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Work Style. Development and Validation of a Standardised Assessment Instrument

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Abstract: The first part of this study presents a critical overview of the academic literature underpinning the concept of work styles. The second focuses on the methods used to develop a tool for measuring work styles in a national context. Thus, in creating the instrument we have used both the work styles theory developed by Borman, Kubisiak and Schneider (1999) and a content analysis of the answers provided by Romanian employees. The sample consisted of 930 employees with a mean age of 34.31 years (SD = 9.81), which came from various organisations. In order to analyse the answers from the questionnaire we used a factor analysis, which generated seven dimensions associated with the concept of work styles (innovative-adaptive, independent-dependent, planned-spontaneous, individualist-collectivist, engaged-disengaged, analytical-intuitive, implementer-visionary). These dimensions were then analysed in conjunction with similar psychological concepts. In the last part of the study we briefly described and analysed work styles' personality profiles extracted from the seven dimensions of our study.

Key words: personality assessment, work style, occupational profile, person-job fit

Psychological Assessment in the work context

The use of personality related variables in personnel selection has been traditionally regarded with caution in the context of the personnel psychological assessment. Guion (1965) for example argues that „one going through the literature on personality testing will be seriously disappointed” (cited in Campbell and Knapp, 2001, p. 112). Lately there has been another side to this argument, as research has outlined the validity and applicability of personality tests in the context of work and also the connection between some personality factors and work performance. Hogan (1991) summarizes the most influential research on personality in personnel psychology and argues the value of personality assessment in personnel selection, while Kamp and Hough (1986)

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present an overview of several studies which demonstrate a strong association between the *Assessment of Background and Life Experiences* questionnaire factors as well as various organisational constructs. Furthermore, the meta-analysis conducted in the study of Barrick and Mount (1991) indicates there are some connections between the Big Five Model factors and work related performance measurements.

Due to the clinical nature and purpose of the initial personality inventories, they are not considered to be accurate when measuring personality variables which can predict specific work related and organisational behaviours. Following the latter view on personality, researchers have developed the concept of „work style”, which integrates work related relevant psychological dimensions (Borman, Kusibiak, Scheinder, 1999).

This concept was described and investigated by various researchers interested in finding and analysing the psychological variables related to the organisational behaviour of individuals. For example, Judd Adams (2001) argues that work problems and conflicts arise from the differences in the employee’s work styles. The author argues that, by knowing and understanding both the work styles of oneself, and that of colleagues, conflicts can be reduced and work performance increased. Feuerstein (1996) also describes and analyses the concept of work style and determines it to be an individual cognitive, behavioural and physiological reaction pattern which occurs while performing work tasks.

In the Romanian research context, Mihuț (1989) defines the concept of work styles as being the „sum of professional, organisational, political and moral qualities which are conveyed in the people’s daily activities” (Mihuț, 1989, p. 73), while Niculită (2005, p. 8) considers it to be „a synergy of heterogeneous factors of a motivational, affective, cognitive, aptitudinal and psychosocial nature, whose merger determines each individual’s perspective on relating to one’s work and on using one’s resources in order to achieve individual and organisational goals ”.

The authors of this paper define the concept of *work style* as *an employee’s preferred way of relating to work and the organisational context of work (attitudinal) and of effectively performing work related tasks (behavioural)*.

Knowing the work style, or the way in which employees think, feel and act in organisations contributes to creating the „psychological profile of the potential employee” mentioned earlier and also helps to assess the fit level between the employee, the job and the organisation. Due to the impact and relevance of this concept in the organisation, many academic researchers focus on finding the

combination of individual psychological factors which define the „work style” concept and predict an employee’s work behaviour.

Work style taxonomies

The assessment of the work style was initially done indirectly, through general personality instruments like the *FFM - Five-factor model* (Costa & McCrae, 1987; Goldberg, 1981, 1993) and *ABLE - Assessment of Background and Life Experience* (Hough, 1997).

The following section will present some psychological assessment tools designed specifically to measure the individual work style.

In 1989, Jackson and Gray developed the *Survey work style* measure, which brings in six dimensions related with the concept of individual work style: Impatience, Anger, Work Involvement, Time Urgency, Job Dissatisfaction and Competitiveness. This psychological measure is considered to be one of the most exhaustive regarding the type A behaviour pattern. The questionnaire can be used in diagnosing occupational stress, analysing interpersonal behaviour and conflict management.

Bolton (1992) also created a *Work Personality Profile Self Report*, a self-report instrument for analysing work behaviour, which assesses work attitudes, values, habits, and behaviours. The results of the 58 item questionnaire are integrated into a profile which includes 11 primary work behaviour categories and 5 second-order factor scales: task orientation, social skills, work motivation, work conformance and personal presentation.

Saville and Holdsworth Ltd. (1984, 1996) shaped a personality assessment tool based on the personality trait’s models, like Eysenck’s (1952) and Cattell’s (1979). The authors’ main objective was to create a psychometrically solid model which would be tailored for the work environment and provide useful guideline for Human Resource practitioners. The *Occupational Personality Questionnaire (OPQ)* they developed consists of 30 dimensions, grouped into three areas: relationships with people, thinking style and feelings and emotions.

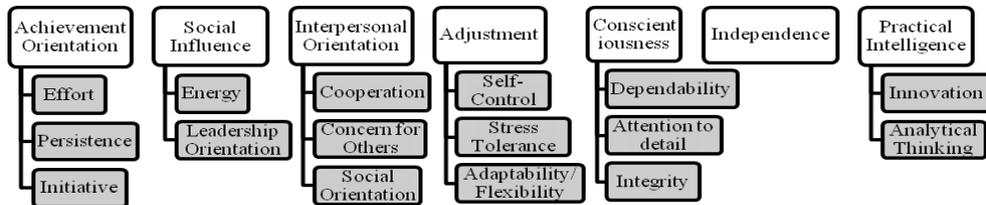
Judd Adams’s (2001) *Work Style Questionnaire (WSQ)*, contains four bipolar dimensions, similar to the Myers-Briggs Type Indicator (MBTI): Introversion-Extraversion, Sensing – Intuition, Thinking- Feeling and Planning- Spontaneity.

Feuerstein and Nicholas (2005) developed the *Work Style Measure Short Form*, a questionnaire which associates the work style with the employee’s responses

behaviourally, cognitively and physiologically to work demands. The questionnaire was proposed to help explain the link between work-related ergonomic and psychosocial factors. This version has 32 items grouped into 10 subscales: Working Through Pain, Social Reactivity, Deadlines/Pressure, Limited Workplace Space, Self-imposed Work pace, Breaks, Autonomic Responses, Pain/Tension, Mood and Numbness / Tingling.

Probably the most meticulous and complete taxonomy of psychological factors associated with individual work style is that of Borman, Kusibiak and Scheinder (1999). The authors present an overview of academic research on personality factors correlated with work performance and take into consideration the specific contexts of 35 professional areas. From their analyses, the authors have developed a comprehensive model of the concept of work styles, which includes 7 primary dimensions and 17 secondary dimensions. The seven primary dimensions are: achievement orientation (*effort, initiative, persistence*), social influence (*energy, leadership orientation*), interpersonal orientation (*cooperation, concern for others, social orientation*), adjustment (*self control, stress tolerance, adaptability/flexibility*), conscientiousness (*dependability, attention to detail, integrity*), independence, practical intelligence (*innovation, analytical thinking*).

Figure 1. Work styles Taxonomy (Borman, Kubisiak, Schneider, 1999)



We wondered whether this model was relevant to the Romanian population, considering the significant number of cultural differences between Anglo-Saxon countries and Romania (located in South- East Europe).

A new work style model

Since the work style dimensions identified and defined so far are based on studies in the Anglo-Saxon environment, we have used a qualitative approach in order to build a standardised instrument adapted to the Romanian organizational context. To avoid falling into the trap of the "translation" of psychological dimensions relevant to the Anglo-Saxon employee but irrelevant or difficult to understand for the Romanian employees, the strategy of building a work style assessment tool started with a qualitative analysis of the constructs provided by the Romanian employees. Thus, in the first step we conducted a series of individual interviews with over 100 employees, different in terms of professional expertise, seniority or hierarchical position. These interviews' content was included in forms similar to that presented below.

Figure 2. Sample of interviews-gathering form.

INSTRUCTION: Each employee has a certain style of work, a proper way to do his job. What is your working style and how does it differ from your colleagues work styles?

Me / I....

„...work until I finish my job...,,
"...prefer working alone..."
„...don't waste my time chatting!"

Others / my colleagues

„...take long brakes....”
„...enjoy being together... ”
„...like to talk a lot ...”

Name & First Name: YyyyyyyyyZzzzzz

Age: xxxxx

Studies: xxxxxxxx

Tel: xxxxxxxxxxxxx

Job role: xxxxxxxx

Position: xxxxxxxx

Using data obtained from the interviews conducted in the preliminary stage of the study, groups of students³ enrolled in postgraduate modules developed a total of 400 items. This item pool was taken by a group of experts who analyzed and isolated 62 items. The items have a dichotomous structure with an equally desirable choice, corresponding to the two poles of the specific dimension. The instrument developed this way was named Work Style (SM).

Method

Participants

The research consisted of 930 participants, of which 325 were male and 598 female. The age of participants varied between 18 and 70 years, with an average of 34.31 (SD = 9.81). 62.8% of them are university graduates, 36% high school graduates and 1.2% secondary education graduates.

Procedure

The instrument we developed (SM 09 Inventory) was applied on the group of participants described above, persons with different professional backgrounds: public administration, hospitals / clinics, commercial companies, production companies and NGOs. Students from the Faculty of Psychology obtained the participants' consent, explained the instructions and supervised the completion of the instrument.

Results

Exploratory factorial analysis

The use of a standard exploratory factor analysis on dichotomous data violates the assumptions of continuity, normality and linearity, thus producing distorted and artificial results. To avoid these distortions, we chose to use factor analysis on "parcels of items." A parcel can be defined as an "aggregate-level indicator comprised of the sum (or average) of two or more items, responses, or behaviors" (Little et al., 2002, p.152). Parcels are considered to be more reliable than individual items, as they are

³ **E-team** (mixed research group – students, teachers and graduates - of over 45 members, which conducts research in psychology)

continuous and increase the magnitude and probability of linear relationships between variables.

Some authors criticized the method for the subjective choice of the items forming a parcel, while others stressed that the derived factors should be considered factors of second order and not primary ones, however the parcels were successfully used in the construction and validation of the Comrey Personality Scales (1970), 16 PF (Cattell, 1973), Control Place Inventory (De Bruin, 2004), Temperamental Structure Questionnaire (Bishop, Hertenstein, 2004), DECAS (Sava, 2004).

We grouped the items on the basis of two criteria: similarity of content and degree of correlation between them. In this way, we obtained 31 parcels, each comprised of two items. Consequently, 31 new variables were built by adding the scores of the two items corresponding to each parcel.

The principal components method with a Varimax rotation indicated the existence of seven factors (described below), factors that explain 57.84% of the total variance (Table 1.).

Description of the factors identified

The seven factors were then related to the dimensions described in the work styles' taxonomies proposed so far, to identify the degree of correspondence as well as the similarities. Table 2 shows the identified factors, their description and the correspondence with similar concepts in the literature.

Table 1. Summary of Exploratory Factor Analysis Results

| Parcels | Factor loadings | | | | | | | Communalities |
|------------|-----------------|-------|-------|-------|-------|-------|-------|---------------------------|
| | F1 | F2 | F3 | F4 | F5 | F6 | F7 | |
| 28 | .746 | | | | | | | .588 |
| 23 | .731 | | | | | | | .634 |
| 20 | -.707 | | | | | | | .537 |
| 24 | .705 | | | | | | | .640 |
| 27 | .685 | | | | | | | .496 |
| 22 | .667 | | | | | | | .509 |
| 25 | -.634 | | | | | | | .502 |
| 26 | .610 | | | | | | | .440 |
| 1 | | .838 | | | | | | .723 |
| 5 | | .787 | | | | | | .681 |
| 6 | | .733 | | | | | | .591 |
| 2 | | .671 | | | | | | .506 |
| 8 | | .475 | | | | | | .368 |
| 30 | | | -.671 | | | | | .495 |
| 31 | | | .666 | | | | | .511 |
| 29 | | | .640 | | | | | .565 |
| 19 | | | .616 | | | | | .614 |
| 21 | | | .599 | | | | | .447 |
| 4 | | | | .838 | | | | .828 |
| 7 | | | | -.829 | | | | .764 |
| 3 | | | | .821 | | | | .811 |
| 10 | | | | | .888 | | | .806 |
| 11 | | | | | -.865 | | | .777 |
| 12 | | | | | -.642 | | | .475 |
| 9 | | | | | .382 | | | .357 |
| 18 | | | | | | .679 | | .557 |
| 17 | | | | | | .627 | | .475 |
| 16 | | | | | | -.535 | | .477 |
| 14 | | | | | | | .787 | .635 |
| 15 | | | | | | | .722 | .596 |
| 13 | | | | | | | .647 | .525 |
| Eigenvalue | 4,463 | 2,998 | 2,42 | 2,335 | 2,174 | 1,827 | 1,694 | |
| % variance | 14,395 | 9,67 | 7,8 | 7,596 | 7,012 | 5,894 | 5,466 | 57,841 (% total variance) |

Work Style Instrument

Table 2. Description of the factors of the Inventory Work Style and their correspondence with similar concepts from the literature

| Factor | Description of the factors | Similar concepts in the literature | |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------|
| 1. Innovative- adaptive | <p>Innovative. In order to solve a task searches / thinks of new ways, adapts the existent rules and seeks new and inventive solutions. He/she is rather unpredictable and flexible, perceives changes as new opportunities, being among the firsts to propose a bold solution.</p> | Innovation | Borman, Kubisiak, Schneider (1999) |
| | <p>Adaptive. Prefers to work according to specific and clear instructions, using invariably the same style, the same ways of working to which they are already accustomed. Is rather formal and inflexible, changes make him/her uncomfortable, prefers the policy of small steps and gradual change.</p> | Desire to generate ideas | Raymark, Schmit, Guion (1997) |
| | | Innovative | Saville & colab. (1996) |
| | | Adaptive- innovative | Kirton (1976) |
| 2. Independent- dependent | <p>Independent. The approval or disapproval of peers do not interest him/her, as they prefer to work independently and quietly work through achieving their objectives. When he/she confronts a new problem, they have professional difficulties or have to make a difficult decision, he/she prefers to find a solution alone, asking for help from colleagues only in extreme cases.</p> | Independent | Saville & colab. (1996) |
| | <p>Dependent. The approval or disapproval of colleagues helps him/her to make good decisions, preferring to work with others. At work, they share their ideas with colleagues and interfere with pleasure in discussions regarding personal issues. When he/she has difficulties or is confronted with a new problems, they prefer to consult with colleagues, ask them for support and know who to address.</p> | | |
| 3. Planned- spontaneous | <p>Planned. Organizes his/her time in advance and strictly respects the schedules. Usually, knows how long it takes to finalize a specific activity of daily routine, considers alternatives for possible risks and completes a project as planned earlier.</p> | Forward planning, Conscientious | Saville & colab. (1996) |
| | <p>Spontaneous. Organizes his/her activities on the run, depending on the problems that arise and can easily change the established schedule. Considers that the time necessary to complete daily activities can vary, depending on the problems that arise and solves problems through improvisation.</p> | Deliberare | Costa, McCrae, Dye (1991) |
| 4. Individualist - collectivist | <p>Individualist. Believes the best results are obtained when working alone and prefers individual tasks or a job that involves working individually. He/she considers that, in order for an organization to be successful, the most important thing to consider is the competitiveness of each employee and that ambitious</p> | Cooperative or collaborative work tendency | Raymark, Schmit, Guion (1997) |

| | | | |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| | <p>employees should receive the highest praise.</p> <p>Collectivist. Believes the best results are obtained when working in a team and prefers collective tasks and jobs that involve collaboration and teamwork. He/she considers that, in order for an organization to be successful, the most important thing to consider is teamwork and that “good mate” employees should receive the highest praise.</p> | Cooperation, Social orientation | Borman, Kubisiak, Schneider (1999) |
| 5. Engaged - disengaged | <p>Engaged. Is the person who „puts their heart” in the work problems, often does overtime work to finish his/her tasks and thinks that people willing to work overtime without pay are passionate about what they do. When he/she gets home they are still preoccupied about work issues and often take work home.</p> <p>Disengaged. Is the person who objectively judges work issues, is rushing to finish the tasks during work hours and believes that employees willing to work overtime without pay want to be better seen by the supervisor. When he/she gets home, they leave all the job related issues at the door and make a clear separation between family and job.</p> | Work involvement | Lodahl & Kejner (1965); Paullay & colab.(1994) |
| 6. Analytic - intuitive | <p>Analytical. Before making an important decision, carefully analyzes or re-examines the available information, relying on a rational analysis of the situation. He/she thinks the most effective solutions are the ones thoroughly thought, planned and that, in a professional context, has to carefully check all possible options, regardless of time lost.</p> <p>Intuitive. Before making an important decision, tries to guess the final result, finds key data in a few minutes and quickly decides what to do, relying on intuition and flair. Believes that when one works in a company/ organisation, they have to make decisions quickly, the most effective solutions being the ones taken spontaneously, on the spur of the moment.</p> | <p>Tendency to think things through</p> <p>Critical</p> <p>Analytical thinking</p> | <p>Raymark, Schmit, Guion (1997)</p> <p>Saville & colab. (1996)</p> <p>Borman, Kubisiak, Schneider (1999)</p> |
| 7. Implementer - visionary | <p>Implementer. Concentrates on details, small differences, because he/she likes meticulous work; focuses on details. Prefers to deal with the details of implementing valuable solutions.</p> <p>Visionary. Focuses especially on general issues, on the overall vision of the issues. Prefers to come up with ideas, new visions about the problems, to offer solutions and let others implement them.</p> | <p>Thoroughness and attentiveness to details</p> <p>Attention to detail</p> | <p>Raymark, Schmit, Guion (1997)</p> <p>Borman, Kubisiak, Schneider (1999)</p> |

Innovative-Adaptive

The adaption- innovation continuum was proposed and popularized by Michael Kirton (1976), who built and validated the Kirton Adaption Innovation Inventory (KAI), a psychometric instrument that assesses the cognitive style of solving problems and making decisions. According to the author's vision, the persons more adaptive are less original, but highly efficient. Their key characteristics are a precise, methodical spirit, prudence, discipline and conformity. By contrast, the ones who are more innovative are less efficient but more original, being perceived as disobedient, illogical, and unrealistic. The more innovative persons feel in their element in times of crisis, because they are capable of identifying unexpected solutions to old problems and of designing radical change. In periods of stability, the ones more adaptive are more efficient. In each organization, there are departments mostly adaptive (accounting, for example) or innovative (design) (Constantin & Constantin, 2002).

In terms of personality dimensions relevant to the organizational environment, the emphasis has been placed on innovation. Accordingly, Raymark, Schmit and Guion (1997) proposed the dimension "the desire to generate ideas", which captures the innovative person's preference for situations in which one can develop new ideas or solutions to problems through creativity or insight, or try new or innovative approaches to tasks or situations" (Raymark, Schmit & Guion, 1997, p. 727). Similar descriptions which outline the tendency to focus on problems in unique and original ways, are given by Borman et al. (1999) for the factor "innovativeness" and by Saville et al. (1996) who consider that an innovative person „generates ideas, shows ingenuity and thinks up solutions" (Saville et al., 1996, p.246).

Independent - Dependent

The factor we described has common elements with the dimension *independence*, defined by Borman et al. (1999) as the necessity of „developing own ways of doing things, guiding oneself with little or no supervision and depending mainly on oneself to get things done" (p. 220).

Saville et al. (1996) also proposed a dimension called *independence*, describing an independent person as being someone who „has strong views on things, difficult to manage, speaks up, argues" p. 246. Thus, we anticipate a reduced correlation between the dimension included in OPQ and our dimension.

Planned-Spontaneous

Saville et al. (1996) described two factors that capture the preference for planning and the tendency to respect schedules. Thus, someone with a high score on the dimension *forward planning* „prepares well in advance, enjoys target selling, forecasts trends, plans projects" (Saville et al., 1996, p. 247), while someone with a high score on *conscientiousness* „sticks to deadlines, completes jobs, perseveres with routine, likes fixed schedules" (Saville et al., 1996, p. 247). Based on the strong link between them, we suggest that the factor, *planned – spontaneous*, combines these two factors. Similar elements are found in the dimension *deliberation*, proposed by Costa, McCrae and Dye (1991, cited in Borman et al., 1999) or in the dimension *orderliness* proposed by Goldberg and Johnson (2005) as a sub-factor of the *conscientiousness* factor.

Individualist-Collectivist

Similar *individualist-collectivist* constructs can be found in almost any taxonomy of work relevant personality traits. For example, Raymark, Schmit and Guion (1997) described the factor *cooperative or collaborative work tendency* as „a desire or willingness to work with others to achieve a common purpose and to be part of a group, a willingness and interest in assisting clients, customers or coworkers" (Raymark, Schmit & Guion, 1997, p. 726). Preference for team work, active participation in joint activities and cooperative attitude factors were captured in the factors *cooperation* and *social orientation* described by Borman et al. (1999). Also, similar attributes are found in dimensions proposed by Saville et al. (1996), *affiliation* and *care*.

Engaged-Disengaged

Job involvement was defined as „the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job" (Paullay et al., 1994, p.224). In other words, job

involvement relates to the identification of the employee to his work or to the importance of work to the individual's self-image (Lodahl and Kejner, 1965). Robbins and Coulter (1996) believe that job involvement captures the degree to which the employee feels that he/she identifies with their work, actively participates in and recognizes the importance of that work for them.

Similar, to a certain extent to the concept of organizational commitment - as both aim to identify the employee with job involvement in work – job involvement can be associated with the employee's identification and importance given to work activities, while organizational involvement refers to the employee's organizational commitment to the organization.

Analytical-Intuitive

The factor *analytical – intuitive* places at opposite poles the tendency to thoroughly analyze all the available information before making a decision and the tendency to decide based on intuition. The literature paid attention especially to the analytic pole. Thus, Raymark, Schmit, Guion (1997) included in their taxonomy the dimension *tendency to think things through*, described as „a habit of mentally going through procedures or sequences of probable events before taking action, a tendency to seek and evaluate information and to consider consequences” (Raymark, Schmit & Guion, 1997, p. 727). As well as considering alternative courses of action, the tendency to search and analyze data, is also described by the dimensions suggested by Borman et al (1999) and by Saville et. al (1996), called *analytical thinking* and *critical*.

Similarly, the concept of *need for cognition* proposed by Petty and Cacioppo (1983) or the one *need for closure* proposed by Webster and Kruglanski (1994) mainly explore the analytical pole, or the preference to thoroughly review the information before making important decisions.

Implementer - Visionary

Implementer corresponds to the dimensions' *attention to detail* from the taxonomy proposed by Borman et al. (1999) and *thoroughness and attentiveness to detail*, described as “a tendency to carry out tasks with attention to every aspect, a meticulous approach to one's own task performance.” (Raymark, Schmit & Guion, 1997, p. 726). Both of these dimensions are considered aspects of the construct *conscientiousness*.

Analysis of internal consistency

The factors identified by factor analysis performed on data obtained from the sample consisting of 930 subjects have a high internal consistency, as the Cronbach's Alpha coefficients have values ranging between .68 and .88.

Table 3. Consistency coefficients obtained for each bipolar factor

| Factors | Cronbach's Alpha |
|------------------------------|------------------|
| Adaptive / Innovative | .88 |
| Dependent / Independent | .81 |
| Planned / Spontaneous | .74 |
| Individualist / Collectivist | .86 |
| Engaged / Disengaged | .77 |
| Analytical / Intuitive | .68 |
| Implementer / Visionary | .69 |

Descriptive indicators for a range of occupations

One of the objectives of using this instrument is to identify the personality profiles associated with different occupations. For example, in the table 4 averages and standard deviations for each of the seven factors are presented, corresponding to a series of five occupations in different areas: teacher, engineer, sales representative, economist and social worker. The averages have values between 1 and 10, with low scores corresponding to the first pole and the high scores to the second.

Table 4. Averages and standard deviations for five occupations

| Factor | Teacher (n = 40) | | Engineer (n = 25) | | Sales representative (n = 8) | | Economist (n = 9) | | Social worker (n = 41) | |
|------------------------------------|---------------------|------|----------------------|------|------------------------------------|------|----------------------|------|---------------------------|------|
| | M | SD | M | SD | M | SD | M | SD | M | SD |
| 1. Adaptive / Innovative | 3.72 | 2.13 | 2.50 | 1.40 | 3.20 | 2.42 | 5.07 | 2.47 | 3.29 | 1.93 |
| 2. Dependent / Independent | 3.59 | 2.41 | 3.80 | 2.86 | 3.75 | 2.43 | 3.44 | 2.47 | 3.00 | 1.76 |
| 3. Planned / Spontaneous | 5.16 | 2.44 | 6.40 | 1.82 | 5.13 | 2.59 | 5.07 | 2.65 | 4.85 | 1.93 |
| 4. Individualist / Collectivist | 6.49 | 3.49 | 4.67 | 3.21 | 6.88 | 2.43 | 7.22 | 4.25 | 8.78 | 2.42 |
| 5. Engaged / Disengaged | 3.31 | 2.52 | 1.00 | 0.29 | 0.83 | 0.21 | 0.72 | 0.16 | 0.84 | 0.25 |
| 6. Analytical / Intuitive | 4.19 | 2.62 | 5.00 | 2.04 | 3.75 | 2.78 | 2.96 | 2.98 | 3.74 | 3.09 |
| 7. Implementer / Visionary | 4.59 | 2.50 | 7.33 | 2.24 | 4.38 | 2.95 | 1.48 | 1.55 | 2.76 | 2.29 |

Although descriptive, this data allows for a series of observations on the differences between occupations. Thus, engineers have the highest score at vision and seem to be the most prone to spontaneity, while economists have a similar average from the implementer pole and differ from other categories by being the only ones whose average indicates a shift towards the adaptive pole. Meanwhile, social workers are closest when it comes to the pole of collectivism.

The same descriptive analyses were performed for five types of organizations in order to verify whether there are differences between them. Descriptive indicators for the seven factors do not deviate much from the average, while standard deviations are relatively high. This supports the existence of a high degree of heterogeneity of occupations of the five types of organizations and can be considered an indicator of high variability from the functions of the organizations analyzed.

Table 5. Averages and standard deviations for five types of organizations

| Factor | Public administration (n = 185) | | Hospitals (n = 188) | | Commercial organizations (n = 205) | | Production organizations (n = 192) | | NGO (n = 152) | |
|------------------------------------|---------------------------------------|------|------------------------|------|------------------------------------------|------|------------------------------------------|------|------------------|------|
| | M | SD | M | SD | M | SD | M | SD | M | SD |
| 1. Adaptive / Innovative | 4.49 | 2.88 | 4.44 | 2.67 | 3.66 | 2.92 | 4.14 | 2.97 | 3.31 | 2.85 |
| 2. Dependent / Independent | 3.78 | 2.90 | 3.57 | 2.69 | 3.76 | 2.72 | 4.10 | 3.14 | 3.24 | 2.73 |
| 3. Planned / Spontaneous | 5.18 | 2.84 | 5.54 | 2.59 | 6.36 | 2.53 | 5.63 | 2.64 | 5.92 | 2.85 |
| 4. Individualist / Collectivist | 5.99 | 3.75 | 5.39 | 3.70 | 5.67 | 3.86 | 5.07 | 3.89 | 6.39 | 3.69 |
| 5. Engaged / Disengaged | 4.25 | 3.06 | 3.63 | 2.86 | 4.55 | 3.04 | 4.07 | 3.09 | 3.38 | 2.89 |
| 6. Analytical / Intuitive | 3.77 | 3.05 | 3.99 | 2.88 | 4.69 | 3.13 | 3.84 | 2.99 | 4.45 | 3.29 |
| 7. Implementer / Visionary | 4.11 | 3.04 | 3.85 | 2.99 | 4.44 | 3.15 | 4.31 | 3.03 | 3.92 | 3.12 |

Discussion

As the importance of the individual psychological factors in the occupational context has gradually increased in recent years, the development and validation of a local working style inventory is considered to be of particular significance. In this study we have acknowledged the need for a person-job fit, and a person-organization fit.

Assessing the working styles, the way employees behave, think, feel and act in the workplace contributes to establishing the potential employee's profile and to identifying the "compatibility" between him/her and the existent team or organization.

The SM 09 Inventory presented and analyzed in this paper explores an area of the individuals' personality which has direct implications in the context of labor and industrial-organizational psychology. The most important application areas of this instrument are those related to indentifying occupational profiles, psychological assessment in personnel selection, vocational and professional counseling and training and coaching programs.

In this study, we have achieved not only a first presentation of the factorial structure and the psychometric qualities of this instrument but also a first exploration of the differences between the work styles corresponding to certain occupations. After reviewing the SM 09 Inventory's psychometric qualities in the organizational field, we conclude that future studies, based on representative samples, are needed in order to achieve the objective of occupational profile's design.

Our future direction aims to verify the construct validity, convergent and divergent validity and test-retest reliability. We will also aim also to analyze the relations between the SM 09 Inventory and other organizational variables, such as individual or collective performance, counterproductive behavior, job satisfaction, performance and organizational commitment.

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