



A Research Report Summary

**United States Standard Group Study
for the
Inventory for Work Attitude and Motivation
[U.S.2007]**

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United States Standard Group Study for the Inventory for Work Attitude and Motivation [U.S.2007]

The original United States Standard Group was created by jobEQ in 2001 based on population of U.S. residents who completed the iWAM from its launch until the time of the research. Since that time, almost 3,000 additional individuals have completed the *Inventory for Work Attitude and Motivation*.

Patrick Merlevede of jobEQ and Carl Harshman of The Institute made a joint decision to update the U.S. Standard Group based on the current pool of participants.

With the assistance of a graduate intern from Saint Louis University, Ryan Hooper, and the staff of jobEQ, the study was launched in June 2007.

Attempts were made to gather missing demographic data on some participants. Where partners and licensed professionals knew the individuals or where participants themselves could be contacted to provide missing information (e.g. birth date, job classification), we made the effort to fill in the missing information.

With the assistance of a second intern from Saint Louis University, Tyler Stockstill, we gathered U.S. Census Data in order to have a basis for comparing the participants in this study with the population at large. The Census Data from the U.S. Department of Labor Statistics Website were used to make the comparisons.

Some individuals were purged from the pool based on having left more than six of the forty iWAM items ranked as they are in the original instrument. jobEQ has determined that an excess of six unchanged items jeopardizes the accuracy of the results. We used that criterion in order to certain that the sample was as “pure” as possible.



This research was conducted under the auspices of and with a grant from jobEQ, the publisher of the Inventory for Work Attitude and Motivation. Without the assistance, support, and counsel of jobEQ and Patrick Merlevede, this project would not have been possible.

Updating the United States Standard Group [U.S.2007]

About the sample

The 2007 standard group is based on 1921 individuals who are residents of and working in the United States, who completed the iWAM questionnaire since its launch in 2000. When comparing the 2007 Standard group to 2007 data from the U.S. Department of Labor Statistics, the Standard Group is representative of the current U.S. workforce.¹

The 2007 Standard group has over 34% of the sample that selected ‘Other’ or did not specify their occupation. Therefore, the occupation identified portion of the sample is under representative of professional occupations with only 5.77% when the current U.S. employment data indicate that “professionals” constitute almost 20%. Additionally, the blue collar positions such as production, transportation, construction, and maintenance occupations are underrepresented in the 2007 Standard group (insert percentages). Based on our experience with certified professionals and client groups, we believe that the professional category of participants would be comparable if there were not so many blank or “other” designations. At the same time, by virtue of the client population in the U.S. during this decade, we believe that blue-collar professions are truly underrepresented. [Note: Statistics from 2000 U.S. census are included in Appendix A].

The 2007 Standard group is composed of higher percentage of females (53.7% vs. 46.5%) and late-career age group (38.57% vs. 23.69%) than indicated in the U.S. employment data.

The 2007 Standard group is over-representative of college graduates who make up 57% of the sample as opposed to 34% in the U.S. of the population cited in the employment data.

Table 1
JobEQ Occupation Categories

iWAM Standard Group by Occupation	n	%
Government/Military	32	1.66%
General administrative/ supervisory	74	3.85%
Computer related (Internet & other)	98	5.09%
Sales/marketing/advertising	135	7.02%
Student	153	7.96%
Consulting	100	5.2%
Unemployed/Between Jobs	41	2.13%
Executive/Senior management	134	6.97%
Professional (medical, legal, etc)	111	5.77%
Engineering	61	3.17%
Self-employed/owner	62	3.22%
Education/training	96	4.99%
Manufacturing/production/operations	28	1.45%
Accounting/Finance	58	3.01%

Customer service/support ¹	40	2.08%
Research and development	16	0.83%
² Tradesman/craftsman	12	0.62%
Homemaker	6	0.31%
Other	170	8.84%
[Not Specified]	485	25.24%

Table 2
2007 iWAM vs. U.S. Employment Gender Dispersion

iWAM Data	n	%	U.S. Employment ¹	%
Male	867	45.13%	Male	53.5%
Female	1032	53.72%	Female	46.5%
Unknown	22	1.14%		

Table 3
2007 iWAM vs. U.S. Employment Age Group Dispersion

iWAM Data	N	%	U.S. employment ¹	%
Youth	<21 years	15	<19	4.08
Young Professional	21-30 years	349	20-34 years	31.25
Mid Career	31-44 years	568	35-44 years	23.42
Late Career	45-60 years	741	45-54 years	23.69
Senior	>60 years	137	>54	17.64
Unknown		111		

Table 4
2007 iWAM vs. U.S. Employment Education Dispersion

iWAM Data	n	%	U.S. Employment ¹	%
1-6 years	104	5.41%	< 12 years	9.63%
7-12 years	170	8.84%	12 years	29.50%
13-15 years	358	18.63%	13-15 years	26.88%
16-21 years	1095	57.0%	> 15 years	34.13%
Unknown	127	6.61%		
Other	67	3.48%		

¹ 2007 U.S. employment data obtained from <http://www.bls.gov/cps/home.htm>

2007 U.S. Standard Group vs. 2001 U.S. Standard Group

The major difference between the 2007 sample and the 2001 sample is in sample size (1921 vs. 300). When comparing the samples using a 1-tailed t-test, several significant differences ($p < .05$) emerged. These are described in the following sections.

Findings Related to Variance

When comparing the 2007 U.S. standard group to the 2001 U.S. standard group, all factors are significantly ($p < .05$) more varied according to the f-test statistic. This may be an indicator that the 2007 standard group is more heterogeneous than the 2001 standard group, which is also an indicator that it may be more representative of the U.S. culture.

Findings Related to Differences Between U.S. 2007 and U.S. 2001

Higher score on 'Goal Orientation' & Lower score on 'Problem Solving'

The 2007 range for 'Goal Orientation' is significantly higher ($p < .001$) than the 2001 standard group and significantly lower ($p < .05$) and more dispersed than the 2001 standard group on the Problem Solving scale. This seems to indicate that the 2007 Standard Group is more motivated to pursue goals but less concerned about detecting problems and solving them than the 2001 group.

'Individual Environment' & 'Group Environment'

The 2007 standard group had a significantly higher average ($p < .001$) on 'Individual Environment' scale which perhaps reflects an increasing individual nature of the U.S. culture. Although the 2007 standard group scored statistically similar to the 2001 Standard Group on the 'Group Environment' indicating that social contact is still important in the work environment.

'Indifference'

The 2007 U.S. standard group had a significantly lower average ($p < .001$) on the *Indifference* scale indicating an even stronger interest in rules that was reflected in the 2001 study.

Compliance, Tolerance, & Assertiveness

The 2007 U.S. standard group had a significantly higher average ($p < .01$) on *Compliance* indicating more a tendency on knowing the rules and policies and perhaps in following them.

The 2007 U.S. standard group had a lower average ($p < .001$) on 'Tolerance' indicating that this population may be less motivated to deal with others who have very different rules than they have. This population reflects a group who would be more intolerant of people who have or follow rules that are significantly different than their own (or the ones they have chosen to follow).

This is supported by a higher average on 'Assertiveness', ($p < .05$) which indicates a willingness to tell others what they should do when they are not following the rules and policies of the work place.

'Neutral' vs. 'Affective' communication

The 2007 U.S. standard group had a significantly lower average ($p < .001$) on *'Neutral'* communication while scoring statistically similar on *'Affective'* communication. This indicates that the 2007 sample seems to have less interest in the actual content of communication while maintaining an equal level of interest with the 2001 group in the non-verbal component of the communication.

Convinced by Number of Examples & Consistency vs. Automatically

The 2007 U.S. Standard Group had a significantly higher average on *'Number of Examples'* ($p < .001$) and *'Consistency'* ($p < .05$) while having a significantly lower average on *'Automatically'* ($p < .001$). This indicates that Convincer Processes may have moved away from early adoption and towards a more gradual process that involves getting more examples to be convinced and being reconvinced.

Present vs. Future Time Orientation

The 2007 U.S. standard group had a significantly higher average ($p < .01$) on *'Present'* orientation. There was a significant decrease ($p < .01$) on *'Future'* orientation. This indicates a shift from the 2000 U.S. standard group being more motivated to focus on the future to the 2007 group with a more "in the moment" or present motivational pattern.

Achievement

The 2007 U.S. standard group had a significantly higher average ($p < .01$) on *'Achievement.'* This group consists of more individuals who are more motivated to achieve than the earlier Standard Group.

Other Important Findings*Alternatives'*

The 2007 U.S. standard group had a significantly lower average ($p < .05$) on *'Alternatives'* indicating their decreased motivation to seek other ways of doing their work.

Breadth vs. Depth

The 2007 U.S. standard group had a significantly higher average ($p < .05$) on *'Breadth'* while remaining statistically similar on *'Depth'* indicating although details are important at the work place the overview is becoming increasingly important.

Sole Responsibility vs. Shared Responsibility

The 2007 U.S. standard group had a significantly lower average ($p < .05$) on *'Sole Responsibility'* with a higher average ($p < .05$) on *'Shared Responsibility'*. These scores may indicate that although the individual nature of the U.S. culture still exists, responsibility in the work place is better when it is spread out among others.

Evolution'

The 2007 U.S. standard group had a significantly higher average ($p < .05$) on '*Evolution*' which likely indicates a shift in U.S. culture toward need for change.

Concept & Structure

The 2007 U.S. standard group had a significantly higher average ($p < .05$) on the *Concept* and *Structure* scales than the 2001 group. This seems to indicate that the population is more interested in ideas and understanding and in organization than the 2001 sample.

Power

The 2007 U.S. standard group had a significantly lower average ($p < .05$) on *Power* indicating a decreased motivation to be in work situations in which they have authority and control over others.

Interest Filters

The 2007 U.S. Standard Group had significantly higher averages on *Focus on Time* ($p < .001$) and *Focus on People* ($p < .05$) than the 2001 group. The '*Focus on Time*' increase indicates more interest in paying attention to time and managing schedules. The increased focus on people is consistent with the data for the *Group Environment* scale.

The 2007 U.S. standard group had significantly lower averages on the *Focus on Tools* ($p < .05$), *Focus on Place* ($p < .05$), and *Focus on Money* ($p < .001$).

In general, the current Standard Group seems to have more a "people" orientation and less a "thing" orientation than the earlier standard group.

Appendix A

2000 U.S. Census Bureau Data

Age Group		<i>N</i>	%
Youth	<19	80,473,265	28.6
Young Professional	20-34 years	58,855,725	20.9
Mid Career	35-44 years	45,148,527	16.0
Late Career	45-59 years	51,147,189	18.2
Senior	>59	45,797,200	16.2
Unknown			00.1
Average Age: 35.3 years			

Gender	<i>n</i>	%
Male	138,053,563	49.1
Female	143,368,343	50.9

Occupation	<i>n</i>	%
Management, professional, and related occupations	43,646,731	33.6
Service occupations	19,276,947	14.9
Sales and office occupations	34,621,390	26.7
Farming, fishing, and forestry occupations	951,810	0.7
Construction, extraction, and maintenance occupations	12,256,138	9.4
Production, transportation, and material moving occupations	18,968,496	14.6