



CRIQ: An innovative measure using comparison awareness to avoid self-presentation tactics

Nicole de Jong^{a,*}, Rob G.J. van Leeuwen^b, Hans A. Hoekstra^a, Karen I. van der Zee^c

^a Department of Psychology, University of Groningen, The Netherlands

^b GTP Research, The Netherlands

^c University of Twente, Enschede, The Netherlands

ARTICLE INFO

Article history:

Received 30 October 2013

Available online 11 January 2014

Keywords:

Career roles

Role acquisition

Role identification

Comparison awareness

Self-presentation tactics

Scale development

ABSTRACT

The article presents a new measure for career role identification, the Career Role Identification Questionnaire (CRIQ). In constructing the CRIQ, we used the Comparison Awareness Inducing Technique (CAIT), a new and innovative method to reduce the effects of self-presentation tactics.

The results show that the CRIQ measures identification with the six career roles conceptualized by Hoekstra (2011). The inventory has reliable scales and a clear factorial structure. Furthermore, the CAIT receives some support as a new way to deal with the problem of social desirability in self-report measures. The CAIT technique is thought to induce comparison awareness and thus suppress various response tendencies.

© 2014 Elsevier Inc. All rights reserved.

In a dynamic and complex work environment, the nature of jobs is changing. While jobs used to be described in terms of a set of fixed tasks that had to be performed by one person, today tasks are subject to rapid changes and development (Arthur, Khapova, & Wilderom, 2005). As a result, the dominant view on career development changed in such a way that jobs can better be described in terms of a set of roles (Hoekstra, 2011; Parker, 2007). With the changing nature of jobs, the view on careers also changes towards a perspective that is less focused on the sequence of jobs, but more on combinations and sequences of different roles in one's work. The development of practices and instruments that address the changes in the occupational landscape has just begun. Recently, a model was proposed that specifies the nature and development of career roles (Hoekstra, 2011). Career roles refer to the stable and repetitive patterns in one's way of functioning; attributed on the basis of perceived reality of functioning, not on assigned job titles. Workers may perceive their own career roles differently than their environment. Furthermore, persons may identify with career roles not conquered yet, as much as with the roles they believe to fulfill. In these perceptions the dynamics of careers are formed.

The purpose of this article is twofold. First, we present a new measure of role identification, the *Career Role Identification Questionnaire* (CRIQ). Second, we apply the Comparison Awareness Inducing Technique (CAIT) to reduce the effects of self-presentation tactics. We will first explain the construct of career roles and role acquisition processes, and then discuss career role identification. After describing the development of the CRIQ as a measure of career roles identification, and the new item-presentation technique CAIT that was used, we report a study of the psychometric properties of the CRIQ.

1. Roles in life and career

People play a variety of roles in their lives; some existent from childhood, others appear as people mature. In this regard, one of the pioneers in this area of research, Super (1980) distinguished nine major life roles (e.g., child, student, worker, partner,

* Corresponding author at: University of Groningen, Grote kruisstraat 2/1, 9712 TS, Groningen, The Netherlands. Fax: +31 50 363 4581.

E-mail address: n.de.jong@rug.nl (N. de Jong).

parent, citizen, homemaker, leisurite and pensioner). Each of these life roles may play an important part in people's lives across different domains and settings (e.g., home, school, work and community). A career in this sense is a constellation of interacting, varying and changing life-roles (Super, 1980, 1990). Conceptualizing a career as such, career development can be described in terms of a sequence of positions and occupations (Super, 1957). Overall, a more diverse role repertoire may result in greater satisfaction than simultaneously playing very similar roles (Super, 1980).

The notion of holding multiple roles is important, not only for life-roles in general, but also within today's complex work environment. Nowadays there is increased room for job crafting within many jobs, affecting the meaning of one's work and allowing workers to see beyond the boundaries of their job description (Wrzesniewski & Dutton, 2001). As a result role boundaries and perceptions change; allowing employees to broaden their role orientation and become more flexible (Parker, 2000). How people view their job in terms of roles can have a great influence on their job satisfaction and performance (Parker, 2007; Porter, Lawler, & Hackman, 1975). First, flexibility in terms of role breadth can influence one's job performance, career potential and career success (Briscoe & Hall, 2006; Morrison, 1994; Parker, Wall, & Jackson, 1997). Second, experience in a variety of functional experiences (e.g., diversity of roles) has been associated positively with promotion, salary level, and overall positive affect (Campion, Cheraskin, & Stevens, 1994).

Recently (Hoekstra, 2011) developed a model of 6 universal career roles. The model assumes that over time enacted work roles may grow into stable and enduring career roles (Hall, 1976; Hoekstra, 2011). Hoekstra defines a career role independent of jobs and functioning level, as 'a coherent and enduring set of characteristics of the perceived effects of the way a person is doing his or her work' (Hoekstra, 2011). Hoekstra based his model on the systematic combination of three classes of individual motives (distinction, integration and structure, derived from Hogan, 2007) and two essential organizational themes (exploitation and exploration, derived from March, 1999). First, distinction refers to dominant personal motives of autonomy, agency, and self-assertion; integration refers to motives of connectedness, belonging, cooperation, and sharing; structure refers to motives of collective meaning, cohesion, purpose, institutional structure. Second, exploitation refers to performance directed at production and results, exploration is aimed at innovation and change. Combining both individual and organizational motives, the career role model distinguishes between six career roles, each of which typically serves a certain group of motives, characterized by the combination of an individual and an organizational theme. Hoekstra proposes the Maker, Expert, Guide, Presenter, Director and Inspirer-role as building blocks for career development (Hoekstra, 2011). The Maker-role involves direct results and making things happen. The Expert-role involves questions and problems rather than direct results. The Presenter-role involves influencing others. The Guide-role involves helping and guiding others. The Director-role involves the use of means and resources of the current collective to the best possible use in the long run. The Inspirer-role, involves exploration of possibilities for change and innovation (Table 1).

2. Role acquisition processes

Role acquisition is, to a large extent driven by the process of role taking and role pressure. Both processes drive actual fulfillment of career roles, but are also involved in identifying with those roles. For most people, the first career roles that develop will result from the expectations and demands of others, by a process called role pressure. Later on, people may increasingly work their way towards roles they prefer for themselves, a process we denote as role taking.

Individual, organizational and external motives may all play an important part in a person's role acquisition. When role pressure is very high, presumably there is not much room for changes guided by identification with other than actual roles. When role pressure is moderate, identification with certain roles will determine a person's role-taking ambitions and behaviors. Good performance in turn will enhance the possibilities to work one's way towards preferred roles. In sum, as people grow in their

Table 1

The career roles model: six career roles.

Dominant personal motive:	Organizational performance domain:	
	<i>Exploitation</i> : Production, results	<i>Exploration</i> : Innovation, change
<i>Distinction</i> : Autonomy/Agency Self-assertion	Maker	Expert
<i>Integration</i> : Connectedness, Belonging, Cooperation, Sharing	Presenter	Guide
<i>Structure</i> : Collective meaning, Cohesion, Purpose, Institutional Structure	Director	Inspirer

Note. The Inspirer-role has been called Inspirator-role in a former version of the model (Hoekstra, 2011). However, the adaptation to Inspirer-role fits the description and as suggested upon review is more comfortable for English speakers.

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات