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THE RELATIONSHIP OF PERSONALITY CONSTRUCTS AND BACKGROUND HISTORY TO CAREER SUCCESS

by

MARJORIE C. NICOL

A dissertation submitted to the Graduate Faculty in Educational Psychology in partial fulfillment of the requirements for the degree of Doctor of Philosophy, The City University of New York.

1988

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Abstract

THE RELATIONSHIP OF PERSONALITY CONSTRUCT AND BACKGROUND HISTORY TO CAREER SUCCESS

by

Marjorie C. Nicol

Adviser: Professor Alan Gross

The present study considers the problem of guiding college students toward an appropriate major and graduates toward a suitable career. It was hypothesized that a personality test could be predictive of success (success being defined as a construct of income, career satisfaction, and career interest); and that the background history of a person could also be predictive of success. It was assumed that males and females would show different characteristics that would be predictive of success and that different careers would have different predictors of success.

Personality tests are rarely used today for college major or career guidance. Although many personality tests exist, in the late 1960s and all of the 1970s, they were considered to be discriminatory for selection of employees and apparently for

career choice as well. A relatively few psychologists did research in this field until the 1980s. The present method widely used by career counselors is the career interest test.

In the present study of employed salespeople, administrators and managers, a commercial personality test, the Merritt Evaluation, was taken by 813 males and 445 females. A factor analysis of the 53 personality variables indicated 10 personality factors. From an available questionnaire form, 8 background history variables were chosen. Results of multiple regression studies supported the hypothesis that the personality test and background history variables, used separately or together, significantly predicted monetary success; that the personality test significantly revealed the career interest; that the combination of the personality test and background history variables showed some degree of prediction of career satisfaction.

The assumption that men and women would have different personality factors and background history variables leading to success was shown to be valid; the assumption that different careers would have different predictors of career success was also shown, i.e., separation into career groups (managers, administrators, tangible salespeople, and intangible salespeople), increased multiple correlations.

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To Marcy Sigler, who coaxed me to go ahead with a Ph.D. and whose loving friendship and humor helped me during these many years of study to bring me from the anxiety of Lady Macbeth to the joy of Fidelio.

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INTRODUCTION

Education and psychology today are often faced with the arduous task of guiding students into appropriate careers. Each student's distinct personality and unique historical background must be carefully assessed so that recommendations lead the student to a career path consistent with future success.

The relation of personality to Career Success as an area of study has many built-in difficulties. "Career development has been neglected...by personality theorists," (Super, 1985, p.405). First, it is often assumed that personality is related to Career Success. However, the past 20 years have yielded only a handful of studies which have tested this hypothesis. Since 1964, the fairness of personality testing has been repeatedly questioned. Legal and judicial determinants "mandated an increased emphasis of investigating whether tests used in employment decisions were fair to employment groups," (U.S. Employment Service, 1978, p.336). Federal legislation was enacted as the Equal Employment Opportunity Act, Title VII or the Civil Rights Act of 1964 and standardized written tests became vulnerable to legal challenge (Abrams, 1979), resulting in a decrease of job-based personality research. The studies that were conducted used a narrow database of college-student subjects (Sears, 1986).

Second, the subject's Background History as an area of study, often referred to as "biodata", is comparatively new. It needs more extensive exploration regarding its relation to future success.

Third, the construct of Career Success is fairly new as an area of study in psychological research. It needs to be clearly defined and further delineated.

Almost all research on career success has used Career Interest as a predictor. In the present study, the focus will instead look at the relation of Career Success to personality and to Background History. It is hypothesized that both personality and Background History are good predictors of Career Success. In order to test this hypothesis, three studies have been conducted. Study I considered the relationship of Personality factors and Career Success. Study II was an investigation of how Background History variables related to Career Success. Study III combined Personality factors and Background History variables in order to understand how they related to Career Success.

In the next section, Personality, Background History, and Career Success will be operationalized and discussed.

LITERATURE SURVEY

Personality Related to Success

Few researchers have attempted to correlate personality with a measure of success. Among these researchers, L. Gottfredson (1981) pointed out that helping young people make career decisions should include not only interest inventories but personality profiles as well. Super (1983) declared that he believed there were specific personality characteristics which are basic to career development. Howe (1982) theorized that an individual's values are the influencing factors of later success. "The wish to reach high, practical, down-to-earth goals, such as gaining wealth and social advantages, has not uncommonly been a major spurt to unusual achievement," (p.1078). Myers and McCaulley (1985), who produced a 1985 manual on the use of the Myers-Briggs Type Indicator (MBTI, based on Jung's personality typology), suggest that when personality relates positively to the choice of a career, the person is motivated in that career and finds greater work satisfaction, whereas if the personality is mismatched to that career, the person has lower motivation. Holland has a similar theory of "congruence", theorizing that a person is most satisfied with a chosen career if the personality type fits the

environment chosen (Martin and Bartol, 1986).

Mossholder, Dewhirst, and Arvey (1981) studied developmental and research groups and found that personality characteristics differentiated the two groups. In 1983, Taylor and Whetstone defined success as GPA above 3.5 and nonsuccess as below 2.25 in three disciplines and found significant differences on 8 out of 12 personality characteristics that could differentiate engineering students, arts and science students,and Air Force Academy students from one another. They also found significant differences between the personal patterns of successful male engineering students and unsuccessful male engineering students.

Martin and Bartol (1986) used the MBTI to discover whether or not it could differentiate among subjects entering a graduate program in business administration by their choice of one out of six majors. Only those majoring in management appeared different on Introversion and Judgment from those majoring in management science, and only 18% of these subjects were correctly classified. Smart, Elton, and McLaughlin (1986), in a study from mailed questionnaires of 540 males and of 474 females, compared the relevancy of their college major choice and their satisfaction with their present job of 1980, (5 years after graduating from college). They found that job satisfaction, based on 12 questions regarding satisfaction with present job of 1980, correlated with their college major choice. They concluded that both counselors and employers should investigate personality in order to be able

to predict job satisfaction.

A recent study of life insurance agents (Seligman and Schulman, 1986), found that success, defined as sales production, was associated with the subject's optimistic or pessimistic explanatory style. Those agents with a pessimistic explanatory style (composed of personality traits of pessimism, quitting, less persistence and predisposition toward giving up) produced significantly less and were more likely to quit their jobs than those with an optimistic explanatory style. These researchers concluded that the Attributional Style Questionnaire (ASQ) is a good measure of predicting job success of life insurance agents.

In an address to the American Psychological Association, Bray (1982) described his longitudinal study conducted at American Telephone and Telegraph (AT&T) in which personality characteristics were found related to managerial abilities. He stated that "individual characteristics present at the time of initial employment are important determinants of managerial success" (p.185). The original 422 managerial trainees were assessed in 1955-1960, again 8 years later, and finally 20 years later. The assessment included interviews, individual and group simulations, paper-and-pencil instruments, and projective tests. The paper-and-pencil tests included the Edwards' Personal Preference Schedule (a personality test based on Murray's needs) and the California F scale (testing for authoritarianism and prejudice). A factor analysis was applied. The factors that had

the highest relation to managerial success, defined as "advancing further than the modal person in one's cohort" (p.183), were administrative skills and leadership skills. Bray reported that his most significant finding was that management success could be predicted, that the characteristics of the trainee were predictive of whether or not the trainee would achieve success as a manager many years later. Apparently the subjects in Bray's study were primarily men, because he states that new populations should include women and minority groups.

Few studies appear to have been made of annual income as a component of success and relationship to personality. Schwartz, Andiappan, and Nelson (1986) reported that a study of the literature revealed that no study of employed adults had been done which found a relationship between annual income and the fit between personality type and actual job (congruence). They mention the apparent flaws in the studies which have been made of students. They also warn that achievement in school (gradepoint average) may not be correlated with achievement in work life, such as income. These researchers had disappointing results in their study of 555 female and 498 male accountants. A questionnaire containing the Occupations Scale of Holland's Self-Directed Search was mailed to Canadian professional accountants. However, a negative relationship was found between their annual income and the fit between their personality type and actual accounting activity.

Definitions

Personality Definition

Depending on the researcher's theoretical perspective, personality has been defined in terms of traits, in terms of values, and in terms of needs. In 1986, Duke noted that "it still seems quite difficult to state with confidence and accuracy precisely what personality is," (p.382). Among the scientists who propose that various traits make up personality, Guilford and Zimmerman, pioneers in personality testing, created their Temperament Study of 1956, which identified 10 personality traits, (Super & Crites, 1962). Other researchers concentrate on needs as the basis of personality. Some researchers link values with personality, (Tiedman, 1982, in Kapes & Mastie). D.C. Gottfredson (1982) described a motivational dimension of personality containing attitudes, interests, values, and needs. Magaro and Ashbrook (1985) have a multivariate theory of personality which describes a personality type as one that consists of psychological traits, value systems, and needs, in addition to other factors.

In the present study, a multivariate theory of personality is used. It includes: (1) psychological traits, (2) values, and (3) needs.

Traits are defined by Kerlinger (1973) as a relatively enduring characteristic of the individual to respond in a certain manner across situations. If one is dominant, one exhibits dominant behavior in most situations. If one is anxious, anxious behavior will permeate most of one's activities. Magaro and Ashbrook (1985) differentiated occupational groups according to personality style. They found car salespeople to have traits of high achievement, activity, and aggressiveness, whereas computer programmers to have traits of rigidity, orderliness, and detail consciousness. A third group, medical technologists, could not be differentiated in their study. Other studies of persons already in a career, have indicated a definite correlation between personality traits and choice of occupation, including those listed by Baker (1982): Anderson, J.V., (1973); Cattell, R.B., (1957); Epstein, C., (1973); Myers, I, (1972); Roe, A., (1947, 1952, 1973); Welch, W. (1969).

Values are found by some researchers to be integral components of personality. Tiedman theorized that "personality can be one's values", (in Kapes & Mastie, 1982, p. 111). Values are "probable influential determinants of behavior", (Kerlinger, 1973, p. 500). Katz (1969) stated that "values may refer to characteristic outer expressions and culturally influenced manifestations of needs," (p.461). In one study, Goodwin (1969) found businessmen to be more money motivated and ambitious than professors, whereas professors were shown to be desirous of helping and serving others. Blackburn and Fox (1983),

Gottfredson, D.C. (1982), Gottfredson, L.S. (1980), Hales and Hartman, (1978), Laudeman and Griffeth (1978), and Taylor and Whetstone (1983), related values with occupational choice. In a discussion of the previous literature, along with an analysis of their own study, Knapp and Knapp (1979) report a lack of significant relationship between measures of values and interest. In Greenhaus and Parasuraman's (1986) review of the 1985 vocational literature, they suggest that further research be conducted in order to determine the role that values actually play in career-decision making.

Needs, the third part of the construct that constitutes this study's definition of Personality, are described by Katz (1969) as "basic motivating forces", (p.461). Albright (1982) indicates the Minnesota Importance Questionnaire (MIQ) was formulated on the belief that vocational needs "along with vocational abilities, constitute major aspects of work personality," (p.107). "For nearly 40 years, need hierarchy theory has been part of motivational psychology," (Wanous & Zwany, 1977, p.78). Researchers who have investigated the influence of needs on occupational choice include Adler and Arranya (1984), Gottfredson, D.C.(1982), Katz (1969), and Wanous and Zwany (1977). Needs have been used as the basis of two well-known personality tests. Both the Edwards' Personality Preference Schedule (Kerlinger, 1973) and Jackson's Personality Research Form (Paunonen & Jackson, 1987) use Murray's definition of needs. Murray had identified 15 needs which are described in Super and Crites (1962).

Success Definition

Little research has explored the meaning of Career Success. Childs and Klimoski (1986) report that the "concept of career success appears to have been largely ignored by applied psychologists, perhaps because it is a difficult area to conceptualize", (p.3). In their study of 1981, they documented 12 criteria for career success and ranked the first 5 as most important: earnings, job satisfaction, life satisfaction, self-assessed success, and prestige. Jaskolka, Beyer, and Trice (1985) suggest as possible criteria for success: salary level, job status, tenure in job, work-related recognition, job satisfaction, and employment goals reached. In their actual research, they chose to investigate only two of these criteria: salary level and job status.

Job satisfaction is considered an intrinsic and extrinsic factor of success. Intrinsic factors of satisfaction include: career interest (Berger, 1986; Cochran, 1986), personal happiness and enjoyment (Childs & Klimoski, 1986), self-actualization (Adler & Aranya, 1984), and a feeling of accomplishment (Beutell & Brenner, 1986). Weinberg and Tittle (1987) provide a listing of job characteristics related to job satisfaction: opportunity for helping others, intellectually challenging opportunities to work with other people, variety, prestige, opportunity to exercise leadership, and opportunity to do self-directed work.

Extrinsic factors of satisfaction include financial success security and leisure (Blackburn & Fox, 1983), job authority (Glenn & Weaver, 1982), fringe benefits, opportunity for advancement (Swaney & Prediger, 1985), quality of work environment, likelihood of promotion and esteem (Adler & Aranya, 1984), and tenure (Waddell, 1983).

For the present study, Monthly Income and Career Satisfaction were chosen as factors of success. These two factors were chosen because they are used more often than any of the others in this area of research. In addition, Career Interest was added to the construct of Career Success because success would be short-lived, it is assumed, without an interest in that career. An outline of dependent variables is shown in Table 1.

Monthly Income. Salary level can be an excellent objective measure of success, (Jaskolka et al.,1985). In addition to income being a facet of success, income (i.e. actual pay) is an easily observable measure of success (Adler & Aranya, 1984). Childs and Klimoski (1986) noted that subjects who were asked to describe their ideas of what constitutes success mentioned income and income growth as most important. In a study of adolescents, Tittle (1982) asked for the values the students considered important in their choice of a future occupation. Field of interest was ranked the highest by boys and girls; security and high income were ranked next by boys, but were ranked considerably

Table 1

Outline of Predictor and Dependent Variables

Predictor Variables	Dependent Variables
Hypothesis 1, Study I:	
PERSONALITY CONSTRUCT Success Need Organization Stamina Altruism Value Other Values Social Skill Economic Value Force Industry Independent Need	CAREER SUCCESS CONSTRUCT MONTHLY INCOME CAREER SATISFACTION CAREER INTEREST
Hypothesis 2, Study II:	
BACKGROUND HISTORY Creativity Competitive Activities Leadership Activities Socializing Activities Intellectual Activities Athletic Activities College Major Relevancy Years of Education	CAREER SUCCESS CONSTRUCT MONTHLY INCOME CAREER SATISFACTION CAREER INTEREST
Hypothesis 3, Study III:	
PERSONALITY CONSTRUCT Success Need Organization Stamina Altruism Value Other Values Social Skills Economic Value Force Industry Independent Need and BACKGROUND HISTORY Creativity Competitive Activities Leadership Activities Socializing Activities Intellectual Activities Athletic Activities Years of Education College Major Relevancy	CAREER SUCCESS CONSTRUCT MONTHLY INCOME CAREER SATISFACTION CAREER INTEREST

lower by girls. Beutell and Brenner (1986) found that college students delegated high income and job security as the second-highest value and a feeling of accomplishment as the highest value.

Financial success has been found to correlate with another measure of success, that is, job satisfaction (Glenn & Weaver, 1982; Matteson, Ivancevich & Smith, 1984). Jaskolka et al.(1985) considered job satisfaction to be a predictor of monetary success.

Monthly Income is a measure of an employer's evaluation of the subject's worth or success in his or her present job as manager or administrator (Shepherd, 1987). Monthly Income of a salesperson is, in itself, an indicator of that person's success, since most salespeople receive commissions or bonuses for success in selling.

Career Satisfaction. The desire for satisfaction with one's work is a comparatively recent development. Cooper, Morgan, Foley, and Kaplan (1979) posit that an interest in work satisfaction may have emerged in the 1960's when there were demands to "self-expression, self-fulfillment, and personality growth - everywhere but in industry," (p.120). These same people, now in the job market, believe that they should experience satisfaction from their chosen career, along with the other areas of their life. Paunonen and Jackson (1987) report that personality "plays a role in job satisfaction" (p.26) but that

personality factors have "seldom been delineated and evaluated in the context of...job satisfaction" (p.27).

Most researchers concentrate on two kinds of satisfaction with one's career: satisfaction with the present job and satisfaction with the present career field (Edwards & Waters, 1980; Glenn & Weaver, 1982; Kunce, Decker, & Eckelman, 1976; Meir, Keinan & Segal, 1986; Melamed & Meir, 1981; Sedge, 1985; Waddell, 1983; Wiggins, 1976; Wiggins, Lederer, Salkowe & Rys, 1983).

Most researchers use only one question as their measure of Career Satisfaction. This single question is structured in a manner similar to: "How satisfied are you with the work that you do?", with the subject asked to rate himself or herself on a likert-type scale of 1 to 5 or 1 to 7 (Aranya, Barak & Amernic, 1981; Childs & Klimoski, 1986; Glenn & Weaver, 1982; Kunce et al.,1976; Meir et al.,1986; Swaney & Prediger, 1985; Waddell, 1983). A few researchers have used more than one question to test for work satisfaction, (Janson & Martin,1982; Melamed & Meir, 1981; Morrow & McElroy,1987; Mount & Muchinsky, 1978; Sedge,1985; Weinberg & Tittle, 1987; Wiggins, 1976; Wiggins et al.,1983).

Career Interest. Career Interest tests have been popular for many years with school and college counselors (Snyder, 1979). Tittle and Zytowski (1978) estimated that 3.5 million people take interest inventories annually. The primary use of the Career Interest inventory is for prediction of career choice. There has been some attempt to correlate satisfaction in a career with

interest in that career, but results are equivocal (Barak, 1981; Bartling & Hood, 1981; Hener & Meir, 1981; Meir et al.,1986; Melamed & Meir,1981; Mount & Muchinsky,1978; Swaney & Prediger, 1985; Wiener & Klein, 1978; Wiggins, 1976; Wiggins et al.,1983).

Berger (1986) reported that interesting work was rated by white-collar males as more important than total income. Berger included Career Interest as part of her construct of Work Importance and Career Satisfaction. In a study of high school students, Cochran (1986) listed interest in actual work as a value wanted by the student in his or her future career and thus presumably Cochran's concept of success would include interest in work. "Success in Work" has been a loosely defined construct in the literature. It is therefore open to interpretation. It is considered likely that a person would not rate himself or herself as successful if involved in work in which no interest was held for that work. For that reason, the present research included interest in current career as a dependent variable rather than as a predictor variable. Thus, Career Interest is a factor of the construct of success in this study.

Background History Related to Success

Employers have collected information on high school and college students' leisure-time and cognitive activities for many years. Childs and Klimoski (1986) assume that the reason for the

popularity of biographical data by those outside of the psychological field is the assumption that you are today what was being developed yesterday.

Two of the major college entrance testing services, Educational Testing Service and the American College Testing Organization, now require students to fill out a biographical questionnaire to help colleges predict which students may become successful leaders (Elder, 1985). Many researchers examine the biographical inventories of high school and college students in order to predict success in college studies, leadership in extracurricular activities and future career choice. Edwards and Waters (1980) reported that academic ability correlated with the level of satisfaction in the courses taken, with locus of control and with Protestant Ethic attitude. Eberhardt and Muchinsky (1982) found that when students were divided into the six Holland occupational types, some of these types could be predicted by the biographical information supplied. When Dawis and Sung (1984) studied high school seniors, they observed a correlation between participation in certain activities and the development of basic interests. It can be noted that the Kuder Survey, a career interest test, actually links some leisure-time preferences to career choice through the subject matter in their questions.

Childs and Klimoski (1986) state that biographical inventories have rarely been used to predict Career Success. In their study of students with a follow-up 2 years later, they

presented evidence of some significance between Biographical History and various kinds of success. Ritchie and Boehm (1977) discovered that many biographical items correlated with women's potential for middle management. "Biographical information can demonstrate the effects of timing and sequencing of events in a person's life," (Howe, 1982, p.1078). Howe suggests there could be enormous benefits from a greater understanding of the causes of outstanding individual achievements through the study of biographical information.

A restudy of the work of Mann by Lord, DeVader, and Alliger (1986) found an expected correlation between intelligence and leadership. There is also some evidence that the level of education is strongly related to occupational attainment (Fitzgerald, 1986). Creativity, too, has been linked to those who are successful at the management level (Chusmir & Koberg, 1986).

Background History Related to Career Choice

A few theorists have chosen biographical inventory to predict an individual's interest in a future career. Rounds, Dawis, and Lofquist (1979) demonstrated that biographical inventories predicted 19 of 20 vocational needs for a female adult sample. They concluded that Biographical History can be used as a predictor to "infer preferences for work reinforcers," (p.491). Background History, as a predictor of career choice, has been used

to examine engineers, lawyers, doctors, and other professionals (Eberhard & Muchinsky, 1984), managers (Ritchie & Boehm, 1977), and technologists, organizational or outdoor workers (Melamed & Meir, 1981).

Background History Definition

Owens (Neiner & Owens, 1985) created his Biographical Questionnaire in order to classify individuals into types through the use of Background History or "biodata". Neiner and Owens refer to Owens' theory as a postmortem view of the development of an individual, because the biographical information was dissected to provide an explanation of adult-life choices. Several other questionnaires are used presently, including the Biographical Information Blank and the Biographical Information Form. These questionnaires were used by Davis (1984), Ritchie & Boehm (1977), and Rounds et al., (1979).

Other researchers have either produced their own test of biographical questions or have requested subjects to list leisure activities and educational attainment during high school, college, and adult years. The information gathered includes school-related activities, academic achievement, scientific interest, athletic participation, social leadership, involvement in clubs and student councils, hobbies, and part-time work as well as other educational data.

Predictability

In order to predict Career Success from either Personality factors or Background History, it is essential that personality be of comparative constancy from college age to 10, 20 or more years later and that results of a person's Background History will relate years later to Career Success and choice. In the present study, because personality was tested at the same time as Career Success, it was believed necessary to establish other means of predictability of personality and Background History. Thus, stability of personality and Background History is now reviewed in the literature.

Personality Predictability

Evidence from the Baltimore Longitudinal Study of Aging, (McCrae & Costa, 1982) revealed little or no change with age in personality characteristics. Individual differences in personality "are stable throughout the adult life span. In the natural course of events, individuals maintain their own characteristic configuration of traits," (p.1290). A recent 22-year study of New York children by Eron and Huesmann, reported by McLeod (1985), showed that those who were aggressive when young continued to exhibit aggressive behavior in adult life, and that

those who had prosocial behavior were found to be socially well adapted as adults.

In Bray's 1982 study of AT&T managers, it was found that after 20 years, those personality characteristics that were highly related to management not only remained but increased. These characteristics included: leadership, impulsivity, autonomy need, and aggression. After 20 years, there was no change in self-esteem and optimism, both strongly related to job and career satisfaction.

Longitudinal personality studies conducted over the past few decades indicate that there is a "high degree of longitudinal stability for personality traits, even when the points of measurement are separated by a decade or more," (Conley, 1985, p.1266). Conley conducted several studies of 300 engaged couples, tested first in 1935-38, then in 1954-55, and most recently in 1980. The original data were factor analyzed into four factors: neuroticism (emotionality, emotional stability, impatience); social extraversion (sociability, assertiveness, popularity, friendliness); impulse control (conscientiousness, dependability, persistency, sincerity); and agreeableness (unselfishness, generosity, modesty, sincerity). Results of a multitrait, multimethod, multioccasion analysis found stability in the first three traits (neuroticism, social extraversion, and impulse control) in both males and females. The structure that was noted in early adulthood was still found after 20 years.

D.C. Gottfredson (1982) showed stability of personality characteristics in 10th-grade boys when measured again 8 years later. Gottfredson's longitudinal study included 2,213 men. Following an analysis of the data, she concluded that "present research adds some evidence for the stability and validity of personality," (p.538). Gottfredson determined that three dimensions of personality were highly stable across time: anxiety, extraversion, and commitment. In a 30-year study of 459 males, Finn (1986), using self-ratings from 15-item factor scales of the Minnesota Multiphasic Personality Inventory, found that there was modest to "impressive stability in the retest reliability of certain self-report personality ratings," (p.817).

A 25-year longitudinal study made by Huntley and Davis (1983) used the Allport-Vernon-Lindzey "Study of Values". This measure was administered initially to college freshmen in the 1950's and again at graduation. In 1982 a questionnaire was mailed to verify whether values remained the same and to determine the subjects' present occupations. Occupations were classified into seven groups. The 332 male subjects' value scores during college showed a strong relation to occupation 25 years later. Huntley and Davis concluded from their results that there is a core of individual values that can be considered consistent and relatively permanent in the adult personality. Those subjects who were now employed in business, had high economic values in college. Scientists had very high theoretical values when they were college students. Today's engineers had theoretical,

political, and economic values when the study began. Present lawyers had high political and economic values earlier. Those subjects in secondary education, on the other hand, had flat profiles.

In his longitudinal Career Pattern Study, Super (1985) and his associates found that 70% of the subjects reported occupational stability from age 25 to 36. Of the 30% who had changed careers, most had moved to related careers.

Background History Predictability

A 7-year longitudinal study made by Davis (1984) required 1,428 college freshmen to fill out an information blank. The questions asked for information about high school leisure activities and early family experiences. The biographical inventory was then used to classify subjects into homogenous subgroups with similar within-group biographical profiles, based on biographical factor scores. The 1,037 male subjects were placed into 23 subgroups and the 897 female subjects were placed into 14 subgroups. A 97-item questionnaire was sent to the original sample 7 years later. Of the 484 respondents, 246 were male and 238 were female. Their answers were factor analyzed into 12 factors. Results indicated that some of the original biographical subgroups of 7 years ago continued to show significant similarity to findings of postcollege experiences.

Male graduates could be differentiated on the basis of their high school interest-leisure factors. Females were differentiated by personal life satisfaction, transition to work, socioeconomic motivation, and reading preferences.

In another study, Neiner and Owens (1985) measured the high school Background History of college students. They measured the same group in a follow-up study six years later. It was found that high school Biographical History related to the postcollege choice. Super (1985) noted that some characteristics and behaviors found in 14- or 15-year old subjects were related to career development and to their behavior 10 years later.

Hypotheses

In the present study the factors of traits, needs, and values, which are considered the essential components of the personality construct, were used as predictors of Career Success. This was tested within specific occupations. Another concern of the present research was to explore for which kinds of success can these factors be predictors. Career Success was defined as Monthly Income, Career Satisfaction, and Career Interest. (See Table 1, page 12.)

It was theorized that Background History is directly correlated to personality. Background History was used as a predictor of Career Success. This too was tested within specific occupations, namely, sales, management, and administration. (Table 1.)

Another aspect of this study was to combine Personality factors and Background History variables. This was attempted in order to discover whether the combined influence of Personality factors and of Background History was more predictive of Career Success than either of these variables alone. (Table 1).

The dependent measure of Career Interest was used as one factor of the Career Success construct. Outside of the Berger (1986) study discussed earlier, this use of Career Interest as a

dependent measure has rarely been done. The probable correlation of Career Interest and Job Satisfaction is expected; note that the Kuder Occupational Interest Survey is expected to correlate interest in a career with satisfaction when working in that career, (Walsh, 1972). The correlation of Career Satisfaction with Monthly Income is expected, (Glenn & Weaver, 1982; Matteson et al., 1984). See Table 1 for an outline of the first three hypotheses.

Hypothesis 1

Personality factors will predict significantly at least one of the three Career Success factors: Monthly Income, Career Satisfaction, and (or) Career Interest. (Study I.)

Hypothesis 2

Background History variables will predict significantly at least one of the three factors of Career Success. (Study II.)

Hypothesis 3

The combined Personality factors and Background History variables will be more powerful predictors of the Career Success factors than either Personality factors or Background History

variables alone. (Study III).

Hypothesis 4

The three factors of the Career Success construct (Monthly Income, Career Satisfaction, and Career Interest) will relate to one another in different ways, with the probability that Career Interest will relate to Career Satisfaction (found by others to be related) but that Career Interest may not relate to Monthly Income. Career Satisfaction is expected to relate to Monthly Income, as found by others.

Hypothesis 5

When subjects are collapsed over job groups, certain Personality factors will relate to specific Background History variables.

Hypothesis 6

In Study IV, in which subjects were tested prior to their hiring, Personality factors and the Background History variables will significantly differentiate the financially successful group from the financially unsuccessful group.

METHOD

Subjects

The sample included 1,258 subjects, of whom 813 were male and 445 were female. In order to insure a sufficient number of subjects in various career categories, only subjects who were presently salespeople, managers or administrators were selected. These subjects were drawn at random from a group of over 17,000 individuals who had taken the Merritt Career Evaluation (1979) from 1979 through 1987. All subjects filled in information on a four-page questionnaire, reproduced in Appendix A, needed for compilation of age, Background History independent variables, and for the Monthly Income dependent variable. There were fewer female subjects than males available for the sample, because 80% of the total individuals who had taken the Merritt test were male. Of the females who had taken the Merritt Evaluation, most had involvement in traditionally female jobs such as that of secretary, clerk, or waitress or had not worked since marriage and were thus unacceptable for this study. This is in accordance with the comment from Russell and Rush (1987, p.280): "Women are still underrepresented among managers, executives, and administrators relative to the number of men." In addition, females were far more likely than males to omit their age and (or) present income

from the questionnaire and both these omissions were important variables in this study.

Ages ranged from 20 to 59, with a mean age for all subjects of 33.8 years and a standard deviation of 7.3. Of the total group tested, 85.3% were between the ages of 25 and 45; 8% were under 25 and 6.7% were over 45. The mean high school grade point average was 85.9 with a standard deviation of 6.7. The mean number of years of education was 15.5 with a standard deviation of 1.8. Means and standard deviations by gender are displayed in Table 2.

Subject Selection

The majority of subjects in the study were U.S. born whites, however, many others were blacks or Hispanics. In addition, several of the subjects were foreign born and represented many countries. Subjects who attended high school or college in a foreign country were not selected in order to standardize the Background History variables. Subjects came from urban, suburban, and rural environments all over the U.S., and from families who represented all socioeconomic groups.

Every subject whose most recent job was in sales, management, or administration was selected for the study, until a sufficient number was pulled. Sales, management, or administrative jobs were chosen from the database because of the abundant selection of subjects available in these categories.

Table 2

High School Grade Point Average, Years of Education, Years Worked, Age and Spread of Ages

Means and Standard Deviations by Gender

	Total		Males		Females	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
High school grade point average	85.9	6.7	84.9	7.3	87.7	4.8
Years of Education	15.5	1.8	15.8	1.6	15.0	1.9
Years worked in high school	2.9	1.4	3.0	1.3	2.6	1.5
Years worked in college	3.1	1.3	3.3	1.1	2.6	1.5
% of expenses earned in college	57.9	35.2	61.00	33.5	51.3	38.00
AGE	33.8	7.3	34.1	7.2	33.5	7.5

SPREAD OF AGES	Total %	Males %	Females %
% ages between 25 - 45	85.3	87.7	81.0
% ages under 25	8.0	5.8	12.0
% ages over 45	6.7	6.5	7.0

Subjects who had not yet graduated from the school they were attending, whether high school, trade school, college, or graduate school, and those who were not in a full-time job, were not selected. Subjects who had recently graduated from any school or college and appeared to be in a first full-time job were only included if they had been on the job one year or longer. If the subject had at least one previous job and a similar present job and the total time of both was equal to 1 year, the subject was included in the study.

Females who were returning to the job market and had not worked for the past several months to several years were not used in the study, even when they had worked for a long period of time preceding their unemployment. In 98% of the cases, subjects were only chosen who had listed their age and monthly income.

Group Separation

It was expected that gender would confound results of the study, particularly regarding Background History, because girls are more likely to choose highly structured activities than boys (Tittle, 1986). Girls may have a more limited number of athletic activities offered in their social environment. Gender might also confound results regarding financial success because of possible discrimination in salary determination. There is also some evidence that males and females set different values regarding

their future occupations (Tittle, 1982). Researchers disagree on whether males and females register different levels of job satisfaction according to their personality types (Smart et al.,1986). Some researchers have found that the relationship of early school experiences to career choice and satisfaction is greater in females than in males (Crites, 1976). Davis (1984) noted that females have participated in a wider range of early school activities that are related to future career choice and satisfaction than males.

In the present research, males and females were studied not only together but also studied separately, according to career group membership (Table 3). In the first analysis, the career groups were combined. Next, the career groups were divided into Sales and Management/Administrative groups, further divided into Tangible and Intangible Sales and into Management and Administrative groups, and then analyzed separately. A further breakdown was made into Competitive and Noncompetitive Sales. All nine career groups were studied for each of the three dependent variables and for the gender categories.

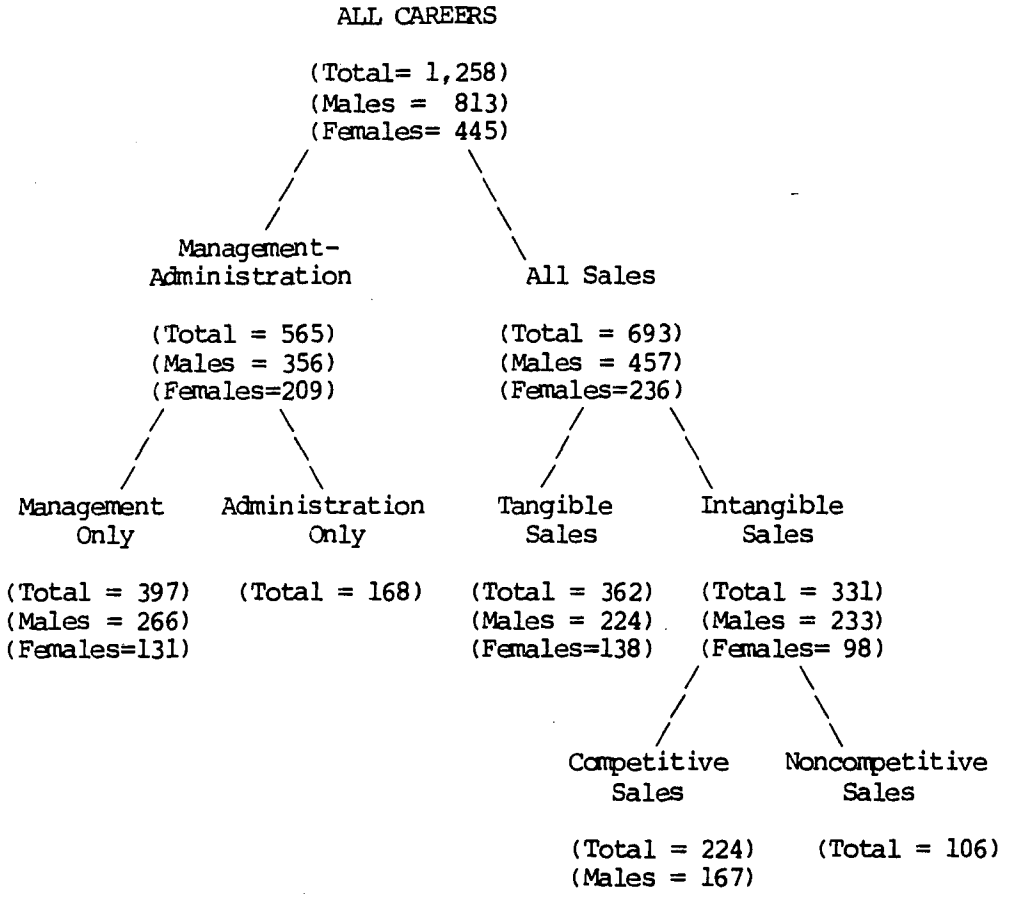
Management/Administrative Career Groups

Subjects were studied under this general heading, first with males and females combined, then separated by sex. All of these subjects were separated into two major groups: (1) a Management group and (2) an Administrative group. Those who listed their

Table 3

Career Group Separation

and Number of Subjects



career as "management" were classified as Managers. In addition, subjects who failed to list a designation similar to "management" but who described their present job as managing people, were also classified as Managers, as shown in Table 4. A first study was made of managers and then males and females were each studied separately.

Subjects who listed their present jobs as "administration" were placed in the Administrative Career Group. If the subjects failed to use the word "administrator" but their job was systems and procedural decision-making, they were classified as Administrators (Table 4). A first study was made of combined genders and then the subsequent analyses separated groups by sex.

Sales Career Groups

The All Sales group was studied as one group and then studied by separation of sex. Sales groups were then divided into two major kinds of sales: Tangible and Intangible. Tangible Salespeople were defined as those who sold a tangible product having physical existence and probable monetary worth, as shown in Table 5. Studies were made of the Tangible salespeople and then studies were made of the group separated by gender.

The Intangible Salesperson was considered to sell an intangible service which cannot be exchanged for money, such as insurance, membership in, for example, the Chamber of Commerce and

Table 4

Classification of Subjects into Management and Administrative Categories

MANAGERS	ADMINISTRATORS
manager	administrator
supervisor	purchasing agent
president, vice president	loan officer
"operate a company"	treasurer
chief of police	head of safety
business owner	assistant administrator
director	head of media buying
head of training	head of traffic control
coach	
general manager	
assistant manager	
personnel manager	
retail manager	
branch manager	
training manager	
foreman	

Table 5

Typical Type of Product Sold in the Tangible Sales Field

CAREER GROUP: Tangible Sales
real estate
computers
books
gasoline
clothes
appliances
stocks and bonds
automobiles, boats
newspaper/magazine space
radio/TV time

Typical Type of Service Sold in the Intangible Sales Field

CAREER GROUP	
Highly Competitive Sales	Not Highly Competitive Sales
life insurance	property, casualty,
group insurance	automobile, health and
memberships	general insurance
tax-sheltered annuities	
(in the above Intangible Sales, the seller contacts the buyer)	(in the above Intangible Sales, the buyer contacts the seller)

the Better Business Bureau. The Intangible Sales subjects were studied as a total group, and then separated by gender. This Intangible Sales group was further divided into two groups, one classified as "Competitive Sales" and a second labelled "Noncompetitive Sales". The breakdown was based on having the Competitive Sales group comprised of subjects who, as sellers, primarily contact the buyers, whereas the Noncompetitive Sales group was made up of subjects where the buyers usually contact the sellers. The Noncompetitive Salesperson works out of a sales office, such as the small general insurance agency on Main Street. (See Table 5 for this breakdown.) A combined gender study was made of both of these Intangible Sales groups. Because of a limited number of subjects that could be verified for these classifications, only one additional study could be made of male Competitive Intangible Sales.

MEASURES

Independent Variables, Set 1: Personality

The first set of predictor variables included 53 Personality scale variables, shown in Table 6. These were collected from responses to the Merritt Career Evaluation, which consists of 1,200 questions requiring a yes or no response. There was an average of 23 items per personality scale. A standard score was derived from the raw score, ranging from 0 to 100. The questions allowed the subject to indicate positive or negative choice of behavioral responses, attitudes, values, needs, and interests. The dimensions ranged from traits such as aggressiveness and self confidence, values such as money and culture, and needs such as sociability and achievement. Most subjects had taken the test when applying for a sales, administrative, management, training, or financial planning job. Many subjects had taken the test for career guidance or for greater knowledge of themselves.

The Merritt Career Evaluation was developed originally for use as an instrument to predict success in competitive selling. The test has been used commercially for 25 years; it has never been published. Reliability and validity for this test were investigated by Draper (Appendix B). He reported that

Table 6

Personality Predictor Variables to be Factor Analyzed

persistency	empathy
aggressiveness	work w/people not things
fearless behavior	tact
self-centeredness	complacency
restraint	activity level
cooperation	self-disciplines
caution	risk taker
self-organization	need to control
stamina	compliancy need
objectivity	sociability need
sensitivity	achievement need
anxiety level	self-development need
sympathy	competitive need
social finesse	independence need
strategy	conformity need
energy level	capitalist value
aspiration	business value
work motivation	altruism value
receptivity to guidance	economic value
persuasiveness	status value
hostility	thriftiness value
initiative	cultural value
forbearance	philosophical value
patience	intellectual value
reflectiveness	self-esteem
detail mindedness	self-confidence
discouragement potential	

reliability of the Merritt Evaluation was indicated through the use of these methods: split half, corrected; Kuder-Richardson Formula 20 and 21. Draper also investigated content, predictive and construct validity. He found that "the predictive validity of the ratings are statistically significant" (p.4). The results of his study are reproduced in Appendix B.

Study IV is a recent study of subjects who were tested before hiring and whose actual income group, (top 20% or bottom 20%) is used as a dependent variable. This study also shows predictability and will be explained under these sections: Measures, Results, and Discussion.

To reduce the large number of Personality variables, a factor analysis of these 53 variables was conducted. Results are explained later in the text under "Results" (page 46).

Sample Merritt Test Questions. Samples of typical questions are indicated by individual factors. The Success Need factor, for example, included these questions: Are you often cautioned to be less obvious in trying to excel or surpass others? Are you often warned that your goals are so high, you may not be able to reach them? Do you operate best under great hardship when danger of failure is greatest? Will you pay a heavy work price in time and effort now, to achieve future success? Have you a strong competitive determination to reach the top on your own?

The Organize factor includes these questions: Do you take

pride in keeping precise records of all purchases and other transactions? Before starting a new project, do you usually plan each step before acting? Do you listen carefully and take complete notes at a lecture without getting restless? In sizable decisions, do you act only when you have reviewed everything twice?

The Stamina factor contains these questions: In spite of all you do at work, do things seem to have a way of going against you? Faced with a noisy group, have you been able to stand up to give a good speech? If others blame or criticize you, do you tend to become very discouraged? Do you operate best under great hardship when danger of failure is greatest?

The Altruistic Value factor includes these questions: Does helping others who are in trouble give you a deep sense of inner satisfaction? Are you usually the person all of your friends look to for sympathy and help? Would it bother you to take advantage of those people who trust you completely? Do strangers, as well as friends, find you exceptionally eager to oblige?

The Other Values factor is made up of questions regarding values set on cultural, philosophical and intellectual activities, including: Do you enjoy regular visits to museums, art galleries or other cultural centers? Is your greatest interest in problems of 'reality', as discussed by many philosophers? Do you often attend stage plays or enjoy listening to a reading of dramatic poetry? If you have a free evening, would you rather read a book

than do almost anything?

Independent Variables, Set 2: Background History

The second set of predictor variables included eight Background History variables, consisting of biographical and cognitive information (Table 7). This information was taken from the Merritt questionnaire form (Appendix A), where each subject filled out and checked off various athletic, social, cultural, intellectual, helping, leadership, and competitive activities as well as specific progress in school and college studies. Leisure activities in high school and college included 25 listings with two blanks for "other" listings. Each subject could check off if he or she were a member or leader in each activity. Further, there was an inch of space allotted for the subject to specify additional leadership involvement, the offices held in school and (or) college classes, and any awards or earned honors. The subject could check off 24 athletic activities in school or college and whether he or she was a player, manager, or captain. Other athletic participation could also be listed.

Although 17 Background History variables were initially gathered, it was decided to reduce this number. Several were deleted when there were many missing values. For example, many subjects neglected to state their high school grade point average, the percentage of expenses earned in college, the number

Table 7

Background Predictor Variables (Cognitive and Biographical)

Original variables collected	Variables Selected
Cognitive:	
Creativity	Creativity
High school grade point average	
Years of Education	Years of education
Relevant College Major	Relevant College Major
Biographical:	
Leadership in high school Leadership in college	Leadership in HS & college
Competitive activities in HS Competitive activities in college	Competitive Activities in HS & college
Athletics in high school Athletics in college	Athletics in HS & college
Intellectual activities in HS Intellectual activities in college	Intellectual activities in HS & college
Social Activities in HS Social Activities in college	Social Activities in HS & college
% expenses earned in college	
Years worked in high school	
Years worked in college	

of years worked in high school and in college. When high school and college activities were combined, another five variables were deleted. This decision also resulted in the elimination of all subjects who had not attended at least one year of college from this part of the study (Table 7).

Dependent Variable 1: Monthly Income

The first dependent variable entered was the subject's last monthly income, listed in hundreds of dollars. The average monthly income for all subjects was $2,374, with a standard deviation of 1,378. Figures for each gender are shown in Table 8.

It was considered probable that age would be a confounding factor of income. Therefore, age was controlled statistically.

Dependent Variable 2: Career Satisfaction

Career Satisfaction refers to satisfaction with one's current work in a career. This variable was derived from the answers to four questions dealing with satisfaction in and enjoyment of present work. Questions were as follows:

1. Except for possible lack of income, do you enjoy your present work duties?
2. All things considered, is your present work activity

fairly satisfying at this time?

3. Are you definitely going to change your career now or in the immediate future?

4. Are your work activities of greater interest to you than many kinds of recreation?

The subject had a choice of any one of four responses. Where "yes" was the correct answer, responses were graded as follows:

Intensely Yes	Yes	No	Intensely No
3 points	2 points	1 point	0 points

The highest score possible was 12 and the lowest score possible was 0. The mean score for all subjects was 6.0 with a standard deviation of 1.8; Table 8 shows the separation of means by sex.

Dependent Variable 3: Career Interest

There were five applicable Career Interest scales included in the Merritt Career Evaluation. Each scale contained 22 to 27 questions, with standardized T scores, ranging from 0 to 100. Typical questions are listed in Appendix C. The five scales include: (a) Tangible Sales, (b) Intangible Sales, (c) Sales Management, (d) Business Ownership, and (e) Management and Administration. (Note that although Business Owners and Sales Managers were included under the management category, the most applicable Career Interest scale was employed.) If the subject declared his or her present job as a real estate salesperson, the

Table 8

The Dependent Variables

Means and Standard Deviations, by Sex

Sex	Monthly Income (in dollars)		Career Satisfaction (range from 0 to 12)		Career Interest (range from 0 to 100)	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Total	$2320	1340	6.0	1.8	58.9	26.6
Male	$2620	1460	6.2	1.8	60.2	25.6
Female	$1720	730	5.8	1.7	56.4	28.2

score from the Tangible Sales scale was used as the Career Interest. If the subject indicated that he or she was an office manager, the score from the Management/Administrative Scale was used as the Career Interest.

The mean for all five Career Interest tests, for all subjects, was 58.8 with a standard deviation of 26.7. See Table 8, which also shows gender separation.

Statistical Methods

Initially, a factor analysis was performed in order to reduce the 53 Personality variables to 10 Personality factors. This is described in the "Results" Section, page 46.

For Study I, multiple regression studies were conducted on the 22 groups listed in Table 3 with the 10 Personality factors as predictor variables of each of the three dependent variables, and with total, male and female categories, or a total of 66 studies.

Study II was made up of regression studies performed on the 22 groups with the Background variables as predictor variables of each of the three dependent variables and with three gender categories. Study II was made up of 66 of these regressions.

Because of missing values for certain Background variables in the Intangible Sales study, there was an insufficient number of females to complete the female study. Thus only 21 regression

studies were made. This Study III included the combined two sets of predictor variables: (1) Personality factors and (2) Background History variables, together with the three dependent variables, with and without gender separation. A total of 63 stepwise regressions analyses were made.

RESULTS

Dependent Variable Correlation

A correlational study was performed on all subjects (total sample size of 1,258) and All Careers, to ascertain the interrelation of the three dependent variables. These results are listed in Table 9. A small, although significant, relation was found between Monthly Income and Career Satisfaction (.14) and between Career Satisfaction and Career Interest (.12). No significant relation was found between Career Interest and Monthly Income (.02).

When a gender separation was made, it was found that for females there was a smaller significant relationship between Monthly Income and Career Satisfaction (.09). There was neither a significant relationship between Career Satisfaction and Career Interest (.04) nor between Career Interest and Monthly Income, (Table 9).

Personality Variable Reduction by Factor Analysis

Factor analysis, with the principle components method and orthogonal rotation, was executed to reduce the large number (53)

Table 9

Intercorrelations of the Dependent Variables with Each Other

All Careers with Gender Separation

Sex Group	Dependent Variable	Monthly Income	Career Satisfaction	Career Interest
TOTAL				
	Monthly Income	1.00	.14 *	.02
	Career Satisfaction		1.00	.12*
	Career Interest			1.00
MALES				
	Monthly Income	1.00	.12*	.01
	Career Satisfaction		1.00	.15*
	Career Interest			1.00
FEMALES				
	Monthly Income	1.00	.09**	-.01
	Career Satisfaction		1.00	.04
	Career Interest			1.00

* $p < .000$
** $p < .034$

of Personality variables. All career groups with both male and female subjects were included in this study. The total sample size was 1,258. Using as an inclusion criterion an eigenvalue exceeding 1.00, a 10 factor model was chosen. The 10th factor, Economic Drive, had an eigenvalue of less than 1.00, (.960) but was still included.

For purposes of interpretation, only variables which had a loading of .40 or more or -.40 or less were included in the multiple regression studies. The 10 Personality factors and those Personality variables included in each factor are shown in Table 10. The factor loadings led to the following labels: Force, Success Need, Stamina, Social Skill, Altruism Value, Other Values (Cultural, Philosophical, Intellectual), Organization, Economic Value, Industry, and Independence Need.

Results of Study I: Predicting the 3 Dependent Variables from the 10 Personality Factors

The 10 factors which grew out of the factor analysis study (Table 10), were used as independent variables in regression analyses, to determine relationships of these Personality factors with the three dependent variables (Monthly Income, Career Satisfaction, and Career Interest). For each factor, a score was computed by adding or subtracting each of the variables listed in the Rotated Factor Matrix when it was more than .40 or less than

Table 10

Personality Factors, Labels and Variable Loadings.
All Subjects, all Careers, n= 1,258

1. STAMINA % of variance: 25.9	2. FORCE % of Variance: 10.8	3. SUCCESS NEED % of variance: 7.0
.53 persistency	.75 aggressiveness	.51 desire to control
.40 initiative	.50 dominance	.46 competitiveness
.48 patience	.79 offensiveness	.40 achievement need
.59 stamina	-.45 receptivity	.56 self-development
.72 confidence	.47 desire to control	.47 strategy
.66 objectivity	.43 fearlessness	.59 status value
-.80 sensitivity	.42 self centeredness	.72 business value
-.81 discouragement	-.49 compliancy	.57 aspiration
-.75 anxiety	-.55 restraint	.48 capitalism
.51 activity	-.78 forbearance	.64 risk taking
# dominance	-.42 patience	# dominance
* self esteem	-.74 tact	** self esteem
* self discipline	** competitive	** fearless
	* conformity	** stamina
	** empathy	** initiative

4. ORGANIZATION % of variance: 5.3	5. INDUSTRY % of variance: 4.7	6. SOCIAL SKILL % of variance: 3.5
.79 Caution	-.74 complacency	.43 dominance
.75 reflectiveness	.63 energy level	-.40 restraint
.75 organization	.54 activity level	.56 self-esteem
.73 details	.73 work dedication	.50 empathy
.70 thriftiness	.43 aspiration	.67 sociability
-.40 fearless/prudent	# achievement	.75 social finesse
		.47 strategy

7. INDEPENDENCE % of variance: 2.9	8. ALTRUISM % of variance: 2.8	9. OTHER VALUES % of variance: 2.3
.72 independence	-.62 self-centeredness	.78 cultural values
-.56 cooperation	.71 sympathy	.75 intellectual values
-.76 people vs things	.79 altruism	.79 philosophical values
-.49 receptivity	-.42 capitalism	
.45 initiative		10. ECONOMIC VALUE % of variance: 1.8
-.41 compliance		
-.47 conformity		.82 economic value
		.62 self-disciplines
		-.43 achievement need

Total variance accounted for by these 10 factors: 66.9%
\# these variables found in separate male and female factor analysis
* these variables found in separate male factor analysis (Appendix D)
** these variables found in separate female factor analysis (Appendix E)

-.40. For example, in Table 10, the factor for "Industry" had these loadings: -.74 Complacency, .54 Activity Level, .63 Emotional Drive, .43 Aspiration, and .73 Work Dedication. An estimated factor score was constructed by forming a composite where the variables which had positive loadings were added and those having negative loadings were subtracted. To acquire a final total for the Industry factor, the variables Activity Level, Emotional Drive (energy level), Aspiration, and Work Dedication were added, whereas Complacency was subtracted. The same approach was used for the other nine factors. (Gender separation is shown in Appendix D and E.)

Correlations of the Personality factor scores with each of the dependent variables are listed in Table 11. All 1,258 subjects in All Career groups of combined genders were included in this study. Independent correlations are shown to be low in value. The range for Monthly Income was from -.19 to .19. The range for Career Satisfaction was from -.10 to .12 and the range for Career Interest was from -.05 to .26. (Gender separation is shown in Appendix F and G).

Correlations of the Personality factor scores with each other are shown in Table 12. The 1,258 subjects in All Career groups of combined genders were included in the study. Correlations of .60 and above include: Success Need with Force, with Stamina, with Social Skill, and with Industry; Independence Need with Force; and Stamina with Social Skill. Altruism Value is negatively

Table 11

Correlations of Personality Factors with each of the Dependent Variables and with Age.

All Subjects, All Careers, n=1,258

	Monthly Income	Career Satisfaction	Career Interest	Age
Success Need	.18	.12	.26	-.15
Force	.19	.07	.17	-.09
Stamina	.12	.12	.24	-.12
Social Skill	.11	.09	.22	-.17
Independence	.11	.01	.09	-.06
Economic Value	.11	.03	.10	.06
Organization	-.15	-.08	.03	.00
Altruism Value	-.19	-.06	-.05	.05
Values (other)	-.15	-.10	.05	.01
Industry	.11	.08	.19	-.12

Table 12

Correlations of Personality Factors with Each Other and with Age

ALL CAREERS, all Subjects, n=1,258

	Success	Force	Stamina	Social Skill	Industry	Organize	Altruism	Values	Independ.	Econ.
AGE	-.15	-.09	-.12	-.17	-.12	-.00	.05	.01	-.06	.06
SUCCESS NEED	1.00	.64	.61	.70	.75	-.10	-.42	-.06	.50	.01
FORCE	.65	1.00	.36	.54	.56	-.43	-.53	-.10	.71	.03
STAMINA	.61	.36	1.00	.65	.53	-.07	-.29	-.09	.52	.11
SOCIAL SKILL	.70	.54	.65	1.00	.53	-.11	-.20	.00	.39	.00
INDUSTRY	.75	.56	.53	.53	1.00	-.12	-.28	-.09	.49	.02
ORGANIZE	-.10	-.43	-.07	-.11	-.12	1.00	.28	.26	-.33	-.08
ALTRUISM	-.42	-.53	-.29	.20	-.28	.28	1.00	.28	-.45	-.25
VALUES (other)	-.06	-.10	-.09	.00	-.09	.26	.28	1.00	-.03	-.19
INDEPENDENT	.50	.71	.52	.40	.49	-.33	-.45	-.03	1.00	-.01
ECONOMIC VALUE	.01	.03	.11	.00	.02	-.08	-.25	-.19	-.01	1.00

correlated with most of the other factors: Success Need (-.42), Force (-.53), and Independence (-.45). (Gender separation is shown in Appendix H and I.)

Multiple regression studies were executed first on All Careers, with combined and separated genders, then separated by the various career groups, again with combined and separated genders, as shown in Tables 13 to 20. Divisions into the first two main groups of (1) Management/Administration and (2) Sales (Tables 14 and 15) and further divisions into the four groups of (1) Management, (2) Administration, (3) Tangible Sales, and (4) Intangible Sales (Tables 16 to 19) will be reported. However, results of the further division of the Intangible Sales group into two more groups, that is, Competitive and Noncompetitive Sales, appeared to be not very productive, as shown in Table 20.

While the R squares, or variance accountability, did not appear to be high, ranging from .01 to .64 in Study I, from .01 to .23 in Study II, and from .02 to .64 in Study III, nevertheless they appear to be at the levels reported by researchers in similar studies.

Dependent Variable: Monthly Income

Age was an independent variable significantly related to Monthly Income in 20 of the 22 regression analyses. The relation ranged from .22 to .40 for combined genders. Age was not related

Table 13

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

ALL CAREERS - Beta Weights

	TOTAL			MALES			FEMALES		
	N=1237 Income	N=1247 Satis.	N=1258 Interest	N=806 Income	N=811 Satis.	N=813 Interest	N=431 Income	N=436 Satis.	N=445 Interest
PREDICTORS									
AGE	.33			.39			.20		
SUCCESS	.25	.10	.18		.13	.25	.17		
ORGANIZ'N	-.09	-.09		-.10	-.14				
STAMINA		.12	.18		.11	.17			.19
ALTRUISM	-.06		-.10	-.15		.09**			
VALUES	-.09	-.06	.08						.15
SOCIAL SKILL				.13			.14		
ECONOMIC	.06		.11			.12			
FORCE			.15			.14			
INDUSTRY	-.08*								
INDEPENDENCE		.14	-.15*		.13	.17			
Mult. Corr.	.43	.19	.22	.45	.22	.38	.33		.23
R Squared	.18	.04	.05	.20	.05	.14	.11		.04
Importance	.09			.07			.08		

* Correlation is positive ** Correlation is negative

Table 14

Table 14

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

MANAGEMENT/ADMINISTRATION - Beta Weights

	TOTAL			MALES			FEMALES		
	N=558 Income	N=562 Satis.	N=565 Interest	N=353 Income	N=355 Satis.	N=356 Interest	N=205 Income	N=207 Satis.	N=209 Interest
PREDICTORS									
AGE	.40			.44			.26		
SUCCESS	.27								
ORGANIZ'N	-.13		.13	-.13	-.12	.16	-.16		
STAMINA									
ALTRUISM				-.13					
VALUES	-.15		.20						.38
SOCIAL SKILL				.10			.22	-.14	-.16
ECONOMIC									
FORCE			.29			.35			
INDUSTRY	-.12								
INDEPENDENCE			-.26			-.26			
Mult. Corr.	.49		.31	.50	.12	.27	.35	.14	.40
R Squared	.24		.10	.25	.01	.07	.12	.02	.16
Importance	.09			.06			.08		

Table 15

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

ALL SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=679 Income	N=685 Satis.	N=693 Interest	N=453 Income	N=456 Satis.	N=457 Interest	N=226 Income	N=229 Satis.	N=236 Interest
PREDICTORS									
AGE	.23			.29			.14		
SUCCESS	.18	.10	.27		.19	.31	.20	.15	.18
ORGANIZ'N									
STAMINA			.20			.26	.17		.34
ALTRUISM				-.20					
VALUES		-.11			-.11				
SOCIAL SKILL				.20					
ECONOMIC	.10		.14			.12			.13
FORCE	.16								
INDUSTRY									
INDEPENDENCE									
Mult. Corr.	.38	.22	.53	.40	.22	.53	.35	.15	.49
R Squared	.14	.05	.28	.16	.05	.28	.12	.02	.24
Importance	.10			.10			.10		

Table 16

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

MANAGEMENT (no Administration) - Beta Weights

	TOTAL			MALES			FEMALES		
	N=393 Income	N=397 Satis.	N=397 Interest	N=264 Income	N=266 Satis.	N=266 Interest	N=129 Income	N=131 Satis.	N=131 Interest
PREDICTORS									
AGE	.38			.38			.26		
SUCCESS	.32		.16	.15	.20	.18	.37		
ORGANIZ'N	-.15	-.15		-.23	-.20				
STAMINA		.21							
ALTRUISM									
VALUES	-.13		.21			.12			.37
SOCIAL SKILL						.18			
ECONOMIC	.09								
FORCE			.16						
INDUSTRY	-.14*								
INDEPENDENCE		-.21*	-.24		-.18	-.18			
Mult. Corr.	.52	.22	.31	.47	.24	.33	.40		.37
R Squared	.27	.05	.10	.22	.06	.11	.16		.14
Importance	.12			.07			.13		

* Correlation is positive

Table 17

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction, Career Interest) in terms of the Predictor Variables

PERSONALITY FACTORS

ADMINISTRATORS - Beta Weights

	TOTAL		
	N=165 Income	N=154 Satis.	N=168 Interest
PREDICTORS			
AGE	.37		
SUCCESS			
ORGANIZ'N			
STAMINA			
ALTRUISM			
VALUES	-.26		.29
SOCIAL SKILL		-.18	-.29
ECONOMIC			
FORCE			.38
INDUSTRY			
INDEPENDENCE			-.36
Mult. Corr.	.45	.18	.42
R Squared	.20	.03	.18
Importance	.06		

Table 18

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

TANGIBLE SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=357 Income	N=359 Satis.	N=362 Interest	N=223 Income	N=224 Satis.	N=224 Interest	N=134 Income	N=135 Satis.	N=138 Interest
PREDICTORS									
AGE	.24			.26			.19		
SUCCESS	.14		.40			.36	.35		
ORGANIZ'N									
STAMINA		.13			.20				.21
ALTRUISM				-.15					
VALUES	-.10	-.13			-.13				
SOCIAL SKILL			.13						.28
ECONOMIC	.14		.21			.15			
FORCE	.20			.18					
INDUSTRY			.20						
INDEPENDENCE									
Mult. Corr.	.42	.19	.42	.40	.24	.38	.35		.35
R Squared	.18	.04	.18	.16	.06	.14	.12		.12
Importance	.13			.10			.09		

Table 19

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

INTANGIBLE SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=322 Income	N=326 Satis.	N=331 Interest	N=230 Income	N=232 Satis.	N=233 Interest	N=92 Income	N=94 Satis.	N=98 Interest
PREDICTORS									
AGE	.22			.27					
SUCCESS	.28	.21	.33		.20	.35			
ORGANIZ'N	-.10			-.16					
STAMINA			.53			.59	.32	.42	.62
ALTRUISM			.12			.12**			
VALUES									
SOCIAL SK				.26					
ECONOMIC			.10						
FORCE									.28
INDUSTRY									
INDEPENDENCE						-.12*		-.29	
Mult. Corr.	.36	.21	.74	.40	.20	.20	.32	.36	.73
R Squared	.13	.04	.55	.16	.04	.04	.10	.13	.53
Importance	.10			.10					

*Correlation is positive **Correlation is negative

Table 20

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS

Beta Weights

	COMPETITIVE SALES						NONCOMPETITIVE SALES		
	TOTAL			MALES			TOTAL		
	N=218 Income	N=222 Satis.	N=224 Interest	N=165 Income	N=167 Satis.	N=167 Interest	N=103 Income	N=103 Satis.	N=106 Interest
PREDICTORS									
AGE	.23			.28					
SUCCESS	.31	.22	.28		.23	.36			.37
ORGANIZ'N									
STAMINA			.55			.58		.33	.52
ALTRUISM			.12**			.13**			
VALUES									
SOCIAL SKILL				.30					
ECONOMIC									
FORCE									
INDUSTRY									
INDEPENDENCE						-.15*			
Mult. Corr.	.38	.22	.71	.40	.23	.73		.33	.80
R Squared	.14	.05	.50	.16	.05	.53		.11	.64
Importance	.10			.09					

* Correlation is positive ** Correlation is negative

significantly to female Intangible Salespeople or to combined gender Noncompetitive Salespeople. The relation for males ranged .26 to .50 and for females from .19 to .35. Find these results for Age under "Predictors" and "Income" in Tables 13 to 20.

All of the Personality factors except Independence were significant for predicting Monthly Income within at least one of the career groups studied, both in the analyses where males and females were combined and in the analyses where there was separation by gender. In the analysis of the combined male and female group, Success Need and Other Values were the Personality factors which appeared most often (seven times for Success Need and five times for Other Values).

The separation of subjects by sex resulted in a significant difference in the independent variables predicting Monthly Income. Note in Table 13 that in the "All Careers" total group, Personality factors were significantly related to Monthly Income and consisted of six factors plus Age. However, when multiple regressions were performed separately on males and females, the Personality factors that were significantly related to Monthly Income became separated into three factors for males and two factors for females. This same type of result, that is, finding more Personality factors significant for combined genders than for males and females studied separately, was found in all of the career breakdowns except for that of Intangible Sales.

It should be noted that the multiple regression analysis picked the best variables for each study, whether of total groups, different career groups or different genders. However, there was no additional test made to ascertain actual differences.

In addition to the sex differences in independent variables that were related to Monthly Income, there were also differences in the multiple correlations for the varying sex groups. In general, the correlations were usually raised for males and almost always decreased for females, when gender groups were studied separately. Multiple Correlations ranged from .36 to .52 for the combined male-female group, ranged from .40 to .50 for males and from .32 to .40 for females.

The division of the All Careers group into various Sales and Management/Administrative groups changed the composition of the Personality factors that were significantly related to Monthly Income. The broader the group, for example All Careers (Table 13) or All Sales (Table 15), the more Personality factors were shown to be significantly related to Monthly Income, in the male-female group or in the individual male and female groups. For example, six Personality factors were found for the All Careers group (Table 13), both genders: Success Need, Other Values, Organization, Altruism, Economic Value, Industry. When broken down into the next two basic subheads, Managers/ Administrators) and All Sales (Tables 14 and 15), there were only three factors for All Sales (Success Need, Force, Economic Value) and four

factors for Management/Administrators (Organization, Success need, Other Values, Industry) that were significantly related to Monthly Income. However, when the combined Managers/Administrators category was further differentiated, the number of significant Personality factors was raised from four to five for Managers (Table 16) including Success Need, Organization, Other Values, Industry, and Economic Value and was reduced to one (Other Values) for Administrators (Table 17). When the combined All Sales category was further differentiated, the number of significant Personality factors was raised from three to four for Tangible Sales (Table 18) including Force, Economic Value, Success Need and Other Values and was reduced to two (Success Need, Organization) for Intangible Sales (Table 19).

The breakdown of the All Career group into specific career groups effected the multiple correlations of these separated groups. Whereas the multiple correlations for the total male-female career group was .43, its range increased from .45 to .52 with the separation into Management and Administrative combined and separated groups, but decreased in range from .36 to .42 for various Sales groups. The All Sales group multiple correlation was .38 and increased to .42 for Tangible Sales and decreased to .36 for Intangible Sales. A further division of the Intangible Sales group increased the multiple correlation to .38 for Competitive subjects. For males, the multiple correlation increased from the .45 for All Careers to .47 and .50 when

subdivided into Management and Administrative combined and separated groups, but decreased to .40 for all sales group divisions. When the females were analyzed, the separation into various career groups increased the original .33 multiple correlation to .35 and .40 for Management and Administrative combined and separated groups. The correlation increased for the division into the All Sales group to .35, remained the same for the Tangible Sales group, and decreased to .32 for the Intangible Sales group.

Dependent Variable: Career Satisfaction

The results for Career Satisfaction, shown in Tables 13 to 20, are displayed under "Satis.". Of the 10 Personality factors, seven reached a significant relation within at least one of the 22 groups studied. However, there were four groups for which no variable was entered. Of these, three were female groups and one was a male-female group. Multiple correlations for all groups studied ranged from .12 to .36. Success Need appeared 10 times as a significantly related Personality factor and Stamina appeared 7 times. The separation of subjects by sex caused a small difference in the independent variables which were significantly related to Career Satisfaction. All five Personality factors (Stamina, Other Values, Independence, Organization, Success) found significantly related for the total All Careers group (Table

13), were also found for the male group, except for Other Values. No variables had been found for Management/Administration (Table 14), however, when divided by gender, Organization was found significantly related for the male and Social Skill for the female. The Personality factors found in the Management group (Table 16) included Stamina, Independence, and Organization. When the Management group was divided by gender, the Stamina factor was eliminated and the Success Need factor was added. The Personality factors found in the All Sales group (Table 15) included Success Need and Other Values. When the All Sales group was separated by gender, the All Sales male group showed no difference in significantly related Personality factors. There was a sufficient number of females for the study of six career groups, of which three (All Careers, Management, Tangible Sales) had no variables entered. For the female Management/ Administrative group (Table 14), the Social Skill factor was significantly related.

Multiple correlations were usually increased or decreased when the combined gender group was separated into male and female groups, as shown in Tables 13 to 19. The multiple correlations increased for males in five of the seven groups, was the same for one group, and less for one group. Of the six female groups studied, multiple correlations increased over the All Career groups for the subdivisions in two cases and decreased in four cases. Multiple correlations ranged from .18 to .33 for the male-female groups, from .12 to .24 for males, and from .14 to .36 for

females.

The division of the All Careers group into various career groups also changed the combination of Personality factors that were shown to be significantly related to Career Satisfaction. There were five Personality factors (Stamina, Other Values, Independence, Organization, Success Need) for the All Careers total group (Table 13) that were decreased to no factors found significant for the Management/Administrative group (Table 14), three factors (Stamina, Independence, Organization) for the Management group (Table 16), the single factor of Social Skill for the Administrative group (Table 17), the single factor of Success Need for the Intangible Sales group (Table 19), the single factor of Success Need for the Competitive group (Table 20), the single factor of Stamina for the Noncompetitive group (Table 17), and two factors for both All Sales (Table 15) consisting of Success Need and Other Values and for Tangible Sales (Table 18) consisting of Stamina and Other Values. As no Personality factors were entered for females in the All Careers group (Table 13), no comparison can made for females.

Whereas Tables 13 to 20 show some changes in multiple correlations when career groups were separated, in general they appear to be insignificant. These multiple correlations primarily ranged from .19 to .22 with the exception of .33 for Noncompetitive Intangible Sales and 0 (no variables entered) for the Management/Administrative group.

Dependent Variable: Career Interest

Relationships of the dependent variable Career Interest to the Personality factors are shown in the right-hand column of Tables 13 to 20, under "Interest". Of the ten Personality factors, all reached a significant relation with Career Interest within at least one of the career groups studied. Success Need appeared 14 times, Stamina appeared 13 times, and Independence appeared 9 times. Multiple correlations for all groups ranged from .22 to .80.

When the male-female groups were divided into separate male and female career groups, the Personality factors were divided as well. In most cases, there were more factors in the combined male-female group than in the separated male or female groups. For example, as shown in Table 13, there were seven Personality factors significantly related to Career Interest for the total All Careers group (Success Need, Stamina, Economic Value, Altruistic Value, Other Values, Independence, Force). Six of these factors were again found to be significant for males (all but Other Values) and two for females (Stamina and Other Values).

A further study of Tables 13 to 20 reveals that although Success Need was the Personality factor found to be significantly related to Career Interest most often, nevertheless, it appeared only once for females and six times for males. The Stamina factor was equally divided between males and females. On the other hand,

the Other Values factor was found three times for females and only once for males.

Separation of groups into male and female groups produced differences in multiple correlations. In all but two cases, (the Management/Administrative and Management groups), the female groups had smaller correlations than either the male or the male-female groups. The total groups ranged from .22 to .80, the male group ranged from .27 to .81, and the female group ranged from .23 to .73.

The combined All Careers group (Table 13) contained seven Personality factors: Success Need, Stamina, Economic Value, Altruism Value, Other Values, Independence, and Force. The next two subheadings contained fewer factors: four for Management/ Administration of Other Values, Independence, Force, and Organization (Table 14) and three for All Sales (Table 15) of Stamina, Success Need, and Economic Value. While All Sales contained only three factors, when it was subdivided into smaller categories, the number of Personality factors increased to four for Tangible Sales of Success Need, Economic Value, Industry, and Social Skill (Table 18), and to four for Intangible Sales of Stamina, Success Need, Altruism, and Economic Value (Table 19).

The separation of the combined All Careers group into various career groups resulted in the multiple correlation increasing dramatically for all sales groups. Whereas the multiple

correlation was initially .22 for male-female All Careers group (Table 13) and ranged from .31 to .42 for the Management/ Administrative, the Management, and Administrative groups (Tables 14, 16 and 17), it increased to a range from .42 to .80 for the various sales groups (Tables 15, 18, 19 and 20).

Results of Study II: Predicting the 3 Dependent Variables from the 7 Background History Variables

The eight biographical and cognitive Background History variables, listed in Table 7, were used as the independent variables in multiple regression studies to determine their value as predictors of the three dependent variables: Monthly Income, Career Satisfaction, and Career Interest. Due to the requirement that the subject had attended at least one year of college for Study II, there were insufficient subjects for the female Intangible Sales group. (Nevertheless, this group is listed in Table 27, to give some indication of relationships found.) Tables 21 to 28 represent 22 studies conducted on the various career groups.

Each of the eight Background History variables was found to be significantly related to at least one of the three dependent variables. Creativity was significantly related to each of the three dependent variables: 16 times for Monthly Income, 5 times for Career Satisfaction, and 10 times for Career Interest.

Table 21

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

ALL CAREERS - Beta Weights

	TOTAL			MALES			FEMALES		
	N=1154 Income	N=1161 Satis.	N=1172 Interest	N=769 Income	N=773 Satis.	N=775 Interest	N=385 Income	N=388 Satis.	N=397 Interest
PREDICTORS									
AGE	.33			.39			.19		
CREATIVITY	.11		.15	.14	.10	.18	.15		
COMPETITIVE									
LEADERSHIP	.09	.13							
SOCIALIZING		-.08	.09			.11	.17		
YEARS of ED	.06								
INTELLECT'L	-.09					-.09			
COLL.MAJOR							.11		
ATHLETIC									
Mult. Corr.	.36	.10	.18	.41	.10	.10	.32		
R Squared	.13	.01	.03	.17	.01	.01	.10		
Importance				.03			.07		

Table 22

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction, Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

MANAGEMENT/ADMINISTRATION - Beta Weights

	TOTAL			MALES			FEMALES		
	N=518 Income	N=521 Satis.	N=524 Interest	N=338 Income	N=340 Satis.	N=341 Interest	N=180 Income	N=181 Satis.	N=183 Interest
PREDICTORS									
AGE	.41			.47			.24		
CREATIVITY	.10			.13			.16	-.21	
COMPETITIVE		-.10							
LEADERSHIP		.18						.36	
SOCIALIZING							.19	-.25	
YEARS of ED	.09								
INTELLECT'L	-.08								
COLL.MAJOR					-.13				
ATHLETIC								.19	
Mult. Corr.	.43	.15		.48	.13		.34	.37	
R Squared	.18	.02		.23	.02		.12	.14	
Importance	.01			.02			.07		

Table 23

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

All SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=636 Income	N=640 Satis.	N=648 Interest	N=431 Income	N=433 Satis.	N=434 Interest	N=205 Income	N=207 Satis.	N=214 Interest
PREDICTORS									
AGE	.22			.27			.13		
CREATIVITY	.14		.21	.14	.10	.27	.16		
COMPETITIVE			.10					-.14	.15
LEADERSHIP	.13			.10					
SOCIALIZING			.12			.15	.17		
YEARS of ED									
INTELLECT'L	-.08		-.13						
COLL.MAJOR									
ATHLETIC									
Mult. Corr.	.29		.31	.32	.10	.34	.29	.14	.15
R Squared	.08		.10	.10	.01	.12	.08	.02	.02
Importance	.04			.03			.06		

Table 24

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

MANAGEMENT (no Administration) - Beta Weights

	TOTAL			MALES			FEMALES		
	N=368 Income	N=372 Satis.	N=372 Interest	N=252 Income	N=254 Satis.	N=254 Interest	N=116 Income	N=118 Satis.	N=118 Interest
PREDICTORS									
AGE	.42			.43			.18		
CREATIVITY	.13			.15		.12	.27	-.30	
COMPETITIVE		-.15							
LEADERSHIP		.31			.14		.32	.30	
SOCIALIZING									
YEARS of ED									
INTELLECT'L		-.11					-.21		
COLL.MAJOR					-.15				
ATHLETIC									
Mult. Corr.	.43	.24		.44	.21	.12	.45	.40	
R Squared	.18	.06		.19	.04	.01	.20	.16	
Importance	.01			.02			.17		

Table 25

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction, Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

ADMINISTRATION - Beta Weights

	TOTAL		
	N=150 Income	N=149 Satis.	N=152 Interest
PREDICTORS			
AGE	.39		
CREATIVITY			
COMPETITIVE			
LEADERSHIP			
SOCIALIZING		-.19	
YEARS of ED	.23		
INTELLECT'L			
COLL.MAJOR			
ATHLETIC			
Mult. Corr.	.47	.19	
R Squared	.22	.04	
Importance	.03		

Table 26

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

TANGIBLE SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=333 Income	N=335 Satis.	N=338 Interest	N=208 Income	N=209 Satis.	N=209 Interest	N=125 Income	N=126 Satis.	N=129 Interest
PREDICTORS									
AGE	.23			.27			.14		
CREATIVITY	.12			.13		.15			
COMPETITIVE								.21	
LEADERSHIP									
SOCIALIZING			.14			.20	.25		
YEARS of ED									
INTELLECT'L									
COLL.MAJOR									
ATHLETIC									
Mult. Corr.	.25		.14	.28		.27	.30	.21	
R Squared	.06		.02	.08		.07	.09	.04	
Importance	.01			.01			.07		

Table 27

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

INTANGIBLE SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=303 Income	N=305 Satis.	N=310 Interest	N=223 Income	N=224 Satis.	N=225 Interest	N=80 Income	N=81 Satis.	N=85 Interest
PREDICTORS									
AGE	.22			.27					
CREATIVITY	.20	.11	.40	.13		.39			.42
COMPETITIVE							.27		
LEADERSHIP									
SOCIALIZING			.16						
YEARS of ED									
INTELLECT'L			-.08						
COLL.MAJOR	.16			.18	.14	.17			
ATHLETIC									
Mult. Corr.	.33	.11	.45	.35	.14	.43	.27		.42
R Squared	.11	.01	.20	.12	.02	.18	.07		.18
Importance	.07			.05			.06		

Table 28

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

BACKGROUND HISTORY VARIABLES

Beta Weights

	COMPETITIVE SALES						NONCOMPETITIVE SALES		
	TOTAL			MALES			TOTALS		
	N=208 Income	N=208 Satis.	N=212 Interest	N=160 Income	N=161 Satis.	N=161 Interest	N=103 Income	N=103 Satis.	N=106 Interest
PREDICTORS									
AGE	.27			.29					
CREATIVITY	.20		.40	.22		.39			.44
COMPETITIVE									
LEADERSHIP									
SOCIALIZING			.16			.15			
YRS of ED									
INTELLECT'L			-.21						
COLL.MAJOR	.20								
ATHLETIC						-.19			
Mult. Corr.	.38		.46	.37		.46			.44
R Squared	.14		.18	.14		.20			.19
Importance	.07			.05					

Correlations of the Background History variables with the dependent variables are listed in Table 29. Due to missing values the original 1,258 subjects were reduced to 1,154 subjects in the All Career groups. (Gender separation is shown in Appendix J and K). Correlations of the Background variables with each other are shown in Table 30. (See Appendix L and M for gender separation.)

Dependent Variable: Monthly Income

Age was again significantly related to Monthly Income in these Background History variable studies, for 20 of the 22 studies (Tables 21 to 28). There was no significant relationship found for age for female Intangible Salespeople (Table 27) or for Noncompetitive Salespeople (Table 28). The relationship for the male-female groups for age ranged from .22 to .43, the male group ranged from .27 to .47, and the female group ranged from .13 to .24.

Only two Background variables, Competitive activity and Athletic activity, had no significant relationship with Monthly Income. Creativity had 17 significant relationships with Monthly Income. Years of Education, Intellectual activity, Leadership activity, and Socializing activity each had three or four significant relationships with Monthly Income.

The separation of career groups by gender showed differences

Table 29

Correlations of the Background History Variables with the Dependent Variables and with Age

All Careers, All Subjects, n=1,258

	MONTHLY INCOME	CAREER SATISFACTION	CAREER INTEREST	AGE
Leadership Activities	.10	.08	.07	.02
Competitive Activities	.05	-.02	.08	.01
Athletic Activities	.04	.04	.04	-.03
Social Activities	.07	-.00	.09	.05
Intellectual Activities	-.03	-.02	-.04	.05
Years of Education	.11	-.04	.00	.12
College Major relevancy	.03	-.01	-.00	-.09
Creativity	.09	.03	.15	-.09

Table 30

Correlations of Background History Variables with Each Other

All Careers,All Subjects, n=1,258

	Leadership	Compet'v	Athletic	Social	Intellect'l	Ed'n	Major	Creativ'ty	Age
Leadership Activities	1.000	.465	.264	.634	.338	.158	.011	.093	.02
Competitive Activities	.465	1.000	.230	.402	.233	.085	.006	.205	.01
Athletic Activites	.264	.230	1.000	.168	.229	.043	-.017	.089	-.03
Social Activities	.643	.402	.168	1.000	.270	.140	.038	.153	.05
Intellectual Activites	.328	.233	.299	.270	1.000	.079	-.043	.126	.05
Years of Education	.158	.085	.043	.140	.079	1.000	.018	.037	.12
College Major Relevancy	.011	.006	-.017	.038	-.043	.018	1.000	-.037	-.09
Creativity (Cognitive)	.193	.205	.089	.153	.126	.037	-.037	1.000	-.09

in the Background variables significantly related to Monthly Income. Creativity continued to be significantly related to both gender groups. The Socializing activity appeared only for the female group, not in the combined male-female group or the male group. Leadership activity was significantly related only for the female management group.

When the combined male-female group was separated into male and female groups, the multiple correlations were increased for males on five occasions and increased for females on the other two occasions. The multiple correlations of the opposite-sex usually decreased at the same time.

Four Background variables were found to be significant for the All Careers group (Table 21): Creativity, Years of Education, Intellectual activities, and Leadership activities. When partitioned into the next two career groups, three were found significant for the Management/Administrative group, including Years of Education, Creativity, and Intellectual activities (Table 22), and three for the All Sales group, consisting of Creativity, Leadership activities, and Intellectual activities (Table 23). When these were separated into smaller groups, only one, two, or none were found: Creativity for Management, Years of Education for Administration, Creativity for Tangible Sales and Creativity and relevant College Major for the Intangible Sales group (Tables 24 to 27).

Separating the All Careers designation into the next two categories, increased the multiple correlation from the .36 of All Careers (Table 21) to .43 for Management/Administration and decreased the multiple correlation to .29 for All Sales (Tables 22 and 23). When Management/ Administration (.43) was divided into two groups, Administration (Table 25) had an increased multiple correlation of .47, and the same multiple correlation was found for Management (Table 24) of .43. When All Sales (.29) was divided into two groups, the multiple correlation increased to .33 for Intangible Sales (Table 27) and to .38 for Competitive Sales (Table 28) and decreased for Tangible Sales (Table 26) to .25 and for Noncompetitive Sales (Table 28) to .00. All of these correlations were based on the combined male-female category.

Dependent Variable: Career Satisfaction

All Background History variables, except Athletic activity, had at least one significant relation with Career Satisfaction within one of the various groups studied (Tables 21 to 28). The Leadership activity appeared six times and Creativity five times as significantly related to Career Satisfaction. Competitive activity, which had no significant relation with Monthly Income, now appeared four times as significantly related to Career Satisfaction. No variables were entered for eight groups and there were insufficient numbers for five groups.

The separation of career groups by gender did not follow the pattern found previously, where dividing the larger groups had reduced the variables entered. Only two Background History variables were found for the Management/Administrative (Table 22) total group (Leadership activities, Competitive activities), whereas four variables were found to be significantly related when divided into a female group (Athletic activities, Creativity, Leadership activities, Socializing) and only one variable was significantly related to the male group (relevant College Major). However, the male-female Management group (Table 24) showed three Background variables (Leadership activities, Competitive activities, Intellectual activities) that were significantly related and then divided into two each for males (relevant College Major, Leadership activities) and for females (Creativity, Leadership activities).

Separating career groups by gender showed definite increases in multiple correlations from the combined male-female groups to the female groups on four occasions and to the male group on one occasion. Male-female multiple correlations ranged from 0 to .24, male multiple correlations ranged from 0 to .21 and female multiple correlations ranged from 0 to .40.

The separation of Background variables by group showed different variables significantly related to the All Careers group (Leadership activities, Socializing activities), the Management/ Administrative group (Leadership activities, Competitive

activities), the Management group (Leadership activities, Competitive activities, Intellectual activities) and the Administrative group (Socializing); see Tables 21, 22, 24, and 25. However, four of the Sales groups, (All Sales, Tangible Sales, Competitive Sales, Noncompetitive Sales, shown in Tables 23, 26 and 28) had no variables entered. Only the Intangible Sales group (Table 27) had a variable entered: Creativity.

Separation of groups found the multiple correlation of the All Careers group of only .10 increased to .15 for the Management/ Administrative group and decreased to 0 for the All Sales group. When separating the Management/Administrative group, which had a multiple correlation of .15, the multiple correlation increased for both the Management group (to .24) and the Administrative group (to .19). Most of the Sales groups had no variable entered.

Dependent Variable: Career Interest

Creativity was found 10 times to be significantly related to the dependent variable Career Interest (Tables 21 to 28). The Socializing activity was found 6 times and Intellectual activity was found 4 times to be significantly related to Career Interest. Athletic activity and Competitive activity were found only once to be significantly related to Career Interest and neither Years of Education nor the Leadership activity was found to be significantly related.

Multiple correlations ranged from 0 to .45 for the male-female groups, ranged from 0 to .45 for the male groups, and from 0 to .15 for the female groups. No variables were entered for eight of the groups, including four female groups.

When the male-female groups were separated into male and female groups, the multiple correlation increased in every male group where a variable was entered except that for Intangible Sales. Because of insufficient numbers in four female groups and the fact that no variables were entered for four female groups, the female separation cannot be considered.

No variables were entered for the Management/Administrative, Management, and Administrative groups (Tables 22, 24 and 25). Four Background History variables found to be significantly related to Career Interest for the All Sales group (Creativity, Socializing, Intellectual activities, Competitive activities), were reduced to one variable of Socializing for the Tangible Sales group and three of these variables (Creativity, Intellectual activities, Socializing) for the Intangible Sales group (Tables 23, 26 and 27).

The multiple correlation for the total All Career group (Table 21) was .18, which increased to .31 when separated into the All Sales group (Table 23) and decreased to 0 (no variables entered) for the Management/Administrative group (Table 22). When the All Sales group was separated into smaller groups, the

multiple correlation of this All Sales group of .31 increased to .45 for the Intangible Sales group (Table 27), and decreased to .14 for the Tangible Sales group (Table 26).

Results of Study III: Predicting the 3 Dependent Variables from Personality Factors and Background History Variables.

In Study III, both the 10 Personality factors and 8 Background History variables were combined. Multiple regressions were performed, with the combined 18 variables as predictor variables and Monthly Income, Career Satisfaction, and Career Interest again as dependent variables. The correlations of these 18 factors and variables with the three dependent variables are shown in Table 31. The correlations of the 18 variables to each other are shown in Table 32. (Gender separations of both correlations are found in Appendixes N and O.)

Dependent Variable: Monthly Income

Age was again found to be highly related to Monthly Income, in 18 of the 21 studies (Tables 33 to 40). Age was not related to Monthly Income for female Salespeople, either the All Sales (Table 35) or Tangible Sales (Table 38) group, and was not related for Noncompetitive Salespeople (Table 40).

Table 31

Correlation of the Personality Factors with Background History Variables

All Careers, All Subjects, n=1,258

	Leader'p	Competit'v	Athletic	Social	Intellec'l	Ed'n	Major	Creativity
PERSONALITY FACTORS:								
Success Need	.23	.23	.15	.20	.05	.05	.04	.56
Force	.17	.13	.09	.10	.02	.02	.02	.44
Stamina	.18	.21	.11	.14	.04	.04	.01	.53
Social Skill	.26	.24	.14	.25	.09	.02	.02	.67
Industry	.16	.18	.10	.14	.07	-.04	.02	.48
Organize	-.08	-.03	.04	-.06	.02	.04	-.00	-.10
Altruism	-.00	-.00	-.01	.01	.06	-.04	-.08	-.11
Values	.04	.13	.01	.02	.20	.02	-.12	.18
Independence	.07	.09	.05	.01	.00	.00	.01	.49
Economic	-.07	01	-.00	-.01	-.09	.02	.00	-.09

Table 32

Correlations of the Personality and Background History Variables with the Dependent Variables and with Age

All Careers, All Subjects, N=1,258

	MONTHLY INCOME	CAREER SATISFACTION	CAREER INTEREST	AGE
PERSONALITY FACTORS				
Success Need	.169	.128	.282	-.13
Force	.183	.067	.180	-.08
Stamina	.115	.135	.242	-.11
Social Skill	.103	.103	.241	-.16
Industry	.103	.083	.208	-.11
Organization	-.135	-.081	.031	-.02
Altruism Value	-.176	-.062	-.065	.04
Values (Other)	-.152	-.102	.024	.01
Independence	.105	.007	.097	-.05
Economic Value	.117	.044	.101	.07
BACKGROUND HISTORY				
Leadership Activites	.095	.075	.067	.02
Competitive Activities	.046	-.017	.083	.01
Athletic Activities	.044	.038	.035	-.03
Socializing Activities	.065	-.002	.087	.05
Intellectual Activities	.026	-.019	-.044	.05
Years of Education	.111	-.041	.002	.12
College Major Relevancy	.025	-.014	-.004	-.09
Creativity (Cognitive)	.089	.031	.148	-.09

Table 33

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

ALL CAREERS - Beta Weights

	TOTAL			MALES			FEMALES		
	N=1154 Income	N=1161 Satis.	N=1172 Interest	N=769 Income	N=773 Satis.	N=775 Interest	N=385 Income	N=388 Satis.	N=397 Interest
PREDICTORS:									
AGE	.33			.40			.19		
Personality									
SUCCESS	.12	.17	.21		.13	.26	.16		.20
ORGANIZ'N		-.14		-.09	-.14				
STAMINA		.14	.17		.12	.17	.12		
ALTRUISM			.08	-.15		.17**			
VALUES	-.13		.08						-.12*
SOCIAL SKILL				.13					
ECONOMIC	.06		.11			.12			
FORCE	.12		.15			.15			
INDUSTRY	-.08*								
INDEPENDENT		-.18	-.16*		-.13*	-.18*			
Background History									
CREATIVITY									
COMPETITIVE		-.08							
LEADERSHIP		.13							
SOCIALIZING		-.10					.15		
YEARS of ED	.06	-.06							
INTELLECT'L			-.07			-.07			
COLL.MAJOR									
ATHLETIC									
Mult. Corr.	.43	.24	.35	.46	.22	.39	.36		.23
R Squared	.18	.06	.12	.21	.05	.15	.13		.05
Importance	.08			.07			.10		

* Correlation is positive ** Correlation is negative

Table 34

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

MANAGEMENT/ADMINISTRATION - Beta Weights

	TOTAL			MALES			FEMALES		
	N=518	N=521	N=524	N=338	N=340	N=341	N=180	N=181	N=183
	Income	Satis.	Interest	Income	Satis.	Interest	Income	Satis.	Interest
PREDICTORS									
AGE	.41			.45			.27		
Personality									
SUCCESS	.16						.21		
ORGANIZ'D	-.10		.12	-.10	-.13	.17	-.16		
STAMINA									
ALTRUISM				-.11					
VALUES	-.12		.18	-.12					.36
SOCIAL SKILL									
ECONOMIC									
FORCE			.30			.36			
INDUSTRY									
INDEPENDENT			-.27			-.26			-.15
Background History									
CREATIVITY				.14				-.21	
COMPETITIVE		-.10							
LEADERSHIP		.18						.36	
SOCIALIZING							.16	-.25	
YEARS of ED	.09								
INTELLECT'L									
COLL.MAJOR					-.13				
ATHLETIC								.19	-.13
Mult. Corr.	.50	.15	.30	.53	.18	.27	.40	.37	.41
R Squared	.25	.02	.09	.28	.03	.07	.16	.14	.17
Importance	.08			.07			.11		

Table 35

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

ALL SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=636 Income	N=640 Satis.	N=648 Interest	N=431 Income	N=433 Satis.	N=434 Interest	N=205 Income	N=207 Satis.	N=214 Interest
PREDICTORS									
AGE	.24			.30					
Personality									
SUCCESS ORGANIZ'N	.17	.27	.26		.19	.37		.30	
STAMINA			.25			.25	.27		.24
ALTRUISM				-.19		.11**			
VALUES		-.11			-.10				
SOCIAL SKILL			.18	.21					.35
ECONOMIC FORCE	.10 .15	-.10	.13			.16		-.17	.13
INDUSTRY INDEPENDENT									.18
Background History									
CREATIVITY			-.15*						-.26*
COMPETITIVE		-.09						-.18	
LEADERSHIP SOCIALIZING							.16		
YEARS of ED INTELLECT'L									
COLL.MAJOR ATHLETIC						.08			
Mult. Corr.	.38	.26	.54	.40	.22	.55	.36	.27	.55
R Squared	.14	.07	.29	.16	.05	.30	.13	.07	.30
Importance	.10			.09			.11		

*Correlation is positive **Correlation is negative

Table 36

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

MANAGEMENT (no Administration) - Beta Weights

	TOTAL			MALES			FEMALES		
	N=368	N=372	N=372	N=252	N=254	N=254	N=116	N=118	N=118
	Income	Satis.	Interest	Income	Satis.	Interest	Income	Satis.	Interest
PREDICTORS									
AGE	.40			.40			.22		
Personality									
SUCCESS	.20		.17	.14			.29		
ORGANIZ'N	-.14			.22	-.14	.12			
STAMINA								.33	
ALTRUISM									
VALUES	-.12		.19						.37
SOCIAL SKILL						.24			
ECONOMIC	.09								
FORCE			.18						
INDUSTRY								-.25	
INDEPENDENT			-.						
Background History									
CREATIVITY								-.40	
COMPETITIVE		-.15							
LEADERSHIP		.31			.13		.22	.46	
SOCIALIZING								-.26**	
YEARS of ED									
INTELLECT'L		-.11							
COLL.MAJOR					-.15			.17	
ATHLETIC									
Mult. Corr.	.51	.24	.30	.49	.25	.27	.44	.54	.37
R Squared	.26	.06	.09	.24	.06	.07	.19	.29	.14
Importance	.09			.07			.16		

** Correlation is positive

Table 37

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction, Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

ADMINISTRATION - Beta Weights

	TOTAL		
	N=150 Income	N=149 Satis.	N=152 Interest
PREDICTORS:			
AGE	.40		
Personality			
SUCCESS ORGANIZ'N			
STAMINA ALTRUISM			
VALUES	-.27		.27
SOCIAL SKILL			-.29
ECONOMIC FORCE			.37**
INDUSTRY INDEPENDENT			-.39
Background History			
CREATIVITY COMPETITIVE			
LEADERSHIP SOCIALIZING		-.19	
YEARS OF ED INTELLECT'L	.22		
COLL.MAJOR ATHLETIC			
Mult. Corr.	.55	.19	.42
R Squared	.30	.04	.18
Importance	.13		

** negative correlation

Table 38

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

TANGIBLE SALES - Beta Weights

	TOTAL			MALES			FEMALES		
	N=333 Income	N=335 Satis.	N=338 Interest	N=208 Income	N=209 Satis	N=209 Interest	N=125 Income	N=126 Satis.	N=129 Interest
PREDICTORS									
AGE	.23			.27					
Personality									
SUCCESS ORGANIZ'N			.41			.31			.40
STAMINA		.17			.21		.24		
ALTRUISM				-.17					
VALUES		-.12			-.15				
SOCIAL SKILL			.26						.42
ECONOMIC	.17		.20			.16			.19
FORCE	.19			.16					
INDUSTRY INDEPENDENT			-.16*						-.26*
Background History									
CREATIVITY	.13		.22*						-.39
COMPETITIVE		-.11						.21	
LEADERSHIP SOCIALIZING						.16	.20		
YEARS of ED INTELLECT'L									
COLL.MAJOR ATHLETIC									
Mult. Corr.	.41	.23	.46	.38	.26	.41	.38	.21	.53
R Squared	.17	.05	.21	.14	.07	.17	.14	.04	.28
Importance	.12			.08					

Table 39

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction, Career Interest) in terms of the Predictor Variables

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

INTANGIBLE SALES - Beta Weights

	TOTAL			MALES		
	N=303 Income	N=305 Satis.	N=310 Interest	N=223 Income	N=224 Satis.	N=225 Interest
PREDICTORS						
AGE	.24			.29		
Personality						
SUCCESS	.27	.21	.35		.20	.40
ORGANIZ'N				-.15		
STAMINA			.52			.57
ALTRUISM			.12**			.12**
VALUES						
SOCIAL SKILL				.27		
ECONOMIC			.11			
FORCE						
INDUSTRY						
INDEPENDENT						.14
Background History						
CREATIVITY						
COMPETITIVE						
LEADERSHIP						
SOCIALIZING						
YEARS of ED						
INTELLECT'L						
COLL.MAJOR	.15					
ATHLETIC						-.14
Mult. Corr.	.37	.21	.75	.41	.20	.76
R Squared	.14	.04	.56	.19	.04	.58
Importance	.10			.10		

** Correlation is negative

Table 40

Relationship of the Dependent Variables (Monthly Income, Career Satisfaction Career Interest) in terms of the Predictor Variables:

PERSONALITY FACTORS and BACKGROUND HISTORY VARIABLES

Beta Weights:	COMPETITIVE SALES						NONCOMPETITIVE SALES		
	TOTAL			MALES			TOTAL		
	N=208 Income	N=209 Satis.	N=212 Interest	N=160 Income	N=161 Satis.	N=161 Interest	N=103 Income	N=103 Satis.	N=106 Interest
PREDICTORS									
AGE	.28			.32					
Personality									
SUCCESS ORGANIZ'N	.28	.21	.31		.21	.35			.42
STAMINA			.54			.57		.33	.48
ALTRUISM			.13**						
VALUES SOCIAL SKILL				.30					
ECONOMIC FORCE			.10						
INDUSTRY INDEPENDENT						-.16*			
Background History									
CREATIVITY COMPETITIVE									
LEADERSHIP SOCIALIZING									
YEARS of ED INTELLECT'L									
COLL.MAJOR ATHLETIC	.18					-.17			
Mult. Corr.	.43	.21	.73	.42	.21	.74		.33	.80
R Squared	.18	.04	.53	.18	.04	.55		.11	.64
Importance	.11			.09					

*Correlation is positive **Correlation is negative

Multiple correlations for the male-female groups ranged from .01 to .55. Multiple correlations for the male groups ranged from .38 to .53 and for females ranged from .36 to .44.

The gender separation showed that different variables were significantly related to Monthly Income for the male groups than were found related for the female groups. Only for male career groups were these variables significantly related to Monthly Income: Altruistic Values, Social Skill, Creativity, Other Values and Force. Only for female groups were these variables significantly related to Monthly Income: Stamina, Socializing activities and Leadership activity. Organization and Success Need were found for both males and females in a significant manner.

The gender separation also showed differences in multiple correlations. The male groups had higher multiple correlations than the male-female categories on four occasions, and the male-female categories had higher multiple correlations than the male groups on two occasions. The multiple correlations for the female groups were always lower than those found for the male-female groups.

The separation of All Careers (Table 33) into the next two divisions, Management/Administrative (Table 34) and All Sales (Table 35), showed that only Success Need was significantly related to Monthly Income for both career groups. The Management/Administrative group (Table 34) had an additional two

variables (Organization, Years of Education) which were significantly related to Monthly Income and the All Sales group (Table 35) had an additional variable (Force) which was different from those of the Management/Administrative group and was significantly related to Monthly Income. When the Management/Administrative group was divided into two separate groups, three of the original factors were significantly related to Monthly Income for the Management group (Table 36), specifically: Success Need, Other Values and Organization, but not Years of Education, and two of the original factors were significantly related to Monthly Income for the Administrative group (Table 37) including Other Values and Years of Education.

When the All Sales group (Table 35) was separated, of the three factors (Success Need, Economic Value, Force) shown to be significantly related to Monthly Income for All Sales, Economic Value and Force were also significantly related to Tangible Sales (Table 38) and Success Need was also significantly related to Intangible Sales (Table 39). Another factor was added to Intangible Sales: relevant College Major.

The division of the All Careers group into the next two groups showed that the multiple correlation for All Careers of .43 was increased to .50 for the Management/ Administrative group and decreased to .38 for the All Sales group (Tables 33 to 35). Further divisions found that the .50 multiple correlation for the Management/ Administrative group increased to .55 for the

Administrative group and to .51 for the Management group (Tables 37 and 36). The .38 multiple correlation for the All Sales group increased to .41 for the Tangible Sales group and decreased to .37 for the Intangible Sales group (Tables 35, 38 and 39).

Dependent Variable: Career Satisfaction

While few Background History variables were found to be significantly related to Monthly Income, half of the variables significantly related to Career Satisfaction for the male-female groups were Background variables, (Tables 33 to 40). Multiple correlations for the male-female groups ranged from .14 to .26. Multiple correlations for the male groups ranged from .18 to .26 and for the female groups from 0 to .54.

The gender separation tended to separate the Personality factors and the Background variables. Primarily, Personality factors were found to be significantly related to Career Satisfaction for the male groups and the Background History variables were significantly related to the female groups. Four variables were shared by males and females, as those significantly related to Career Satisfaction: Success Need, Stamina, Leadership activities, relevant College Major. Males also had three additional variables (Organization, Independence, Other Values) that were significantly related to Career Satisfaction and were not found significantly related for females. Females had six

additional variables that were significantly related to Career Satisfaction and were not found significantly related for males: Altruism value, Creativity, Socializing, Industry, Competitive activities, Force.

Multiple correlations for three of the career groups (Management/Administration, Management, and All Sales, shown in Tables 34, 36, and 35) were higher for females than for males or for the male or female groups. The male multiple correlation for the Tangible Sales group (Table 38) was higher than either the female or the male-female group.

The division of the combined All Careers group into two main groups revealed that one of the original variables, Competitive activity, was found in both the Management/Administrative and All Sales groups (Tables 34 and 35). An additional Background variable (Leadership activity) was found significantly related to Career Satisfaction for Management/Administration and two different factors (Other Values, Force) were found significantly related to the All Sales group. The two variables of Leadership activity and Competitive activity were found significantly related to Career Satisfaction for the Management/Administrative and Management group and one additional variable was found for the Management group: Intellectual activity. The Administrative group (Table 37) had a different variable: Socializing. Two factors were found in the All Sales group which were significant: Success Need and Other Values. The Other Values factor was also found in

the separation into the Tangible Sales group (Table 38) together with two new variables of Stamina and Competitive activity. The Intangible Sales group (Table 39) had the Success Need factor, which had been found in the All Sales group.

When the All Careers group was divided into two, the multiple correlation of .24 for the All Careers group (Table 33) was decreased to .14 for the Management/Administrative group (Table 34) and increased to .26 for the All Sales group (Table 35). A further division of the Management/Administrative group showed an increase of the multiple correlation to .24 for the Management group (Table 36) and to .19 for the Administrative group (Table 37). The division of the All Sales group showed a decrease of the multiple correlation from .26 to .23 for Tangible Sales (Table 38) and to .21 for Intangible Sales (Table 39).

Dependent Variable: Career Interest

Similar to the findings for the dependent variable Monthly Income, no more than one Background History variable was found to be significantly related to Career Interest for each of the career groups. The Personality factors dominated the variables significantly related to Career Interest.

Multiple correlations for the male-female groups ranged from .30 to .82. Multiple correlations for the male groups ranged from

.27 to .73 and for the female groups from .23 to .55 (Tables 33 to 40).

Only females had Other Values, Creativity, Social Skill and Athletic activity significantly related to Career Interest. Only males had Altruism Values, Force, Organization, College Major, and Intellectual activity significantly related to Career Interest. Other variables were shared by males and females as those that were significantly related to Career Interest, including: Success Need, Economic Value, Independence and Stamina.

In three of the five groups where there was a sufficient number of females for comparison, the female groups had greater multiple correlations than the male or the male-female groups, and in one group had the same MR. In the other case, (for the All Career group), the multiple correlation for females was less than the others.

When the combined All Careers group was separated into two groups, the variables divided in such a manner that none of the Management/Administrative variables that were significantly related to Career Interest were the same as those for All Sales (Tables 34 and 35). The factors of Other Values, Independence, Force and Organization were found for Management/Administration; the factors of Success Need, Economic Value, Stamina and Social Skill together with the Creativity variables, were found for All Sales. The division into Management and Administrative groups,

however, found that three of the factors (Other Values, Independence, Force) were significantly related to Career Interest for both groups, but that each group had one additional, different factor that was significantly related to Career Interest, (Success Need for the Management group and Social Skill for the Administrative group), see Tables 36 and 37. The breakdown of All Sales into two smaller groups showed that two factors that were significantly related to Career Interest (Success Need, Economic Value) were shared by both Tangible and Intangible Sales, but that Tangible Sales had additional variables (Social Skill, Creativity, Industry) that were not shared by Intangible Sales and that Intangible Sales had two additional factors (Altruism Value, Stamina) that were not shared by Tangible Sales (Tables 38 and 39).

The multiple correlation for the combined All Careers group was .35, whereas when this group was divided into two groups, the Management/Administrative group had a decreased multiple correlation of .30 and the All Sales group had an increased multiple correlation of .54 (Tables 33, 34, and 35). When the Management/Administrative group was subdivided, the multiple correlation remained the same, or .30, for the Management group and increased to .42 for the Administrative group (Tables 36 and 37). When the All Sales group was subdivided, the Tangible Sales group's multiple correlation was reduced from the All Sales .54 to .40, but increased for the Intangible Sales group to .75 (Tables 38 and 39).

Comparison of the Combined Factors and Variables to Separation

Monthly Income. A comparison of the multiple correlations for all groups showed that there was a slight increase for the combined Personality factors and Background History variables over the Personality factors alone. However, this increase amounted to an increase of only between .01 and .05 in most cases, and to .10 in only one case. The multiple correlations of the Background History variables alone were less than those correlations found for either Personality factors alone or for the combined Personality factors and Background History variables. Comparing these Background History variables with the combined factors and variables, there was a difference of between .04 and .08 in most cases, and of .10 and .16 in two separate cases.

Personality factors which were significantly related to Monthly Income were almost the same for the Study I of Personality factors as for the Study III of the combined Personality factors and Background History variables.

Career Satisfaction. Comparing Personality factors alone with combined Personality and Background History variables as predictors, multiple correlations were increased from .01 to .05 for most groups and by .14 in the Management/Administrative group for the combined predictors. Examining Background History

variables alone with the combined Background History and Personality variables as predictors, multiple correlations increased in most cases from .10 to .26 for the combined predictors. However, multiple correlations remained low, ranging from .14 to .24 for combined gender groups, but increased for females in the Management/Administrative and Management groups to a range from .37 to .54.

Many of the Background History variables were retained as significantly related to Career Satisfaction, particularly for the Management/Administrative and Management groups, both gender categories. In several of these cases, only Background variables were significantly related to the various groups.

Career Interest. There was little improvement in the multiple correlations of Personality factors as predictors and Personality factors combined with Background History variables. Definite increases were found between the multiple correlations of Background History variables alone and when combined with Personality factors.

In most cases, when four or five variables were significantly related, not more than one Background variable was listed. The remaining variables were Personality factors.

Summary

Results showed that an increase was found in multiple correlations in all three studies when the overall group of All Careers was divided into these four subdivisions: (1) Management group, (2) Administrative group, (3) Tangible Sales, and (4) Intangible Sales. Additional predictability appears to have increased when the gender separation was made of the above four groups; multiple correlations increased for males and decreased for females.

Overall, the greatest significance was found in the prediction of Monthly Income from Personality factors, Background History variables and from Personality factors combined with Background History variables. Next in significance was the prediction of Career Interest from these factors and variables. Least significance was found in the prediction of Career Satisfaction from these same factors and variables. Little significance was found when the Background History variables were used as predictors of Career Satisfaction. However, when combined with Personality factors, there was additional prediction of Career Satisfaction, particularly for Management groups.

The Personality factor found to be most significantly related to all three dependent variables was Success Need. In addition, the factors found to be most significantly related to Monthly Income were: Other Values, Organization and Altruism. The

Personality factor most significantly related to Career Satisfaction was Stamina, together with Success Need. The Personality factors most significantly related to Career Interest were: Stamina, Economic Value and Other Values.

The Background History variable that was most significantly related to all three dependent variables was Creativity. For Monthly Income, all Background History variables except Competitive and Athletic activity were found significantly related to Monthly Income. All Background History variables were found significantly related to Career Satisfaction except Athletic activities. Leadership activity was found six times, Creativity five times and Competitive activity four times. The Background History variables that were most significantly related to Career Interest included: Socializing (six times) and Intellectual activities (four times).

Study III (of the combined Personality factors and Background History variables) showed an interesting difference for the gender separation within the Career Satisfaction category. Most of the variables that were significantly related to Career Satisfaction for males were Personality factors. However, most of the variables that were significantly related to Career Satisfaction for females were the Background History variables. The multiple correlations for the relationship between the predictor variables and Career Satisfaction were distinctly increased for females.

Study IV: Pretested Study

A study was made of subjects who had taken the Merritt Career test before being hired as life insurance, group insurance, and tax sheltered annuity salespeople (all Intangible Salespeople) for three different companies. These subjects then worked for these companies for several years. Thus it must be noted there is a similarity in the two groups: they were both considered acceptable for hiring, and theoretically it might be more difficult to find differences between these groups.

The three companies provided this study with a list of the presently most financially successful salespeople (Top 20%) and most financially unsuccessful salespeople (bottom 20%) who had been hired in the period from 1979 to 1983. Of these, 77 "financially successful" and 65 "financially unsuccessful" salespeople had taken the Merritt Career Evaluation test and could be used in this study. The average age of the successful salesperson was 31 years and of the unsuccessful salesperson was 34 years at the time of testing. Because groupings rather than actual income had been provided, Discriminant Analyses (instead of multiple regressions) were made. Using the 10 Personality factors and 6 Background History variables as predictor variables, Table 41 shows that 61% of the financially successful salespeople were correctly grouped and that 58% of the financially unsuccessful

salespeople were correctly grouped (Table 41). Similar figures were found for a study of the 10 Personality factors used as predictor variables, and for a study of six Background History variables used as predictor variables (Table 41).

Briefly, these are the findings: that the success of the highly competitive Intangible salesperson was positively related to Social Skill, Success Need, Athletic Activities, Leadership activities, Force and Independence Need (Table 42).

Another discriminant analysis was made of the 142 pretested subjects, with Career Interest as a predictor variable. Results showed that only 42% of the financially successful group of 77 subjects had been correctly classified, although 59% of the financially unsuccessful group of 65 subjects had been correctly classified. When females were removed from the total group, only 37% of the financially successful group of 65 male subjects were correctly classified, while 61% of the financially unsuccessful group of 49 male subjects were correctly classified.

Table 41

PRETESTED GROUP

Study IV

Discriminant Analysis Study of the Financially Successful Versus the Financially Unsuccessful Intangible Salesperson

	Sex	No.of Cases	Financial Success	Financial Unsuccess
10 Personality Factors Used as Predictors of Financial Success				
		Predicted Group Membership		
ACTUAL GROUP				
Successful	M & F	77	56%	44%
Unsuccessful	M & F	65	40%	60%
Percentage of grouped cases correctly classified: 58%				
6 Background History Variables Used as Predictors of Financial Success				
Successful	M & F	76	58%	42%
Unsuccessful	M & F	62	32%	68%
Percentage of grouped cases correctly classified: 62%				
10 Personality Factors and 6 Background History Variables Used as Predictors of Financial Success				
Successful	M & F	76	61%	39%
Unsuccessful	M & F	62	42%	58%
Percentage of grouped cases correctly classified: 59%				

Table 42

Personality Factors and Background History Variables Found in the Study of All Intangible Salespeople and in the Pretested Study of Intangible Salespeople.

	Intangible Salespeople (Study I)	Pretested Intangible Salespeople (Study IV)
	Significant Factors	By Size of Correlation Within Function
10 Personality Factors	n=322	n=142
	Success Need Organization (-)	Success Need Social Skill Force Independence
6 Biographical Variables	n=303	n=138
	Creativity College Major	Athletic Activities Leadership Activities
10 Personality Factors and 6 Biographical Variables	n=303	n=138
	Success Need College Major	Social Skill Athletic Activities

Table 43

Means and Standard Deviations of Personality Factors and Background History Variables by Gender

All Subjects

	Total (N=1237)		Males (N=806)		Females (N=431)	
	Mean	SD	Mean	SD	Mean	SD
PERSONALITY FACTORS						
Success Need	543	173	561	169	508	178
Force	7	209	20	209	-13	220
Stamina	303	191	310	193	291	186
Social Skill	306	113	305	116	309	108
Industry	165	94	167	94	163	94
Organize	228	108	227	108	229	109
Altruism Value	-1	72	-6	72	10	72
Other Values	97	57	89	56	112	56
Independence	-166	112	-168	110	-161	116
Economic Value	51	56	60	55	34	55
	(N=1154)		(N=769)		(N=385)	
BACKGROUND HISTORY						
Leadership	2.3	2.7	2.3	2.7	2.3	2.9
Competitive	.7	1.2	.7	1.2	.7	1.1
Athletic	4.7	4.4	5.1	4.4	3.9	4.5
Socializing	2.6	2.4	2.5	2.3	2.8	2.5
Intellectual	2.6	2.5	2.2	2.4	3.5	2.6
Years of Education	15.8	1.6	16.0	1.4	15.4	1.7
College Major	2.3	1.0	2.3	1.0	2.2	.9
Creativity	57.6	27.5	56.5	27.7	59.7	27.1

DISCUSSION

Statement of the Problem

The primary goal of the present study was to investigate the influence of Personality and Background History variables upon Career Success, specifically financial success, satisfaction with career, and interest in career. Prior studies in this area have focused on demonstrating the importance of Career Interest to Career Success, usually with subjects who were college students, and on theoretical linking of personality to Career Interest, with little actual research in investigating this latter theory.

Few studies thus far have examined the possible relationships that may exist between combined components of Career Success in an adult subject's chosen career and his or her personality factors (Paunonen & Jackson, 1987) and high school and college Background History variables (Childs & Klimoski, 1986). One purpose of this study was to examine these potentially important relationships by collecting data on subjects who were already working in sales or management/administrative careers.

Principal Findings

Results of Study I showed that Personality factors can be predictors of Monthly Income, Career Interest, and Career Satisfaction. In accordance with the hypothesis, Personality factors predicted not only one of the three Career Success constructs, but in most cases predicted all three of them. Specific predictors will be explained under each of the dependent variable headings.

Results of Study II were consistent with the hypothesis concerning the significant relationship between Background History variables and Monthly Income. Some Background History variables were significantly related to Career Satisfaction, particularly for female subjects, and some Background History variables were significantly related to Career Interest, particularly for male subjects. As hypothesized, Background variables did predict not only one but at least two of the dependent variables in each of the multiple regression studies.

Results of Study III showed that the combination of Personality factors and Background History variables were predictors of Monthly Income, Career Satisfaction, and Career Interest. However, the combination of Personality factors and Background History variables was no more predictive of the dependent variables than Personality factors used alone; this same combination of Personality factors and Background History

Background History variables used alone. It is interesting to note that the combination of Personality factors and Background History variables appeared to be more useful for the prediction of Career Satisfaction than either of these predictor variable sets alone, particularly for females.

Group Separation

The expected value of dividing the general classification of All Careers into separate groups was found. When the All Careers group was separated into two groups of (1) Management/ Administrative and (2) All Sales, greater relationships were noted for the three dependent variables of Career Success: Monthly Income, Career Satisfaction, and Career Interest. The division clearly showed that there were different Personality factors and Background History variables found for the successful manager/ administrator and the successful salesperson.

For example, regarding combined Personality and Background History variables as predictors, it was found that of the six Personality factors and Background variables that were significantly related to Monthly Income for the All Careers group, when separated into the two main career groups, only Success Need was significantly related to both Management/Administration and All Sales.

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Organization, Industry, and Other Values were predictors of financial success for the managers and administrators, whereas the factors of Force and Economic Value were predictors of financial success for the salespeople.

Four Subdivisions. In order to predict success more specifically, it was found valuable to divide each of the two main groups into two more groups, forming four subdivisions: (1) Management, (2) Administration, (3) Tangible Sales, and (4) Intangible Sales. Using Personality factors and Background History variables, results showed that managers who were financially successful, and (or) satisfied with their careers and (or) interested in their careers had different significantly related Personality factors and Background History variables than administrators who were also financially successful, and (or) satisfied with their careers and (or) interested in their careers. Similar results were found for the breakdown between Tangible and Intangible salespeople.

Six Subdivisions. Dividing the Intangible salespeople into two further subdivisions, Highly Competitive and Noncompetitive groups, did not enlarge the knowledge of predictions of success in this kind of selling.

Breakdown of All Careers by Gender

In both Studies I and III, different Personality factors were found significantly related to the dependent variables for males and females. For example, the Stamina factor was found to be significantly related to Monthly Income only for females. The Altruism factor was significantly related to Monthly Income and Career Interest only for males. The Other Values factor was significantly related to Monthly Income and Career Satisfaction only for males and the Organization factor was significantly related to Career Satisfaction and Career Interest only for males.

The factor analysis performed on all subjects and on males (Table 10 & Appendix D), showed that Stamina accounted for 26% of the variance; the factor analysis performed on females showed that Stamina accounted for only 11% of the variance (Appendix E). In these same factor analyses, Success Need accounted for only 7% of the variance for combined genders and for only 4% of the variance for males, yet accounted for 26% of the variance for females. (Note that the factor analysis of combined genders was the one employed in this study.)

When the Background History predictor variables of Studies II and III were examined, the Socializing activities were found significantly related to Monthly Income and Career Satisfaction for females, but not for males, yet were found significantly related only for males to Career Interest. Creativity was noted

to be negatively and significantly related to Career Satisfaction only for females, yet was positively and significantly related for both genders with regard to Monthly Income and Career Interest. The Competitive activities (debating, social action, politics) was related significantly to the three dependent variables only for females. Athletic activities were significantly related to Career Satisfaction only for females.

Gender Difference Summation. Financial success in males was negatively related to Altruistic Values and Organization. Financial success in females, on the other hand, was related to Stamina and Success Need and to a history of high school and college Socializing.

Satisfaction in his present career was negatively related to the male's Organizational characteristics and negatively related to values set high for cultural, philosophical, or intellectual areas. For females, satisfaction in their career was negatively related to Creativity.

Current interest in his career related to the male's Altruistic Value, usually in a negative manner, and to Organizational activities in a positive manner. His college major often related to his choice of a career. For the female, current interest in cultural, intellectual, and philosophical values related to her interest in current career.

Different Predictors for Different Constructs of Success

The Personality factors and Background History variables that may be significantly related to one component of Career Success do not necessarily predict success for other components of Career Success. (Combined gender studies are examined in the following notations.) For example, when the Organization factor was found significantly related to Monthly Income and (or) to Career Satisfaction, it was always negatively related. However, when the Organization factor was found significantly related to Career Interest, it was positively related. When the Other Values (cultural, philosophical, intellectual) factor was found significantly related to Monthly Income and (or) to Career Satisfaction, it was always negatively related. Yet when the Other Values factor was significantly related to Career Interest, it was always positively related. Thus on several occasions, financial success and (or) career satisfaction relate to different values and organizational motivation from career interest. There are often quite different Personality factors significantly related to Career Interest or to Monthly Income or to Career Satisfaction. For example, the Independent factor is found related to Career Satisfaction and Career Interest, but never to Monthly Income. The Economic Value and the Altruistic Value are found only for Monthly Income and Career Interest and not for Career Satisfaction. In regard to Background History variables,

Leadership activities related often to both Monthly Income and to Career Satisfaction but never to Career Interest.

Interpretation

The Personality factor that was found most consistently and across genders, for Management and Sales subjects, in all careers and for all success categories except for Administrative subjects, was the Success Need. This factor is primarily composed of ambition, risk taking, status value, and need for self-development. This Success Need seems to be a determination for personal success; it may be similar to the Need for Advancement which was found in managers by an assessment center (Ritchie & Moses, 1984). The stereotype of the successful manager and salesperson shows a high need for Success, because both are in competitive, people-oriented work whereas others are constantly observing their performance. They may require greater motivation than others to remain successfully in command. The stereotype of the Administrator shows him or her to be less likely engaged in risk-taking jobs. Administrators are judged more on results of their work than their affect on people. Thus they have less need to control others and to take risks in order to achieve success.

In the following, the Personality factors and the Background History variables from Studies I, II and III that were significantly related to one of the dependent variables are

reported. References are to the four subgroups: (1) Management, (2) Administration, (3) Tangible Sales and (4) Intangible Sales, and to further divisions by gender except for administrators, whereas only the combined male and female group could be studied because of a limited number of subjects.

Career and Gender Separated Groups

Managers. Personality factors that were predictors of financial success for managers included Success Need, together with some indication of prediction for Other Values (negative), Industry, and Economic Value. The Background History variable of Creativity was also a predictor of financial success for managers. Background History variables that were predictive of Career Satisfaction included Leadership activities in school and (or) college, and College Major relevancy, although the latter was negative for males and positive for females. When interest in one's present career was observed, Other Values were now found positively related. In addition, Independence (negative) was also found significantly related.

Prediction: The person who seeks financial success, satisfaction, and interest in management work, should note that these are related to specific Personality and Background History variables: need for success, creativity, and participation in high school and (or) college in Leadership activities. Career

Interest is intensified with positive values set on cultural, intellectual, and philosophical activities and lack of independent characteristics. (Also see specific predictors for males or females.)

Some of the predictors listed are those often associated with the stereotype of the successful manager, that is, ambition and history of leadership. The dependent manager was particularly interested in his management job, perhaps because a very independent manager might resent the necessity for conforming with company rules and regulations, with prescribed systems. This lack of independence related to interest in management is different from that found by Bray (1982) in his assessment studies, where autonomy need was a managerial characteristic of success, although he was observing performance rather than interest in the career. Perhaps creativity tends to offset the lack of independence as an added ability for solving managerial problems.

Predictors of Success for Male Managers. For the male manager, Monthly Income and Career Satisfaction were related negatively to Organization and Career Interest was related positively to Organization. Career Satisfaction was related negatively to relevant college major; Career Interest was positively related to Social Skill and Force.

An unusual personality trait is indicated by the negative relationship of financial success to the Organizational factor,

showing the manager's dislike of detail work, his careless handling of paper work, his lack of habit of planning ahead, and sense of urgency. In a survey of assessment centers by Klimoski and Brickner (1987), it was stated that "organizing and planning" (p.245) constitute one of the three dimensions predicted for successful managers. Nevertheless, the negative finding in the present study was also recently indicated by Paunonen and Jackson (1987); in their study, they described the stereotype of the personnel manager as one who "plans, organizes and directs" (p.33). However these researchers refer to a journal article (in press) that mentions that record keeping is "the least common activity of those evaluated for actual personnel executives" (p.35). The predictability of the organizational habits of the male manager seem to depend on whether the manager being questioned is financially successful and satisfied with his job, in which case he is probably not well organized, or whether the manager being questioned is interested in his present job, in which case he will probably be well organized.

Prediction: In addition to the general characteristics of Success Need, Creativity, and Leadership activities already indicated, financial success and career satisfaction in the male manager's job also relate to his lack of organizational characteristics. His interest in a managerial career relates to his Social Skills, aggressiveness, and possession of organizational characteristics, as well as the lack of

independence noted.

Predictors of Success for Female Managers. Leadership activities and lack of intellectual activities at the high school and (or) college levels were found to be related to Financial Success for female managers, together with the general characteristics of Success Need and Creativity. Many predictors were found for Satisfaction in her management career, including Social Skill, Stamina, Industry (negative), Socializing activities in high school and (or) college, and a relevant College Major, in addition to evidence of leadership taken in high school and (or) college.

Prediction: Added to the general characteristics already listed, predictors of financial success for the female manager include a history of Leadership activities and a lack of intellectual activities undertaken in school and (or) college. This person apparently tended to develop abilities to lead others at the cost of giving up intellectual pursuits in high school and (or) college. Predictive of satisfaction in her management work would be evidence of stamina, Social Skill, Socializing activities in high school and (or) college, a relevant College Major, and a lack of willingness to work hard. She seems most satisfied with her management assignment if she enjoyed the company of others during high school and (or) college and thus developed social skills, and if she now has the capacity to work under stress

situations.

Administrators. A relationship of financial success to years of education was found in the male and female administrator. Financial success was related to a negative value set on cultural, philosophical, or cultural activities, yet a positive relationship was found between these values and the administrator's interest in the administrative career. A negative relationship was found between Career Satisfaction and both Social Skill and Socializing activities in high school and (or) college. Interest in career was related to Force (aggressiveness) and negatively related to Social Skill and Independence.

Prediction: If a subject wants to be financially successful and to find satisfaction in an administrative career, he or she should note that the predictors include years of education and a negative value set on cultural, philosophical, or intellectual areas. Probably because administrators focus on systems and flow of work rather than on people, predictors of satisfaction with the administrative job include lack of social skills and lack of involvement in socializing activities in high school and (or) college. Predictors of interest in the administrative work include lack of a need to act independently, a lack of social skills yet forceful characteristics and values now set high on cultural, philosophical, or intellectual activities.

Tangible Salespeople. In general, financial success, Career Satisfaction, and Career Interest were related to Creativity, Success Need, Stamina, and Economic Value, with little value set on cultural, philosophical, or intellectual activities.

Predictors of Success for the Tangible Salesman. Predictors of financial success for the salesman are: forceful characteristics (composed of aggressiveness, intolerance, dominance, and decisiveness) and lack of Altruistic behavior. Satisfaction in his sales job relates to his stamina, forceful characteristics, and lack of Other Values. His interest in his sales work was related to his involvement in socializing activities during high school and (or) college, and to Creativity.

Prediction: The Tangible Salesman who wants to be financially successful and have satisfaction and interest in his work, might want to determine if he has these predictors: forceful but not altruistic characteristics, creativity, stamina, lack of value set on cultural, intellectual, or philosophical activities, and a history of socializing in school and (or) college activities. These predictors are in addition to Success Need and Economic Value.

Predictors of Success for the Tangible Saleswoman. The financial success of the Tangible Saleswoman was related to her resolve for success, stamina, and involvement in Socializing

activities in high school and (or) college. Her satisfaction in her tangible sales work related to her participation at the school and (or) college levels in political, social action, or debating activities. Her interest in her sales career was related to her Social Skill, stamina, industry, and independence.

Prediction: If a woman chooses Tangible Sales, predictors of her success include: Stamina, Social Skill, a drive towards success, industriousness, independence, a record of Socializing activities and of debating, social action, and (or) political activities in high school and (or) college. Also included for career interest would be the general finding of Economic Value.

Intangible Salespeople. Stamina, Success Need, and Creativity were related to Career Interest for the Intangible Salesperson.

Predictors of Success for Intangible Salesman. Financial success of the intangible salesman related to Social Skill, Creativity, and lack of Organization. A relevant College Major related to his financial success, satisfaction in his career, and interest in his career. His satisfaction in his career was also related to his drive for success. His Career Interest was related to a lack of altruism and a positive degree of independence.

Prediction: Success predictors for the Intangible Salesman would consist of Social Skill, independence, a lack of altruistic characteristics, a lack of Organization, and a relevant college major, in addition to need for success, creativity, and stamina.

All of these predictors appear to be those often stereotypically equated with the Intangible Salesman who sells a service similar to insurance, such as: that he be ambitious, a goodwill builder, and that he have a greater sense of urgency than proclivity toward being well organized. It is interesting to note that his financial success, satisfaction with and interest in his sales job were related to his college major, for example, a major in business.

Predictors of Success for the Intangible Saleswoman. Stamina was found highly related to the financial success of the Intangible Saleswoman, as well as to her satisfaction with and interest in her work. Her participation in political, social action, and debating activities at the school and (or) college levels also related to her financial success. In the present study, a lack of Independence related to satisfaction in this career; Force, Social Skill, Economic Value, and Industry were related to women's interest in this career. The general characteristics of Success Need, stamina, and creativity also related to her interest in this career.

Prediction: Since Intangible Sales is often referred to as the most competitive of sales activities, it is reasonable to find that success predictors included stamina, which in this study combined optimism, self-confidence, objectivity with a lack of sensitivity and anxiety. Stamina, then, seems to be the most important predictor of success in the Intangible Sales field for women. It can be noted that Seligman and Schulman (1986) had a similar finding: that an optimistic or pessimistic explanatory style was the major predictor of success for the (male or female) life insurance agent. Force, competitive activities in high school and (or) college, Social Skill, Economic Value, Industry, and negative Independence were characteristics that were predictors of interest in competitive sales work, in addition to compulsion for success and creativity.

Shortcomings

Perhaps results could have been more definitive had the various groups of managers, administrators, and salespeople not been so varied. In this study, it was usually not known if the manager managed one person or one thousand people. All persons who sold a tangible product were grouped together, whereas some sold a product difficult to sell, such as the door-to-door sale of the vacuum cleaner, and some sold an easy-to-sell product such as towels at a towel counter. The Intangible Salesperson, by

definition in this study, sold an intangible service. However, if this intangible service were insurance, it might refer to property and casualty insurance, which is known to be far easier to sell than life insurance. Also, different life insurance companies require sales approaches from the "soft-sell" to the very competitive one. However, all intangible salespersons were grouped together. In many cases, subjects may have worked in a family business and were paid handsomely for little effort. Income varies from city to city and state to state in this country, but was not taken into account in this study. Income from years of 1983 through 1987 was used as reported, yet there has been a definite increase in income with each year. (An increment of 5 to 10% was added to incomes reported in 1980 to 1982, all of which were for females. There were sufficient males found in the years 1983 to present for this study.)

Additional Findings

Dependent Variable Correlations

Results based on a study of males that collapsed over all careers showed that there was an expected, although small, relationship between Career Satisfaction and Career Interest and between Career Satisfaction and Monthly Income. It had seemed reasonable to believe that the person who is interested in a

career would also find satisfaction if involved in that career. However, it can be noted that Jepsen (1985) found that the Kuder Occupational Interest Survey did not predict job satisfaction from interest in career. It had also been expected that a person who is receiving high income would be more satisfied with that job than the person who is not being paid a high income. Could the small relationship be due to the possibility that the person who is making high income enjoys it so very much that he wants more money and thus is not satisfied with present earnings?

A study of females did not reveal the small relationship found in males between Career Interest and Career Satisfaction. A very small relationship was found between Career Satisfaction and Monthly Income, although it was even smaller than that found for males.

However, as hypothesized, there was little relationship found between Monthly Income and Career Interest for males or females, in the study of All Careers. In the separate study of the pretested groups, Study IV, it was shown that career interest, when tested before hiring, lacked predictability of financial success, for either the total group or the male subjects.

Intercorrelations of Predictor Variables

The largest relationships between Personality factors and Background History variables were found between Creativity, a

cognitive ability, and certain Personality factors. Specifically, Creativity was found highly related to Success Need, Force, Stamina, Social Skill, Industry, and Independence Need.

Smaller, although interesting and somewhat expected, relationships were noted between other Background History variables and Personality factors. These Background variables were shown related to these Personality factors: Leadership activities with Success Need and Social Skill; Competitive activities with Success Need, Stamina, and Social Skill; Socializing activities with Success Need and Social Skill; and Intellectual activities with Other Values (cultural, philosophical, and intellectual).

Prediction: A leadership role taken in high school and (or) college activities is predictive of success motivation in adult life and capacity to get along well with others; competitive activities ((debating, politics, and (or) social action)) in high school and (or) college relate to stamina and skill in dealing with people as well as ambitious, risk-taking traits after graduation; participation in socializing activities will relate to social skills and need for status when out of school; and intellectual activities in high school and (or) college will relate to high value on cultural, philosophical, and intellectual activities found in adult life.

It is an interesting finding that Creativity, a cognitive

ability, is highly correlated with many of the Personality factors. Creativity may be very important in relating to a person's drive for success, dominant personality, stamina, social skill, industrious habits, and need to act on his or her own independently.

The above indicates that the Background History variables, gathered from high school and (or) college days, and present Personality factors, tested an average of 11.8 years after graduation from college, do relate in a reasonable manner. This suggests that there is stability of personality as well as stability of Background History variables.

Pretested Group Results, Study IV

The study of the 142 male and female Intangible salespeople who were tested with the Merritt Evaluation before hiring, and whose financial success was examined 4 to 7 years later, found that Personality factors and Background History variables could differentiate between financially successful and financially unsuccessful subjects. Career Interest did not prove to be a predictor of financial success.

Educational Implications

It is essential for the college student to receive counseling on choosing a college major which can lead to a career in which the student may have potential for success. A personality test and, to some extent, biographical history, can prove valuable in helping the student choose the college major and can also help the graduate choose the career. The student may have to determine priorities: Is financial success very important? Or, is satisfaction with a career more meaningful? How much does interest in the career count? Are satisfaction and interest more indispensable than the prospect of making money?

If the student is determined to be financially successful, then the counselor has a choice. A Personality test or Background History variables might be chosen. Further research will have to be done in other careers than sales, management, and administration, in order to find out which Background History variables relate to other careers, and to what degree. If the student is seeking personal satisfaction in his or her work, then the counselor might find it advisable both to give a Personality test and collect Background History variables. If the student believes it is essential to be interested in the career, then a Career Interest test can be given.

Appendix D

Personality Factors, Labels and Variable Loadings.
Males, all Careers, n=813

1. STAMINA % of variance: 26.1	2. FORCE of Variance: 11.1	3. SUCCESS NEED % of variance: 3.6
.57 persistency	.75 aggressiveness	## desire to control
.42 initiative	.50 dominance	## competitiveness
.46 patience	.81 offensiveness	## achievement need
.63 stamina	-.48 receptivity	.65 self-development
.76 confidence	.49 desire to control	## strategy
.64 objectivity	.42 fearlessness	.52 status value
-.79 sensitivity	.47 self centeredness	.69 business value
-.75 discouragement	-.50 compliancy	.51 aspiration
-.75 anxiety	-.55 restraint	.41 capitalism
.57 activity	-.78 forbearance	.57 risk taking
.44 dominance	-.42 patience	.52 dominance
.44 self esteem	-.75 tact	** self esteem
.40 self discipline	** competitive	.50 fearless
	-.44 conformity	** stamina

4. ORGANIZATION % of variance: 7.1	5. INDUSTRY % of variance: 4.4	6. SOCIAL SKILL % of variance: 5.3
.78 Caution	-.75 complacency	.46 dominance
.73 reflectiveness	.61 energy level	## restraint
.73 organization	.46 activity level	.57 self-esteem
.74 details	.69 work dedication	.51 empathy
.72 thriftiness	.42 aspiration	.62 sociability
## fearless/prudent	.44 achievement	.77 social finesse
		.62 strategy
		.44 status

7. INDEPENDENCE % of variance: 3.0	8. ALTRUISM % of variance: 2.8	9. OTHER VALUES % of variance: 2.3
.74 independence	-.62 self-centeredness	.79 cultural values
-.52 cooperation	.70 sympathy	.74 intellectual values
-.75 people vs things	.77 altruism	.79 philosophical values
-.42 receptivity	-.46 capitalism	
.45 initiative		10. ECONOMIC VALUE % of variance: 1.7
## compliance		
-.47 conformity		.80 economic value
		.60 self-disciplines
		-.48 achievement need

Total variance accounted for by these 10 factors: 66.9%
these variables found in combined gender factor analysis (Table 10)
** these variables found in separate female factor analysis (Appendix E)

Appendix E

Personality Factors, Labels and Variable Loadings.
Females, all Careers, n= 445

1. STAMINA % of variance: 10.9	2. FORCE % of Variance: 7.2	3. SUCCESS NEED % of variance: 25.8
.48 persistency	.75 aggressiveness	.60 desire to control
## initiative	.47 dominance	.57 comopetitiveness
.47 patience	.78 offensiveness	.47 achievement need
.52 stamina	## receptivity	.59 self-development
.67 confidence	## desire to control	.53 strategy
.68 objectivity	.41 fearlessness	.54 status value
-.84 sensitivity	## self centeredness	.74 business value
-.81 discouragement	-.50 compliancy	.64 aspiration
-.74 anxiety	-.55 restraint	.40 capitalism
.43 activity	-.77 forbearance	.69 risk taking
.44 dominance	-.41 patience	.44 dominance
* self esteem	-.74 tact	.40 self esteem
* self discipline	.41 competitive	.50 fearless
	* conformity	.46 stamina
	-.43 empathy	.43 initiative

4. ORGANIZATION % of variance: 2.8	5. INDUSTRY % of variance: 3.4	6. SOCIAL SKILL % of variance: 3.1
.81 Caution	-.72 complacency	.41 dominance
.74 reflectiveness	.61 energy level	## restraint
.76 organization	.54 activity level	.55 self-esteem
.71 details	.71 work dedication	.42 empathy
.69 thriftiness	.43 aspiration	.69 sociability
-.44 fearless/prudent	.42 achievement	.70 social finesse
		.39 strategy

7. INDEPENDENCE % of variance: 4.6	8. ALTRUISM % of variance: 2.7	9. OTHER VALUES % of variance: 2.3
.70 independence	-.60 self-centeredness	.75 cultural values
-.59 cooperation	.71 sympathy	.74 intellectual values
-.78 people vs things	.78 altruism	.80 philosophical values
-.58 receptivity	-.49 capitalism	
.41 initiative		10. ECONOMIC VALUE % of variance: 1.9
## compliance		
-.41 conformity		.82 economic value
		.61 self-disciplines
		-.42 achievement need

Total variance accounted for by these 10 factors: 67.1%
these variables found in combined gender factor analysis (Table 10)
* these variables found in separate male factor analysis (Appendix D)

Appendix F

Correlations of Personality Factors with each of the Dependent Variables and with Age.

Males, All Careers, N=806

	Monthly Income	Career Satisfaction	Career Interest	Age
Success Drive	.12	.15	.32	-.18
Force	.18	.11	.20	-.05
Stamina	.08	.14	.27	-.17
Social Skill	.09	.13	.30	-.18
Independence	.11	.04	.10	-.05
Economic Value	.07	-.01	.12	.04
Organize	-.19	-.12	.01	-.06
Altruism	-.18	-.03	.08	.06
Values (other)	-.12	-.08	.02	-.04
Industry	.09	.11	.26	-.14

Appendix G

Correlations of Personality Factors with each of the Dependent Variables and with Age.

Females, All Careers, n=431

	Monthly Income	Career Satisfaction	Career Interest	Age
Success Drive	.25	-.03	.16	-.12
Force	.21	.07	.10	-.17
Stamina	.22	-.01	.17	-.03
Social Skill	.24	-.01	.10	-.16
Independence	.18	-.05	.08	-.08
Economic Value	.00	.06	.03	.06
Organize	-.08	.02	.08	.10
Altruism	-.14	-.08	-.03	.05
Values (other)	-.02	-.09	.14	.14
Industry	.15	.02	.09	-.08

Appendix H

Correlations of Personality Factors with Each Other and with Age

ALL CAREERS, Males, n=806

	Success	Force	Stamina	Social Skill	Industry	Organize	Altruism	Values	Independnt	Economic
AGE	-.175	-.054	-.168	-.179	-.137	-.003	.061	-.043	-.045	.042
SUCCESS NEED	1.000	.635	.609	.719	.766	-.118	-.385	-.028	.489	-.018
FORCE	.635	1.000	.364	.548	.561	-.436	-.545	-.080	.702	.064
STAMINA	.609	.364	1.000	.657	.554	-.104	-.274	-.088	.505	.103
SOCIAL SKILL	.719	.548	.657	1.000	.545	-.106	-.163	.000	.369	.019
INDUSTRY	.766	.561	.554	.545	1.000	-.131	-.295	-.101	.489	.050
ORGANIZE	-.118	-.436	-.104	-.106	-.131	1.000	.296	.277	-.355	-.114
ALTRUISM	-.385	-.545	-.274	-.103	-.295	.296	1.000	.267	-.467	-.242
VALUES (other)	-.028	-.080	-.038	.000	-.101	.277	.267	1.000	-.039	-.138
INDEPENDENT	.489	.702	.505	.369	.489	-.355	-.467	-.039	1.000	-.026
ECONOMIC VALUE	-.018	.064	.103	.019	.050	-.114	-.242	-.138	-.026	1.000

Appendix I

Correlations of Personality Factors with Each Other and with Age

ALL CAREERS, Females, n=431

	Success	Force	Stamina	Social Skill	Industry	Organize	Altruism	Values	Independnt	Economic
AGE	-.120	-.171	-.025	-.156	-.083	.101	.052	.139	-.058	-.077
SUCCESS NEED	1.000	.637	.602	.707	.749	-.074	-.452	-.028	.546	-.046
FORCE	.637	1.000	.349	.540	.562	-.420	-.486	-.095	.726	-.077
STAMINA	.602	.349	1.000	.648	.484	-.002	-.319	-.078	.555	.104
SOCIAL SKILL	.707	.540	.648	1.000	.503	-.107	-.268	.002	.420	-.025
INDUSTRY	.749	.562	.484	.503	1.000	-.085	-.258	-.051	.507	-.040
ORGANIZE	-.074	-.420	-.002	-.107	-.185	1.000	.255	.239	-.288	-.003
ALTRUISM	-.452	-.486	-.319	-.268	-.258	.255	1.000	.276	-.424	-.211
VALUES (other)	-.028	-.095	-.078	.002	-.051	.239	.276	1.000	-.038	-.174
INDEPENDENT	.546	.726	.555	.420	.507	-.288	-.424	-.038	1.000	-.052
ECONOMIC VALUE	-.046	-.077	.104	-.025	-.040	.003	-.211	-.174	-.052	1.000

Appendix J

Correlations of the Background History Variables with the Dependent Variables and with Age

All Careers, Males, N=773

	MONTHLY INCOME	CAREER SATISFACTION	CAREER INTEREST	AGE
Leadership Activities	.073	.070	.078	.002
Competitive Activities	.034	-.005	.090	.016
Athletic Activities	.003	.020	.038	-.016
Social Activities	.062	.011	.124	.052
Intellectual Activities	.051	-.008	-.035	.042
Years of Education	.045	-.056	-.025	.132
College Major relevancy	-.028	-.044	-.012	-.091
Creativity	.103	.098	.188	-.089

Appendix K

Correlations of the Background History Variables with the Dependent Variables and with Age

All Careers, Females, N= 385

	MONTHLY INCOME	CAREER SATISFACTION	CAREER INTEREST	AGE
Leadership Activities	.195	.082	.046	.049
Competitive Activities	.117	-.040	.047	.065
Athletic Activities	.003	.032	.002	-.083
Social Activities	.206	-.005	.038	.049
Intellectual Activities	.064	-.036	-.016	.100
Years of Education	.107	-.074	-.008	.079
College Major relevancy	.107	.022	-.057	-.111
Creativity	.156	-.089	.091	-.071

Appendix L

Correlation of Background History Variables with Each Other amd with Age

All Careers, Males, n=769

	Leadership	Compete	Athletic	Social	Intellect	Ed	Major	Creative	Age
Leadership Activities	1.00	.49	.27	.63	.33	.17	-.01	.23	.00
Competitive Activities	.49	1.00	.26	.41	.26	.08	.01	.22	-.02
Athletic Activites	.27	.26	1.00	.18	.28	-.00	-.04	.10	-.02
Social Activities	.63	.41	.18	1.00	.23	.16	.02	.18	-.05
Intellectual Activites	.33	.26	.29	.23	1.00	.12	-.07	.14	.04
Years of Education	.17	.08	-.04	.16	-.07	1.00	-.00	.04	.13
College Major Relevancy	-.01	.01	.10	.02	.14	-.00	1.00	-.04	-.09
Creativity (Cognitive)	.23	.22	.00	.18	.15	.04	-.04	1.00	-.09

Appendix M

Correlation of Background History Variables with Each Other and with Age

All Careers, Females, n=385

	Leadership	Compete	Athletic	Social	Intellect	Ed	Major	Creative	Age
Leadership Activities	1.00	.44	.26	.66	.38	.14	.06	.14	.05
Competitive Activities	.44	1.00	.20	.38	.21	.09	-.01	.18	.07
Athletic Activites	.26	.20	1.00	.19	.27	.06	-.02	.10	-.08
Social Activities	.66	.38	.19	1.00	.32	.16	.08	.10	.05
Intellectual Activites	.38	.21	.27	.32	1.00	.14	-.07	.06	.10
Years of Education	.14	.09	.06	.16	.14	1.00	.02	.07	.08
College Major Relevancy	.06	-.01	-.02	.08	.07	.02	1.00	.01	-.11
Creativity (Cognitive)	.14	.18	.10	.10	.06	.11	.01	1.00	-.07

Appendix N

Correlation of the Personality Factors With the Background History Variables

All Careers, Males, n=769

	Leader	Competitive	Athletic	Social	Intellect	Ed	Major	Creativity
Age	.00	-.02	-.02	.05	.04	.13	-.09	-.09
Success Need	.26	.26	.15	.25	.09	.01	.01	.60
Force	.18	.15	.07	.11	-.01	-.02	-.03	.46
Stamina	.19	.21	.08	.15	.04	.01	-.03	.53
Social Skill	.28	.24	.16	.26	.09	-.03	.01	.69
Industry	.17	.21	.09	.15	.09	-.07	-.01	.49
Organize	-.05	-.03	.06	-.02	.03	-.05	.01	-.13
Altruism	-.00	-.00	.02	.01	.07	-.03	-.03	-.10
Values	.05	.15	.04	.05	.17	.06	-.15	.16
Independence	.07	.09	.03	-.01	.00	-.01	-.03	.48
Economic	-.06	-.01	-.04	-.03	-.04	.05	.04	-.09

Appendix O

Correlation of the Personality Factors With the Background History Variables

All Careers, Females, n=385

	Leader	Competitive	Athletic	Social	Intellect	Ed	Major	Creativity
Age	.05	.07	.08	.05	.10	.08	-.11	-.07
Success Need	.16	.16	.12	.16	.07	.05	.09	.56
Force	.17	.08	.09	.10	-.01	.04	.07	.44
Stamima	.15	.20	.16	.13	.07	.05	.10	.55
Social Skill	.22	.22	.13	.23	.07	.12	.04	.66
Industry	.14	.12	.12	.13	.08	-.01	.07	.46
Organize	-.15	-.06	-.00	-.13	.02	-.07	-.01	-.05
Altruism	-.00	.02	-.03	.03	-.01	-.03	-.16	-.14
Values	.02	.10	.03	-.06	.15	.04	-.22	.18
Independence	.08	.09	.09	.02	-.02	.03	-.04	.51
Economic	-.10	-.01	-.03	-.14	-.04	.02	.00	-.04

Appendix P

Correlations of the Personality and Background History Variables with the Dependent Variables and with Age

All Careers, Males

	MONTHLY INCOME n=769	CAREER SATISFACTION n=773	CAREER INTEREST n=775	AGE n=769
PERSONALITY FACTORS				
Success Need	.11	.16	.32	-.17
Force	.17	.11	.20	-.05
Stamina	.07	.15	.27	-.15
Social Skill	.09	.15	.29	-.15
Industry	.09	.12	.26	-.17
Organization	-.17	-.12	.02	-.12
Altruism Value	-.17	-.04	-.08	-.07
Values (Other)	-.12	-.08	-.00	.05
Independence	.10	.04	.10	-.04
Economic Value	.07	-.01	.11	.04
BACKGROUND HISTORY				
Leadership Activites	.07	.07	.08	.00
Competitive Activities	.03	-.01	.09	-.02
Athletic Activities	.00	.02	.04	-.02
Socializing Activities	.06	-.01	.12	.05
Intellectual Activities	.05	-.01	-.04	.04
Years of Education	.05	-.06	-.03	.13
College Major Relevancy	-.03	.04	.01	-.09
Creativity (Cognitive)	.10	.10	.19	-.09

Appendix Q

Correlations of the Personality and Background History Variables with the Dependent Variables and with Age

All Careers, Females, n=388

	MONTHLY INCOME n=385	CAREER SATISFACTION n=388	CAREER INTEREST n=397	AGE n=385
PERSONALITY FACTORS				
Success Need	.24	.03	.20	-.10
Force	.19	-.04	.13	.15
Stamina	.24	.09	.18	-.02
Social Skill	.22	.01	.15	-.14
Industry	.15	-.00	.11	-.08
Organization	-.06	-.00	.06	-.08
Altruism Value	-.12	-.09	-.03	.03
Values (Other)	-.03	.19	.11	.14
Independence	.19	-.06	.10	-.07
Economic Value	.02	.08	.04	.07
BACKGROUND HISTORY				
Leadership Activites	.20	.08	.05	.05
Competitive Activities	.12	-.04	.07	.07
Athletic Activities	.00	.03	.00	-.08
Socializing Activities	.21	-.01	.04	.05
Intellectual Activities	.06	-.04	-.02	.10
Years of Education	.11	-.07	.01	.08
College Major Relevancy	.11	-.02	-.06	-.11
Creativity (Cognitive)	.16	-.09	.09	-.07

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