13   G.W., ALLPORT, P.G. VERNON, R.-H. SHEVENELL, *Vos idées personnelles*, 4th edition, University of Ottawa, 1962.

Respondents were divided almost equally between men and women, came primarily from the public and parapublic sector and had a mean age of 30 years. Over half had a university degree, had been working full-time for eleven years, with a mean annual salary of approximately 30 000$. Typically, they supervise few employees. It is noteworthy that workers identifying themselves to the spiral category to date in their career path, put little emphasis on the importance of vertical mobility, in contrast to linears while lateral mobility was more typical of transitories and spirals.

RESULTS

Career to date

Since the univariate analyses have already been presented in detail in an earlier paper (Bourgeois and Wils, 1985)[14], only the highlights of the initial findings will be presented here; however, the results of the discriminant analysis performed on the data will be emphasized.

Sixteen out of a possible twenty-six personality and values variables were found to be significant across the four career to date patterns or past career in the expected theoretical direction.

Linears were found to be significantly more achievement-oriented in the traditional sense of vertical mobility than spirals, steady-states and transitories; their need to work with people (affiliation) was also significantly higher than that of transitories. Their need for change was relatively high, exceeded only by that of transitories, but were significantly more concerned with work of a detailed nature than the latter. They were the highest on dominance (power and control over people) and on the physical and psychological stamina or endurance required to satisfy their career ambitions, as well as on global understanding of events and problems. Indeed they were also the lowest on play (time for leisure and social, family activities) as well as on succurrance or the need to be understood by others. Characterized by high economic and political values on the AVL, the linear also identified the following principal elements of job motivation power, dominance, capacity to exercice good interpersonal relations with a team and the possibility of improving supervisory skills.

In contrast, *steady-state* individuals manifested the lowest level of traditional organizational achievement thus de-emphasizing vertical super-

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14   R.-P. BOURGEOIS, T. WILS, «Cheminements de carrière, personnalité et valeurs des travailleurs», paper presented at the 22rd annual Conference of the Canadian Assoc. of I.R., Montréal, Canada, May 1985.

visory mobility. They appear to strive for detailed, well-structured work re-quiring some degree of perfectionism, favor job stability (low need for change) as well as a low need for dominance or control of others' activities. Not exhibitionistic in nature, they are high on harm-avoidance or cautiousness and place great reliance on job security. Dominant work values are traditional moral and religious values with lesser emphasis on the economic and political. With respect to elements of job motivation, steady-states indicate the importance of sound interpersonal relationships at work coupled with a sound organizational climate and a need to improve one's technical and professional skills, while maintaining good job security.

The *transitory* manifests a need for achievement, in a vertical sense which is higher than that of the steady-state but lower than that of the linear. He is characterized by a high economic dominant value system as well as a low theoretical one and is very low on the need for affiliation with others, people probably being considered only as a means to an end. While the need for change is understandably high, the need to manage is only moderate and the need to be involved in detailed work is low; conversely, the need to be «seen» (exhibitionism) is very high as are the propensity for risk-taking and the high importance of leisure-time activities. The most im-portant elements of job motivation gravitate around variety of tasks, high earnings and clear and precise work objectives.

The *spiral* personality pattern presents a much more introverted, in-tellectual and theoretical value system than the transitory. The spiral stresses autonomy and independence of action and is not typically motivated by supervision and management. Quality of work and the use of creativity appear more important than work volume. Both cautions and fac-tual as well as impulsive in decision-making, the spiral has high need to be understood by those around him (high succurance). Preferred elements of a work situation involve the opportunity to be autonomous and free of organizational constraints and to grow as a person. Indeed spirals in this sample tended to gravitate towards occupations where they could function autonomously (*e.g.* law, clinical psychology, small business, management consulting).

Discriminant analysis of «career to date» data

Thus far univariate analyses had been used to explore the data and identify good discriminating variables. However, several individually good variables may not contribute to the analysis because of intercorrelations (shared discriminating power).

The discriminating variables were entered stepwise according to the Wilks lambda criterion because the investigation is exploratory and aims at discovering «useful» discriminating variables. The stepwise procedure specifically helps to eliminate redundant variables whose unique contributions are insufficient due to inter-correlations. When the total sample is used to derive the classification functions, the percent correct prediction is 83.72%. As mentioned by several authors, this proportion of cases correctly classified tends to overestimate the power of the classification procedure because the validation is based on the same data used to derive the classification functions.

Given that the sample is large enough, the classification was validated by randomly splitting the sample in two subsets (split sample validation). The first subsample, called the analysis sample (n = 58) was used to derive the functions while the other subsample, called the holdout sample (n = 71), was used to test the classifications.

Results of the discriminant analysis for the analysis sample are reported in table 1. Three out of the six value variables and 15 out of 20 personality variables entered. Three significant (at p less than .0003) discriminant functions emerged. The first function (eigenvalue = 3.79, canonical correlation = .89) which accounted for 46.20% of the variance, served to distinguish the spiral group from the transitory and steady-state groups. The second function (eigenvalue = 2.78, canonical correlation = .86) which accounted for 33.80% of variance, served to separate the transitory group from the linear group. The third function (eigenvalue = 1.64, canonical correlation = .79) which accounted for 19.92% of variance, differentiated the steady-state group from transitory and linear groups. The percent correct prediction is 93.10%. Assuming that each group has a prior probability of .25, the proportional reduction in error statistic is .91 (Klecka, 1980)[15]. This means that classifications based on the discriminating variables made 91% fewer errors that would be expected by random assignment.

Function 1 showed that the spirals had higher scores on economical, theoretical and aesthetic values; they were more likely to be high on impulsivity, change, harm-avoidance, defendence and affiliation as well as to be low on dominance, play and cognitive structure or concern for detail. Compared with the transitory group, the linears had higher scores on social recognition, affiliation and understanding as well as lower scores on succurrance, autonomy and exhibition (function 2). The steady state group had higher scores on order and defendence and lower scores on achievement (function 3), thus confirming earlier findings.

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15 W.R. KLECKA, *Discriminant Analysis*, Berverly Hills, Sage Publications, 1980.

TABLE 1

Results of the Discriminant Analysis

		Functions		
Variable		1	2	3
Canonical Discriminant Functions Evaluated at Group Means (Centroids)				
Linear	(group 1)	.225	-2.373	-1.074
Spiral	(group 2)	3.232	.566	.611
Trans	(group 3)	-1.332	2.124	-1.352
Steadystate	(group 4)	-1.568	.188	1.676
Rotated standardized Discriminant Function Coefficients				
Economic value		.918	.030	-.134
Impulsivity		.811	-.120	.049
Theoretical value		.803	.307	.208
Change		.682	.198	-.249
Dominance		-.658	-.292	-.105
Harm-avoidance		.622	-.263	-.173
Play		-.548	.335	.189
Defendence		.537	-.204	.508
Aesthetic value		.470	.394	.090
Cognitive structure		-.353	-.094	.235
Succurrance		.083	1.675	.048
Social recognition		-.235	-1.172	.034
Affiliation		.756	-1.106	.145
Autonomy		.388	1.079	.261
Understanding		-.040	-.741	-.216
Exhibition		-.395	.721	-.332
Achievement		.046	-.109	-.614
Order		.187	.446	.463

Ns: group 1 = 16, group 2 = 13, group 3 = 13, group 4 = 16

When the functions derived from the analysis sample are used to fit the classification in the holdout sample, the percent correct prediction is 63.38%. Assuming that each group has a prior probability of .25, the proportional reduction in error statistics is equal to .51. This means that the classification made 51% fewer errors than would be expected by random assignments. Although the classification accuracy is good, the hit rate is lower for the spirals (8/17 = .47) and the steady states (16/26 = .61). The spirals particularly tend to be misclassified as linears (5/17 = .29) while the steady states tend to be misclassified either as linears (5/26 = .19) or transitory (4/26 = .15).

TABLE 2

Significant personality dimensions and values based on «Ideal» and «Probable future» career orientation

Variable	Lin.	Spir.	Tran.	SS	F	S		Sign. Means
Theoretical	30.2	38.02	33.6	31	6.49	.001	.01	(gr. 1-2)
	(30.14)	(40.58)	(28.63)	(34.28)	(10.56)	(.0001)		
Economic	37.49	40.57	37.13	28.33	10.00	.001	.01	(gr. 1-4,
	(37.25)	(39.79)	(52.13)	(27.72)	(19.83)	(.0001)		2-4, 3-4)
(Political)	(33.80)	(31.06)	(33.75)	(27.94)	(4.04)	(.001)		
Ach.	60.32	55.74	52.21	49.69	7.87	.001	.01	(gr. 1-4,
	(59.26)	(57.16)	(52.83)	(48.35)	(9.46)	(.0001)		2-3)
Change	50.91	51.93	41.47	44.58	6.53	.001	.01	(gr. 1-4,
	(51.40)	(50.66)	(55.08)	(40.98)	(9.88)	(.0001)		2-3)
Cognit. struct.	57.95	54.25	52.84	58.81	3.26	.05	.01	(gr. 3-4)
	(57.14)	(53.89)	(48.83)	(59.53)	(5.56)	(.001)		
Endurance	63.89	57.19	58.26	53.31	9.04	.001	.01	(gr. 1-2,
								1-4)
Harm-avoidance	53	51.58	51.79	57.61	3.27	.05	.01	(gr. 2-4,
	(52.06)	(52.90)	(48.25)	(57.75)	(4.54)	(.01)		3-4)
Understanding	56.67	54.33	46.42	49.58	6.19	.001	.01	(gr. 1-4,
								2-3, 1-3)
Sentience	46.69	50.62	43.26	47.08	3.66	.05	.01	(gr. 2-3)
(Defendence)	(49.66)	(55.04)	(43.00)	(54.98)	(8.05)	(.0001)		
(Dominance)	(56.89)	(56.29)	(53.50)	(49.78)	(6.14)	(.001)		

Numbers in brackets refer to «probable future» career while those not in brackets are based on «ideal career» orientation.

Personality dynamics and Values of Workers based on «Ideal» and «Probable Future» Career Orientation

As can be seen from table 2, while fewer of the personality and value dimensions are significant than is the case for the career to date classification, much similar findings emerge and appear relatively consistent for both ideal and future probable career.

Once again, the *spiral* individual is characterized by a dominant theoretical and economic value system and to some extent by a need for change and a high sensitivity to creative and aesthetic areas of work (high sentience). In addition, the individual, regardless of career orientation to

date, who foresees a probable career change of a spiral nature tends to be suspicious of events and people (high defendence) and tends to be dominant and self-reliant in his outlook and career strivings.

As was the case in «career to date» probable future *linear* workers and those wishing to be linears in an «ideal» sense have high political and economic practical value systems but a low theoretical orientation; they have a high need for vertical mobility and traditional achievement, like change and are the highest of all four groups in endurance and dominance of people as well as on understanding or predisposition to view the global picture rather than the detail as indeed would be required in senior management-type positions.

In contrast, *steady-state* workers do not place reliance on economic and political value systems within their «probable future» and «ideal» jobs nor do they strive to achieve in traditional vertically-mobile fashion; they will probably be stable in their jobs (low change ideally) and place high emphasis on detailed meticulous work; physical and psychological stamina is lower than all three other groups while harm-avoidance (cautiousness and prudence) is highest of all and dominance (leadership) the lowest of the four groups.

Finally, *transitories* are characterized once again by a low theoretical value system but place high emphasis on economic and financial gain as well as a high need for change but only for those identifying themselves to the category in the ideal career stage; for those identifying themselves as transitory in the probable future career stage, it is noteworthy that the need for change is low; this may indicate that such workers anticipate that they will have to accept lateral moves quite often given a tight job market and term positions for younger workers but that their fundamental orientation to change is low. Once again transitories are willing to work very hard at their jobs, will take risks when necessary (low harm-avoidance), are not motivated by intellectually challenging or overly detailed work (low cognitive structure, understanding and sentience). Finally the low defendence score indicates that they tend to approach people in a straightforward manner without suspicion and defensiveness.

Stability of identification to a career category: career to date vs ideal

As can be seen in table 3, for three of the four career categories, the career pattern of most respondents appears relatively stable over time. Specifically, most linears in their career to date choice continue to identify

to the linear category in the ideal; it is noteworthy however that 9 out of 42 linears in their career to date would ideally prefer a spiral career pattern.

Similarly, most spirals and steady-states are consistent between career to date and ideal career choices whereas the transitories are not. It would appear that transitories have an ideal preference for a spiral career pattern as time goes on, thus continuing to value job changes but over longer periods of time and perhaps involving more meaningful work allowing more depth and personal growth. Eight of 44 spirals and 18 of 59 steady-states see themselves ideally in a linear mode at a later career stage.

It would thus appear that in general the pattern of one's career to date will, for most workers, tend to repeat itself over the long term, except for transitories who it would seem aspire to an ideal career of spiral. Relatively smaller proportions of spirals and steady-states in their career thus far aspire to more linear, vertically mobile work while a small proportion of linears would ideally prefer becoming spirals, thus involving a major change in career orientation.

TABLE 3

Stability of identification to past career pattern when identifying one's career ideally

IDEAL CAREER

Past Career		Linear	Spiral	Transitory	Steady-state	Row total
Linear	N	30	9	1	4	42
	%	71.4	21.4	2.4	4.8	24.1
Spiral	N	8	32	0	4	44
	%	18.2	72.7	0	9.1	25.3
Transitory	N	4	11	10	4	29
	%	13.4	37.9	34.5	13.8	16.7
Steady-state	N	18	7	4	30	59
	%	30.5	11.9	6.8	50.8	33.9
Column N		60	59	15	40	174
Total %		34.5	33.9	8.6	23	100%

DISCUSSION

Thus the relative stability of a career pattern chosen to date appears to be a good predictor of how one's career will tend to evolve over time into more of the same for most workers except for transitories; if there is to be a

career change for other career categories it will tend to follow a more linear pattern or a spiral pattern in the case of some linears. As Brousseau (1984)[16] points out, based on supporting evidence, it may be that upward job mobility promotes an internal locus of control which is attainable for most workers only at later stages of their careers. These findings tend to explain why approximately the same personality and value scales characterize workers identifying themselves to a career pattern to date, to the same career pattern in terms of probable future career and ideal career. Indeed one can speculate that individual differences in personality dynamics and fundamental value systems have probably tended to dictate the evolving pattern of one's career thus far and will probably continue to do so, with some exceptions. Such relative stability should therefore allow reasonable career orientation predictions on the part of vocational counselors for most workers at relatively early stages of their careers based in large part on personality dynamics and values as well as on interests and aptitudes.

Similarly, in order to maximize the fit between workers and organizations, management should attempt to continue to meet different workers' career aspirations by personnel systems which are adapted to the ongoing career concerns of its employees. While a number of authors have already commented on some of the possible organizational consequences of a typology of careers (Driver, 1983[17]; Prince, 1983[18]; Brousseau, 1984[19]; Bourgeois and Wils, 1985[20]), Table 4 highlights how a number of personnel systems and organizational climate variables might be adapted to meet the individual aspirations of different categories of workers. The above of course implies that supervisors and managers would have to be sufficiently sensitized to the implications of career typology research findings to be able to correctly identify specific work-related climate variables and personnel systems which will meet the needs of different sub-groups of workers. Given adequate training, through ongoing contact with the individuals they supervise, managers should be in a position to become more attuned to the individual work-related needs of their employees.

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[16] K.R. BROUSSEAU, «Job-Person Dynamics and Career Development» in Rowland & Ferris, *Research in Personnel & Human Res. Mg't*, Jai Press, Vol. 2, 1984, pp. 125-154.

[17] M.J. DRIVER, «Career Concepts and Individual Differences», Conference presented at the Association of Administrative Sciences of Canada, May 1983.

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[20] R.-P. BOURGEOIS, T. WILS, «Cheminements de carrière, personnalité et valeurs des travailleurs», paper presented at the 22rd annual Conference of the Canadian Assoc. of I.R., Montréal, Canada, May 1985.

TABLE 4

**Some implications of career concepts for personnel systems
and organizational practices**

	Linear	Spiral	Transitory	Steady-state
PA:	annual; management-oriented	annual (personal growth)	MBO; Latham (precise objectives); frequent, (6 months)	Less frequent, BARS
Training/ career:	mg't (lead; strategic mg't) sponsor	sabbaticals indiv. career planning	lateral mobility	technical/prof.
$:	± (status, power)	high but fixed	merit	N/A
Selection:	vertical admin./mg't	specialization and/or project mg't (horiz.) intellectual/ theoretical challenge	service to public (visibility) supervision	≠ mg't job security detailed work
Org. climate:	challenge; interpersonal relations; vertical centralized structure	autonomy-creativity work volume ↓ horizontal structure (consideration > I.S.)	work volume ↑ turbulent (risk) sales/marketing horiz. structure prospector strategies and small business	stable values & trad. structures ≠ conflict good I.R.; defensor strategy ≠ general organizational information

As Table 4 suggests, the value of the use of career typologies on an organizational level may well be that it allows us to better match the individual needs of workers to various kinds of organizational strategies (Miles and Snow, 1978)[21]. Based on our understanding of the underlying personality dynamics and value systems of workers, it would appear that the linear worker would function best in an organizational climate of analyzer and in tall traditional centralized organizations; the spiral however functions perhaps best in organizations with flatter structures, a project management orientation where lateral mobility is possible, creativity and autonomy are values shared by the enterprise and the supervisor's style is more oriented toward consideration of employees than toward initiating

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21 R. MILES, C. SNOW, *Organizational Strategy Structure and Process*, New York, McGraw-Hill, 1978, 274 pp.

structure. The transitory probably would function best in a prospector-type organization in a small business setting in sales and marketing positions where risk-taking and performance pay systems prevail. Finally, steady-states are probably more comfortable in defensor-mode organizations where task specialization, role and job stability and low conflict exist. Thus the typology may be useful in better understanding how the personality of an organization reflects the individual personalities of its workers; one could hypothesize that an organization essentially made up of steady-states would operate in a more conservative fashion than an organization with a more varied mix of workers.

The above may also have implications for personnel selection. Organizations having transitory and linear workers may be characterized by heavy turnover; in a downsized economy, such workers may experience plateauing and lack of mobility which causes them to leave the organization. Perhaps a more careful examination of curriculum vitaes on initial hiring or administration of Driver's modified questionnaire using career typology concepts as discussed in this paper would help alleviate some of these problems.

On the individual level, the typology allows vocational counselors to predict based on an assessment of personality dynamics and value systems of individuals, those work-related elements and types of organizations which will hopefully maximize the person-environment fit. The consistency of results attained not only in this study but with Driver's data is encouraging and worthy of further research on larger samples.

In this vein, it is our intention to systematically investigate the typology on a larger sample of workers who have recently retired as well as to gather personality, value and interest data on these workers looking at their entire past career instead of partial aspects of workers' careers as done thus far. A deliberate attempt will be made to include both private and public sector workers as well as to explore biographical variables which may correlate with identified career paths.

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Concepts de carrière, personnalité et valeurs des travailleurs canadiens: une étude exploratoire

Cette étude faite à partir de données sur 177 travailleurs de la région de l'Outaouais examine la notion des cycles de vie dans la détermination des cheminements de carrière *vs* la stabilité ou les changements de carrière qu'on peut noter chez certains autres travailleurs.

La notion des concepts ou mobiles de carrière telle que discutée par Driver (1979, 1983) et Brousseau (1984) a permis d'élaborer une typologie des carrières qui tient compte des différences individuelles des travailleurs sur le plan de leurs schèmes

de valeurs et de leurs dynamismes de personnalité profondes. Cette approche est également intéressante en ce sens qu'elle tient compte de la notion de «concordance» travailleur-environnement à l'intérieur d'un cheminement de carrière. Enfin, la typologie suggère l'adaptation souhaitable de systèmes de gestion des ressources humaines adaptés aux besoins fondamentaux de différents types de travailleurs.

Le but de la présente recherche consistait à explorer les dynamiques de personnalité, de valeurs et d'éléments de motivation au travail susceptibles de caractériser des travailleurs s'identifiant à un des quatre cheminements de carrières possibles.

Les résultats démontrent qu'il existe effectivement des différences individuelles pour chacun des quatre types de travailleurs. Par exemple, les linéaires (managers avec promotions rapides) se caractérisent par un besoin de réalisation, d'affiliation et de supervision élevés. Les homéostatiques (les spécialistes) par ailleurs mettent davantage l'accent sur la qualité du travail professionnel accompli, la stabilité et la sécurité de leur emploi ainsi que la qualité des relations interpersonnelles avec l'équipe de travail. Les transitoires (changement d'occupation aux deux ans-mobilité horizontale) mettent l'accent sur la dimension financière instrumentale du travail, la prise de risque et la variété des emplois. Enfin, le «spiral» (changement dramatique de profession aux 10 ans) semble beaucoup plus introverti et a un besoin de stimulation intellectuel élevé ainsi que d'une grande autonomie dans l'exercice de ses fonctions.

Quand on demande aux travailleurs de réfléchir sur leur cheminement de carrière «idéal» ou «futur probable», les mêmes tendances se dégagent à quelques exceptions. Les résultats semblent donc en partie confirmer la stabilité relative du type de cheminement de carrière d'un travailleur en fonction de ses valeurs et de ses éléments profonds de personnalité.