

# The Factor Structure and Psychometric Properties of the Greek Version of Career Motivational Types (CMT-Q): Cross-Cultural Comparison in Greece and Bulgaria

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## Abstract

*The psychometric properties of a Career Motivational Types Questionnaire based on Moses (2003) typology of major career motivators were studied in a Greek sample of 123 subjects (workers and unemployed people) in 2013. The results were compared with those coming from a Bulgarian sample of 132 subjects (workers, unemployed people, and students) studied in 2013. A cohort comparison was performed on major Bulgarian career motivational types between the years 2007 and 2013. The similarities in the major motivators in both countries concerned prevalence of Personal developers, Stability seekers and Authenticity seekers as career motivational types and more diverse career motivators in Bulgaria than in Greece. The validity of the questionnaire was studied by means of applying Fey's Acceptance of Others Scale and Feeling of Being Accepted Scale. "Acceptance of Others" and "Feeling of Being Accepted" correlated significantly positively with each other and with Sociability seekers both in Greece and in Bulgaria in 2013. The implications of these results for career consulting and improvement of work motivation will be further discussed.*

## Introduction

Motives differ depending on the relations between the individual and his environment. Motives are formed in the process of ontogenesis as stable evaluative dispositions. People differ in their individual manifestations of the different motives, as well as in individual hierarchy of motives. The highest motives in the hierarchy of motives, i.e. the strongest motivators, are more often active. Motivation in this way could be described as the drive for action and goal setting stimulated by a concrete motive (Heckhausen, 1986, p.34).

The main components of career motivation include experiences, perceptions and attitudes toward a career, as well as commitment (Agbor-Baiyee, 1997). The major influences on people's career choices are their interests, self-efficacy expectations, and stable dispositional tendencies, such as personality traits (Nauta, 2004). Evidence show that internal perceived locus of causality on the job predicts Bulgarian adults' work engagement, job performance, and psychological well-being (Sheldon et al., 2004).

Moses (2003, p. 27-55) identified eight career motivational types. Typically people have one key motivator with one or two other important driving motivations. Accordingly, Moses proposed eight types of people who could be characterized as:

- A Sociability seeker, who loves working closely in group environments. A Sociability seeker feels a strong sense of loyalty to the co-workers. Whatever the structure of the work, the pleasures of that work flow from relationships with co-workers and clients.

- Career builders think about every career move they make and how this will advance their career, their level, and their status.
- An Authenticity seeker will not sacrifice his/her own personal expressiveness to play a corporate role or repress his/her personal values in favor of what is good for the team or the organization.
- Personal developers evaluate their work in terms of whether they are honing skills and acquiring new ones.
- Autonomy seekers want to own their business, to be self-employed. They are impatient with rules and they are uncomfortable with authority.
- A Novelty seeker is constantly on the move, from project to project and industry to industry.
- Stability seekers enjoy following established routines.
- Lifestylers spend time in leisure pursuits. They put personal life before work.

Several other authors have similar concepts about career motivation. Career motivation could be divided into motivation for autonomy, social motivation, relational motivation, and financial motivation. Relational motivation is related to being respected by friends, family, colleagues, clients, and the boss. Social motivation is related to helping others (Wilson, Marlino, & Kickul, 2004). Social interests in Holland occupational types (Holland, 1973) also correspond to Sociability seekers' career motivation. Autonomy motivation includes being independent (Wilson, Marlino, & Kickul, 2004). Events and information that are experienced as supporting autonomy and promoting own competence tend to increase intrinsic motivation (Deci & Ryan, 1985). People are attracted to professions in which they have proficiency and gain satisfaction (Laosebikan-Buggs, 2009, p.138), which is related to personal development as a career motivator. Financial stability as a career motivating factor is driven by parental influence, either the wish to provide in a way that their parents could not provide, or to provide a similar life for their own family as was provided for them by their parents (Laosebikan-Buggs, 2009, p.140).

The study of the leading career motivational types in different countries could contribute to more precise and directed policies aiming to improve work conditions and to offer more possibilities for work engagement. Cross-cultural studies reveal the common and typical features of different societies that could be used in this case for elaboration of common guidelines in the work of human resource agents.

### **Rationale of the Study**

The aim of this study was to compare career motivational types in Bulgaria and Greece, but first it is necessary to examine the psychometric properties of the questionnaire measuring career motivation in Greece based on Moses' (2003) typology of career motivation. Our main hypothesis was based on the assumption that we would find a similar pattern of participants' responses in both countries, because of the regional proximity, similar economic environment and religion.

Concerning the regional location and history, some authors consider the maintenance of similar less conservative values in regions that belonged to the Roman Empire, especially in non-former-Communist regions (van Herk & Poortinga, 2012), i.e. less conservatism in Greece than in Bulgaria should be expected. Some studies indicate that Bulgaria and Greece share several similar cultural values. Greece is traditionally regarded as a collectivist society but is undergoing a process of individualization that increases personal self-evaluation, but without changing the central role of the collective self in well-being (Pouliasi & Verkuyten, 2011). Bulgaria is moving towards individualism, but the collectivistic values are strengthened with the increase of age and the strongest individualism is in the age group of 15 - 18 years old (Paspalanova, 1999, p. 138).

Both Greeks and Bulgarians value providing support for their children and grandchildren during their whole life. For Greek people, there is a positive relation between parents' life satisfaction and providing support for their children and grandchildren (Schwarz et al., 2010, p.710). Greek children also express more external attributions and strong identification with friends (Verkuyten & Pouliasi, 2002). That is a reason for expectancy of a similarity in Sociability seekers motivation in both countries.

### **Sample**

In 2013, 123 subjects were studied in Thessaloniki, Greece. There were 45 males (36.6%), and 78 females (63.4%). Their age varied between 22 and 62 years old. The mean age was 38 years old ( $SD = 8$ ). They were divided into three age groups – from 21 to 35 years old ( $N = 48$ ), from 36 to 50 years old ( $N = 61$ ), and above 50 years old ( $N = 14$ ).

They had different family status – 32 were married (26%), 42 were single (34.1%), 13 were divorced (10.6%), 12 were widowed (9.8%), and 24 cohabitated (19.5%). Most of them graduated from university ( $N = 64$ ; 52%), with ( $N = 44$ ; 35.8%) having a secondary education, and 15 (12.2%) having had a basic education. The workers were 99 (80.5%) – 30 clerks, 41 nurses, 51 teachers, and one teller. The unemployed were 23 (18.7%). One was a university student in Education in 4<sup>th</sup> year of study (0.8%). Most of the subjects did not have any previous occupations ( $N = 104$ ; 84.6%), but 19 (15.4%) had some other previous occupations – 3 were factory workers, 15 were salesmen, and one nurse was a teller. They had different work experience – from 2 months to 38 years. The mean work experience was 14 years ( $SD = 7$  years). The smallest part had work experience less than 7 years ( $N = 20$ ; 16.3%). The remaining respondents had work experience from 7 years to 14 years ( $N = 52$ ; 42.3%) or above 14 years ( $N = 51$ ; 41.5%). The males in the Greek sample had longer work experience than women ( $t_{|121|} = 2.144$ ;  $p = .034$ ;  $X_{men} = 15.9$ ;  $SD_{men} = 6.7$ ;  $X_{women} = 13$ ;  $SD_{women} = 7.5$ ).

In 2013 year, 132 subjects were studied in Bulgaria. They came from different regions: Blagoevgrad ( $N = 106$ ), Sofia city ( $N = 12$ ), Sofia region ( $N = 7$ ), and from the North-West part of the country ( $N = 7$ ), which included the regions of Vratsa, Vidin, Montana, Pleven, and Lovetch. There were 46 males (34.8%) and 86 females (65.2%). Their age varied between 20 and 60 years old with a mean age of 26 years old ( $SD = 6.5$ ). The majority was from 21 to 35 years old ( $N = 125$ ), 2 were 20 years old (1.5%), 3 were from 36 to 50 years old (2.27%), and 2 were above 50 years old (1.51%). They had different family status: 23 were married (17.4%), 57 were single (43.2%), 2 were divorced (1.5%), 20 cohabitated (15.2%), and 30 (22.7%) did not give any information regarding their family status. Most of them had secondary education ( $N = 98$ ; 74.2%). The others graduated from university ( $N = 32$ ; 24.3%). Only 2 (1.5%) had a basic education. Most were students ( $N = 68$ ; 51.5%) in psychology ( $N = 51$ ), law ( $N = 10$ ), and public administration ( $N = 7$ ) in their 3<sup>rd</sup> year of study ( $N = 44$ ), 4<sup>th</sup> year of study ( $N = 10$ ), and 5<sup>th</sup> year of study ( $N = 14$ ). The workers were 21 (15.9%) and they had different occupations – clerk ( $N = 5$ ), accountant ( $N = 3$ ), seller ( $N = 3$ ), nurse ( $N = 2$ ), teacher ( $N = 1$ ), cashier ( $N = 1$ ), manager ( $N = 1$ ), psychologist ( $N = 1$ ), aviator ( $N = 1$ ), dispatcher ( $N = 1$ ), fitter ( $N = 1$ ), and waiter ( $N = 1$ ). There were 42 unemployed individuals (31.8%) and one pensioner (0.8%). Most of the subjects did not have any previous occupations ( $N = 76$ ; 57.6%), but 56 (42.4%) had some previous occupations – 10 were sellers, 10 were clerks, 5 were builders, 3 were tailors, 3 were teachers, 2 were accountants, 3 were cashiers, 2 were cooks, 3 were drivers, 3 were waiters, 2 were electricians, 2 were barmen, 1 was a fitter, 1 was a life-guard, 1 was a masseur, 1 was a nurse, 1 was a touristic operator, 1 was an interpreter, 1 was a turner, and 1 was an IT specialist. More than half of the respondents did not have any work experience ( $N = 62$ ; 47%). The others had different work experience ranging from 7 months to 38 years with a mean work

experience of 6 years ( $SD = 6$  years). The majority had work experience less than 7 years ( $N = 50$ ). The others had work experience from 7 years to 14 years ( $N = 15$ ) or above 14 years ( $N = 5$ ). No gender differences in work experience were found for the Bulgarian sample ( $t_{130} = 0.85$ ;  $p = 0.397$ ).

## Method

The initial form of a questionnaire created by Slavchov & Stoyanova (2007) measuring career motivational types according to Moses' typology (2003) was used in 2013. Each career motivational type included 8 items and the Lie scale included 9 items. The answers were given on a 5-point scale from "Not at all" (1) to "A lot" (5). This questionnaire was translated in Greek from English and vice versa.

The results from the standardization of this questionnaire in the Bulgarian sample in 2007 indicated  $\alpha = .8122$  for Authenticity seekers;  $\alpha = .7556$  for the scale Lie (social desirability);  $\alpha = .7526$  for the scale Career builders;  $\alpha = .7462$  for the scale Novelty seekers;  $\alpha = .7183$  for the scale Personal developers;  $\alpha = .7096$  for Stability seekers;  $\alpha = .7016$  for Autonomy seekers;  $\alpha = .6995$  for Sociability seekers; and  $\alpha = .6472$  for the scale Lifestylers (Slavchov & Stoyanova, 2007).

Fey's (1955) scales Acceptance of Others and Feeling of Being Accepted by Others were also used for validation of the Career Motivational Types Questionnaire based on Moses' typology. In Bulgaria, reliability of the scale Acceptance of Others is  $\alpha = .71$ , and reliability of the scale Feeling of Being Accepted by Others is  $\alpha = .7161$  (Stoyanova, Stoyanova & Naydenova, 2006). In the Greek sample,  $\alpha = .909$  for the Scale Acceptance of Others and  $\alpha = .653$  for the Scale Feeling of Being Accepted by Others. The data were statistically processed by means of SPSS 16. Graphical visualizations were realized by means of Agna software.

## Results

The psychometric properties of the Career Motivational Types Questionnaire in Greece will be analyzed before presenting the results from cross-cultural comparison of career motivational types in Bulgaria and Greece. Concerning item difficulty, all of the items except for the item 65 had a normal distribution (skewness and kurtosis between -2 and 2). The coefficient of kurtosis for the item 65 was 2.7, but its skewness was 1.3 that was the reason not to eliminate this item from the questionnaire at this stage and to keep its original structure.

The alternative 1 (Not at all) of the items 1, 4, 7, 10, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 23, 24, 25, 26, 37, 38, 39, 40, 41, 42, 43, 44, 46, 47, 48, 49, 51, 52, 53, 64, 65, 66, 67, 68, 69, 70, and 71 was chosen by less than 5% out of the respondents. The alternative 2 of the items 21, 23, 25, 26, 37, 38, 39, 40, 41, 43, 44, and 65 was chosen by less than 5% out of the respondents. The alternative 3 (Somewhat) of the items 27, 36, 45, 54, 63, 72, and 73 was chosen by less than 5% out of the respondents. The alternative 4 of the items 9, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 45, 46, 47, 48, 49, 50, 52, 54, 63, 72, and 73 was chosen by less than 5% out of the respondents.

The alternative 5 (A lot) of the items 7, 9, 18, 19, 25, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 41, 42, 43, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, and 73 was chosen by less than 5% out of the respondents. Too many alternatives of too many items were chosen by less than 5% out of the respondents which indicates that at least a 4-point scale of answering would also be appropriate for the Greek version of this questionnaire.

Factor analysis using as extraction method the Principal Component Analysis, and as rotation method the Varimax with Kaiser Normalization was performed by means of statistical software SPSS 16. Factor analysis was good enough (Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .725; Bartlett's Test of Sphericity = 1798;  $df = 2628$ ;  $p < .001$ ) to interpret the extracted 9 factors

that together explained 86.214% of the variance of the variables.

Table 1

*Percentage of the Explained Variance by the Extracted Factors After Rotation*

Component	1	2	3	4	5	6	7	8	9
Total Eigenvalue explained	15.056	12.401	8.799	8.571	7.119	4.105	2.514	2.208	2.163
% of Variance	20.624	16.988	12.054	11.741	9.752	5.623	3.444	3.025	2.963
Cumulative %	20.624	37.612	49.666	61.407	71.159	76.782	80.226	83.251	86.214

Only four factors explained more than 10% of variance, but all nine factors explained more than one variable, and this factor structure was the same as in the Bulgarian sample (Slavchov & Stoyanova, 2007).

The first extracted factor corresponded to Authenticity seekers. Its  $\alpha = .98$  and there were not any negative correlations between the items in the scale. The items distributed in the first factor Authenticity seekers (see Table 2) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

Table 2

*Item Loadings on the First Extracted Factor After Rotation*

Items	CMT 8	CMT 4	CMT5	CMT1	CMT7	CMT3	CMT6	CMT2
Component 1	.951	.946	.927	.921	.901	.890	.887	.877

All the items had good discriminative power (Mann-Whitney  $U = 7 \div 8$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 24.6$ ;  $SD = 9.2$ ) mean that such a person considers it important to receive pleasure from his/her work, to feel happy at the workplace. S/he would not sacrifice any personal interests in the name of the organization, strives to defend his or her own principles and to realize his or her ideas by means of creative work, and has difficulties working with people who differ in values and opinions.

The second extracted factor corresponded to Novelty seekers. Its  $\alpha = .979$  and there were not any negative correlations between the items in the scale. The items distributed in the second factor Novelty seekers (see Table 3) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

All the items had good discriminative power (Mann-Whitney  $U = 7 \div 75$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 18.3$ ;  $SD = 7.5$ ) mean that such a person prefers frequent changes and taking risks. S/he starts new tasks enthusiastically, feels well in unfamiliar situations, and has multifarious interests. S/he gets bored to work on the same thing and with the same people for a long period of time, so s/he quickly and easily switches over from one work to another.

Table 3

*Item Loadings on the Second Extracted Factor After Rotation*

Items	CMT56	CMT60	CMT58	CMT61	CMT57	CMT62	CMT59	CMT55
Component 2	.859	.851	.849	.842	.840	.830	.816	.725

The next extracted factor corresponded to Personal developers. Its  $\alpha = .974$  and there were not any negative correlations between the items in the scale. The items distributed in the third factor Personal developers (see Table 4) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

Table 4

*Item Loadings on the Factor Personal Developers After Rotation*

Items	CMT17	CMT11	CMT12	CMT14	CMT16	CMT15	CMT10	CMT13
Component 3	.921	.913	.908	.891	.851	.838	.828	.828

All the items had good discriminative power (Mann-Whitney  $U = 7 \div 8$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 26.6$ ;  $SD = 8.5$ ) mean that such a person prefers to acquire new knowledge and skills, and to develop his/her own personality. S/he is confused when working with low-skilled people who do not strive to professional improvement.

The next extracted factor corresponded to Lifestylers. Its  $\alpha = .958$  and there were not any negative correlations between the items in the scale. The items distributed in the fourth factor Lifestylers (see Table 5) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

Table 5

*Item Loadings on the Factor Lifestylers After Rotation*

Items	CMT29	CMT32	CMT31	CMT34	CMT30	CMT28	CMT33	CMT35
Component 4	.884	.880	.843	.842	.797	.781	.779	.723

All the items had good discriminative power (Mann-Whitney  $U = 5 \div 96$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 14.4$ ;  $SD = 5.9$ ) mean that such a person puts his or her own personal life before the work. S/he avoids extra work and likes a job allowing enough free time.

The fifth extracted factor corresponded to Lie (social desirability). Its  $\alpha = .944$  and there were not any negative correlations between the items in the scale. The items (see Table 6) distributed in the fifth factor Lie (social desirability) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

All the items had good discriminative power (Mann-Whitney  $U = 80 \div 100$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 13$ ;  $SD = 4.2$ ) mean that such a person is striving for social approval.

Table 6

*Item Loadings on the Fifth Extracted Factor After Rotation*

Items	CMT45	CMT54	CMT72	CMT63	CMT36	CMT73	CMT27	CMT18
Component 5	.977	.975	.960	.947	.946	.901	.891	.737

The next extracted factor corresponded to Stability seekers. Its  $\alpha = .943$  and there were not any negative correlations between the items in the scale. The items distributed in the sixth factor Stability seekers (see Table 7) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

Table 7

*Item Loadings on the Factor Stability Seekers After Rotation*

Items	CMT22	CMT20	CMT21	CMT19	CMT26	CMT25	CMT23	CMT24
Component 6	.797	.728	.668	.642	.567	.489	.434	.380

All the items had good discriminative power (Mann-Whitney  $U = 7 \div 8$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 28.6$ ;  $SD = 5.1$ ) mean that such a person prefers a stable work to be secure in his/her professional future. S/he accepts tranquilly the routine and the same professional daily round. The rules, the order, and the discipline at the workplace make him/her feel well. S/he does not take risks, and finds innovations and changes in the work embarrassing.

The next extracted factor corresponded to Sociability seekers. Its  $\alpha = .865$  and there were not any negative correlations between the items in the scale. The items distributed in the seventh factor Sociability seekers (see Table 8) were the same as in its initial Bulgarian version (Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

Table 8

*Item Loadings on the Factor Sociability Seekers After Rotation*

Items	CMT48	CMT49	CMT47	CMT46	CMT50	CMT52	CMT53	CMT51
Component 7	.697	.675	.506	.385	.365	.355	.309	.300

All the items had good discriminative power (Mann-Whitney  $U = 84 \div 481$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 21.3$ ;  $SD = 3.7$ ) mean that such a person considers it important to like his/her colleagues and to establish friendly relationships with the colleagues. S/he is disposed to compromise in order to get on well with his/her colleagues.

The next extracted factor corresponded to Career builders. Its  $\alpha = .849$  and there was one negative correlation ( $r = -.138$ ) between the items 38 and 40 in the scale. The items distributed in the eighth factor Career builders (see Table 9) were the same as in its initial Bulgarian version

(Slavchov & Stoyanova, 2007). Its reliability was higher in the Greek sample than in the Bulgarian sample.

Table 9

*Item Loadings on the Extracted Factor Career Builders After Rotation*

Items	CMT41	CMT42	CMT43	CMT37	CMT40	CMT38	CMT39	CMT44
Component 8	.778	.548	.439	.393	.374	.373	.348	.343

All the items had good discriminative power (Mann-Whitney  $U = 32 \div 775$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 28.9$ ;  $SD = 3.5$ ) mean that such a person strives for progress in his or her career, for recognition, for fast promotion, to be a leader at teamwork, and to be liked by the supervisors.

The next extracted factor corresponded to Autonomy seekers (see Table 10). Its  $\alpha = .825$  and there were not any negative correlations between the items in the scale.

Table 10

*Item Loadings on the Extracted Factor Autonomy Seekers After Rotation*

Items	CMT68	CMT68	CMT68	CMT68	CMT68
Component 9	.740	.739	.652	.558	.545

Items 65, 60 and 71 had low loadings on this factor (.289, .216 and .042 respectively) and they would not be included in it contrast to the Bulgarian initial version of the questionnaire. All the items had good discriminative power (Mann-Whitney  $U = 49 \div 362$ ;  $p < .001$ ). High scores on this factor ( $M \pm SD$ ;  $M = 24.1$ ;  $SD = 3.3$ ) mean that such a person prefers doing things according to his/her own opinions, not considering others' expectations. S/he likes independence and freedom in the workplace, and dislikes strict rules and orders.

In Greece, several respondents ( $N = 14$ ) had more than one major motivator, i.e. the same score on two or more career motivational types. Personal developers, Stability seekers and Authenticity seekers were the most frequent career motivational types among the Greek respondents in 2013. Greece is among the countries with high power distance, masculinity, collectivism, strong uncertainty avoidance (Hofstede, 2001, p.120, 136, 171). Strong uncertainty avoidance could be related to Stability seekers as a career motivational type.

Minkov (2007, pp.217-218) indicated that, during the period 1997-1999, 80% of the Bulgarians valued security and stability at work (related to Stability seekers career motivation); 76% of the Bulgarians preferred such a work that was relevant to their abilities, and 61% of them valued interesting work (related to Authenticity seekers and Personal developers career motivation); 64% of the Bulgarians valued good relationships with their colleagues at work and 56% valued the possibilities for new acquaintances at workplace (related to Sociability seekers career motivation); 44% valued the possibilities for career advance and 53% valued the respected position in the organization (related to Career builders motivation).



Table 11

*Leading (Major) Career Motivational Types in Bulgaria and Greece in 2013*

Major career motivators	In Greece		In Bulgaria	
	N	%	N	%
Personal developers	38	30.9	29	22.0
Stability seekers	35	28.5	20	15.2
Authenticity seekers	32	26.0	27	20.5
Career builders	4	3.3	12	9.1
Authenticity seekers and Personal developers	7	5.7	2	1.5
Personal developers and Stability seekers	2	1.6	1	.8
Career builders and Autonomy seekers	2	1.6	1	.8
Authenticity seekers and Career builders	1	.8	0	0
Personal developers and Career builders	1	.8	0	0
All eight career motivational types	1	.8	0	0
Autonomy seekers	0	0	13	9.8
Lifestylers	0	0	7	5.3
Sociability seekers	0	0	5	3.8
Novelty seekers	0	0	6	4.5
Authenticity seekers and Novelty seekers	0	0	2	1.5
Career builders and Sociability seekers	0	0	2	1.5
Authenticity seekers and Lifestylers	0	0	1	.8
Authenticity seekers and Autonomy seekers	0	0	1	.8
Personal developers and Autonomy seekers	0	0	1	.8
Stability seekers and Autonomy seekers	0	0	1	.8
Personal developers, Novelty seekers and Autonomy seekers	0	0	1	.8

In Bulgaria in 2007, the most frequent career motivational type was Personal developers, but the second career motivational type was Lifestylers and the third one was Sociability seekers (Stoyanova and Slavchov, 2007). Bulgarians value a lot Mastery and Autonomy (Papazova et al., 2008, p.49) which could be related to Personal developers and Autonomy seekers as career motivational types.

In Bulgaria in 2013, 13 respondents had more than one major motivator, i.e. the same score on two or more career motivational types. Personal developers, Authenticity seekers, and Stability seekers were the most frequent career motivational types among the Bulgarian respondents in 2013 as was the case in Greece, but career motivational types of Authenticity seekers and Stability seekers

changed their ranks in both countries as the major motivators. Both countries were similar in 2013 in their three most frequent major motivators (more widespread in Greece), but they differed ( $\chi^2_{(21)} = 58.59; p < .001$ ) in the other major career motivators that were more diverse in Bulgaria.

Higher frequency of Autonomy seekers in Bulgaria compared to Greece could be explained by the finding that in the post-Communist societies higher levels of authoritarianism are significantly related to lower levels of individualism as an emphasis on personal self-determination and uniqueness (Kemmelmeier et al., 2003), so the democratic development and the movement away from authoritarian rule and toward more individualism could be related to higher Autonomy motivation.

Different career motivational types were often related to each other (see Figure 1, Figure 2 and Figure 3).

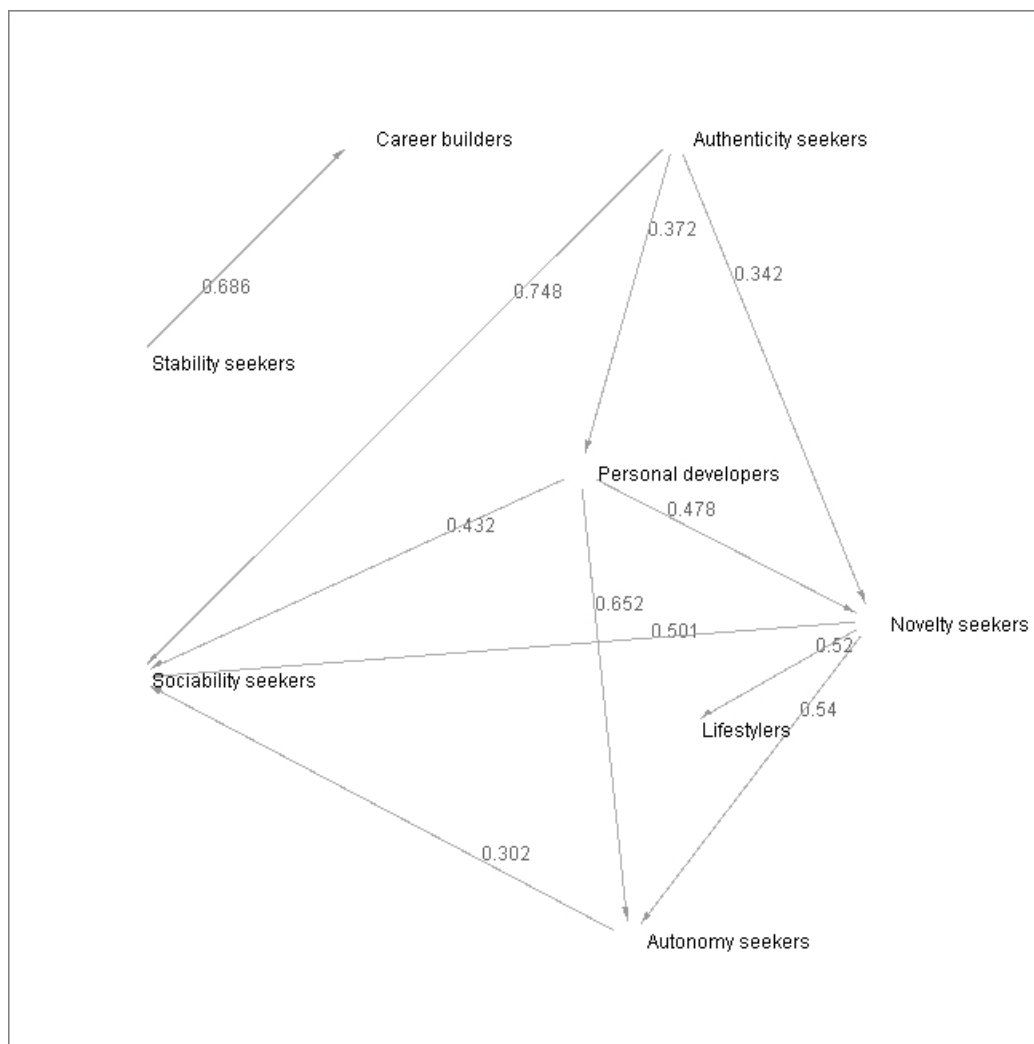
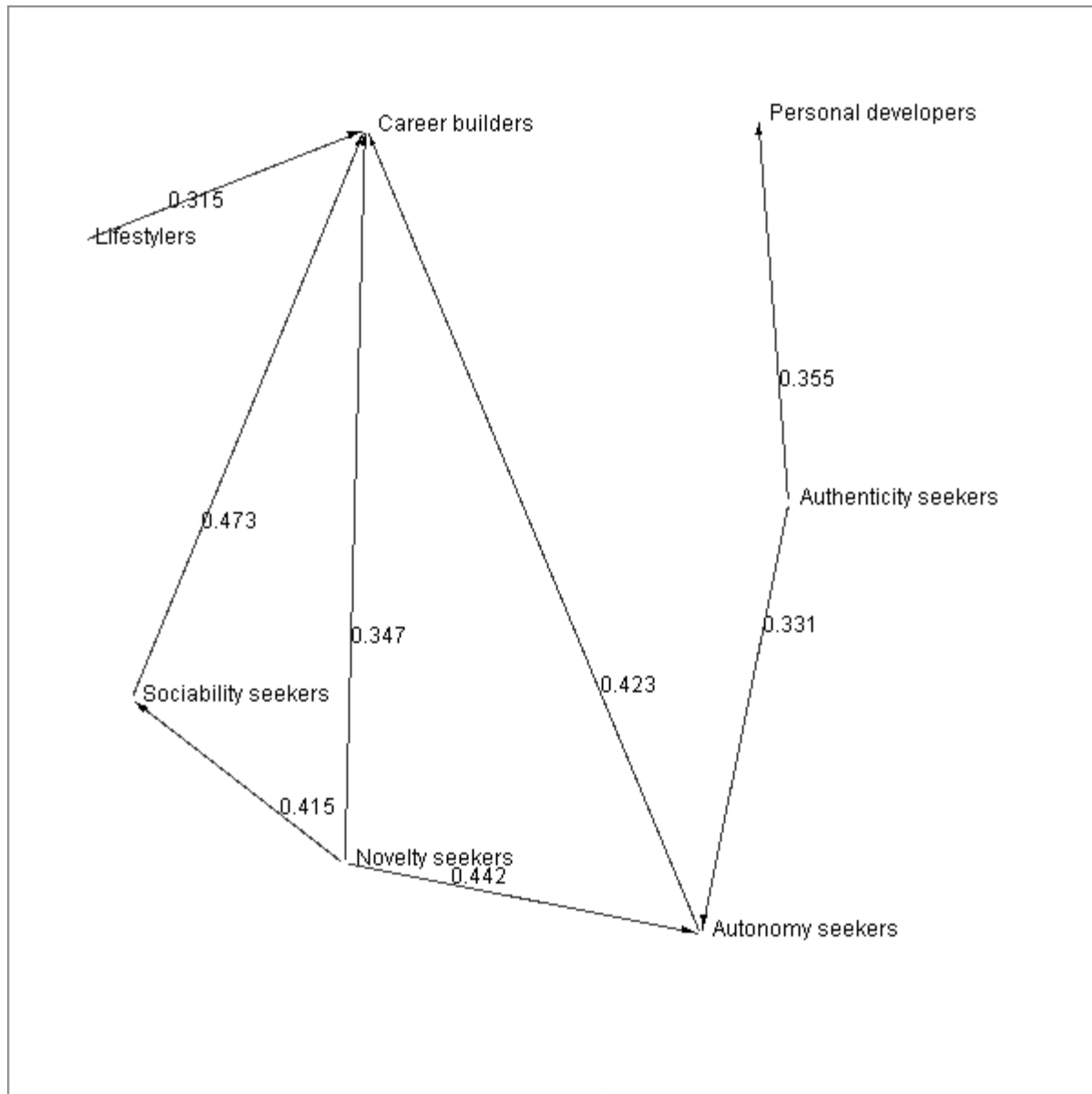


Figure 1. Significant positive correlations between career motivational types in Greece in 2013

Novelty seekers, Personal developers and Sociability seekers had the largest number of significant positive correlations with the other career motivational types. Some lexical studies of

Greek have indicated that an Intellect or Imagination or Openness to Experience factor did not emerge as for the Turkish lexicon (Wasti et al., 2008), so there are some cross-cultural differences between neighbor countries. The parameters of such a factor could be covered by different career motivators such as Authenticity seekers, Novelty seekers, and Personal developers that correlated with a lot of the other career motivators.



*Figure 2.* Significant positive correlations between career motivational types in Bulgaria in 2013

Career Builders, Novelty seekers, and Autonomy seekers had the largest number of significant positive correlations with the other career motivational types. Stability seekers did not correlate significantly positively with any other career motivational types.

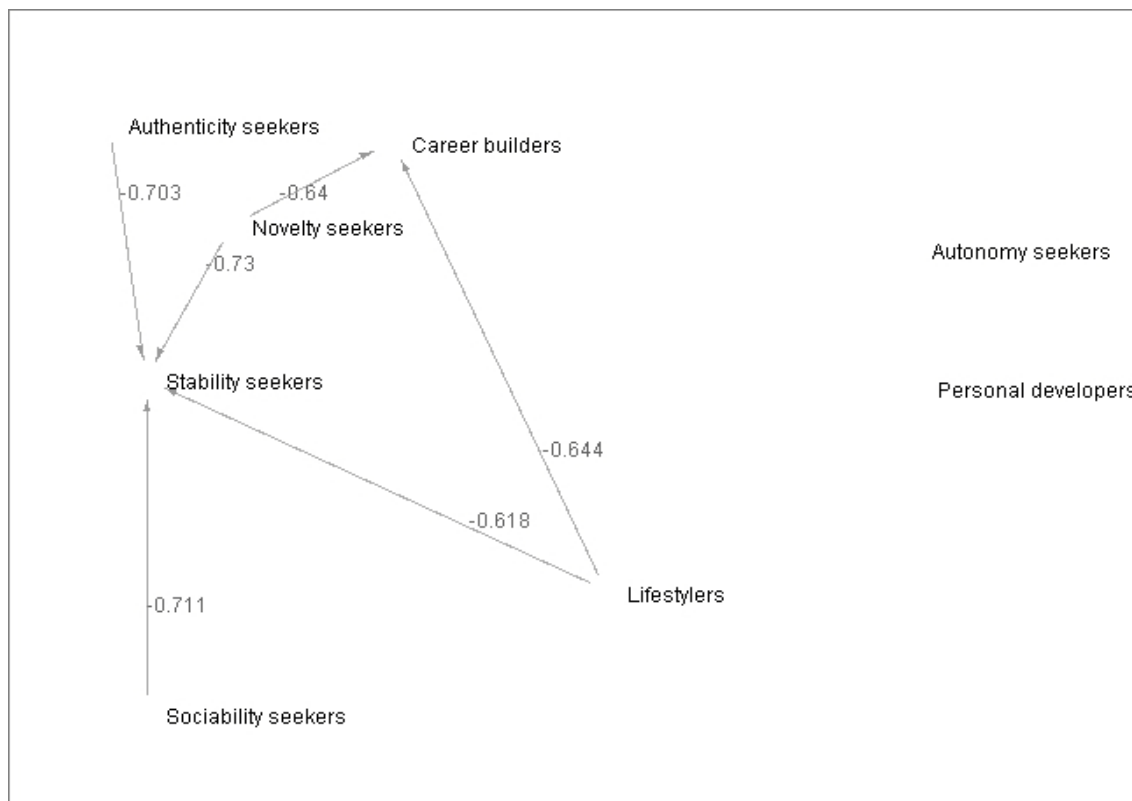
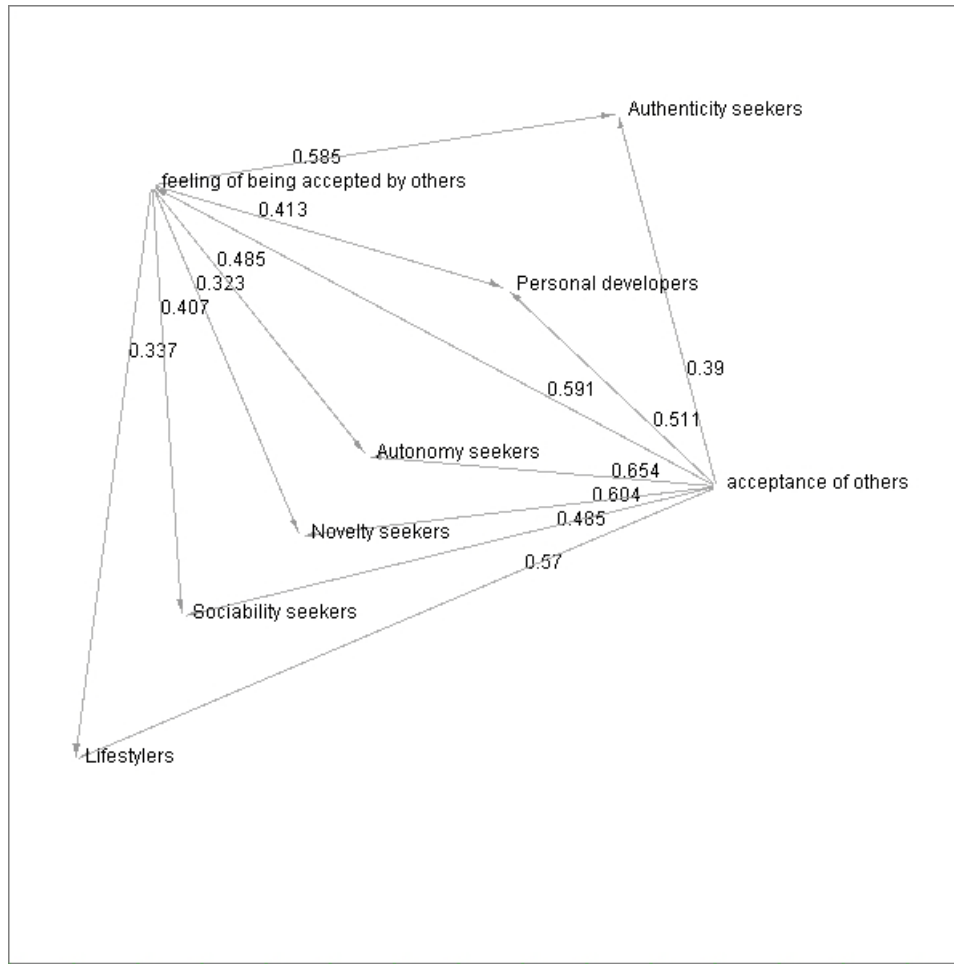


Figure 3. Significant negative correlations between career motivational types in Greece in 2013

Stability seekers had the largest number of significant negative correlations with the other career motivational types. Autonomy seekers and Personal developers did not have any significant negative correlations with the other career motivational types. There were not any significant negative correlations between the career motivational types in Bulgaria in 2013.

People in different cultures have different impressions of others (Markus & Kitayama, 1991). The Greek respondents were much more accepting of other people than the Bulgarian respondents in 2013 ( $t_{|183|} = 2.959$ ;  $p = .003$ ;  $M_{Greece} = 61.1$ ;  $SD_{Greece} = 7.9$ ;  $M_{Bulgaria} = 57.4$ ;  $SD_{Bulgaria} = 8.4$ ), but the Bulgarian respondents felt more accepted by others than the Greek respondents ( $t_{|84|} = 12.84$ ;  $p < .001$ ;  $M_{Greece} = 13.7$ ;  $SD_{Greece} = 1.8$ ;  $M_{Bulgaria} = 19.1$ ;  $SD_{Bulgaria} = 3.03$ ).

Acceptance of Others and Feeling of Being Accepted correlated in a significantly positive way with each other and with different career motivational types in Greece (see Figure 4). There were also a few significant negative correlations between Acceptance of Others, Feeling of Being Accepted, and two career motivational types in Greece. Career motivation of Stability seekers was related to lower Acceptance of Others ( $r = -.537$ ), and weaker Feeling of Being Accepted by Others ( $r = -.391$ ). Career motivation of Career builders was also related to lower Acceptance of Others ( $r = -.374$ ), and weaker Feeling of Being Accepted by Others ( $r = -.33$ ). Competition and interdependence correlated negatively in Greece (Green, Deschamps, & Páez, 2005) and this could explain the striving to be first typical for Career builders linked to low acceptance of others. Acceptance of others correlated significantly negatively with Career builders also in Bulgaria in 2013 ( $r = -.341$ ). Acceptance of Others and Feeling of Being Accepted correlated significantly positively with each other in Bulgaria in 2013 ( $r = .357$ ). Feeling of Being Accepted correlated significantly positively with Authenticity seekers in Bulgaria in 2013 ( $r = .325$ ).



*Figure 4.* Significant positive correlations between Acceptance of Others, Feeling of Being Accepted, and career motivational types in Greece

There were a smaller number of significant correlations between Acceptance of Others and Feeling of Being Accepted on the one hand and the career motivational types on the other hand in Bulgaria than in Greece in 2013.

The Greek respondents who were accepting of others were more often Authenticity seekers (Linear regression model;  $R = .39$ ;  $R^2 = .152$ ;  $F_{|1, 121|} = 21.753$ ;  $p < .001$ ;  $B = .456$ ;  $t = 4.664$ ;  $p < .001$ ), Personal developers (Linear regression model;  $R = .511$ ;  $R^2 = .261$ ;  $F_{|1, 121|} = 42.826$ ;  $p < .001$ ;  $B = .552$ ;  $t = 6.544$ ;  $p < .001$ ), Lifestylers (Linear regression model;  $R = .57$ ;  $R^2 = .325$ ;  $F_{|1, 121|} = 58.319$ ;  $p < .001$ ;  $B = .429$ ;  $t = 7.637$ ;  $p < .001$ ), Sociability seekers (Linear regression model;  $R = .485$ ;  $R^2 = .235$ ;  $F_{|1, 121|} = 37.126$ ;  $p < .001$ ;  $B = .228$ ;  $t = 6.093$ ;  $p < .001$ ), Novelty seekers (Linear regression model;  $R = .604$ ;  $R^2 = .365$ ;  $F_{|1, 121|} = 69.616$ ;  $p < .001$ ;  $B = .579$ ;  $t = 8.344$ ;  $p < .001$ ), and Autonomy seekers (Linear regression model;  $R = .654$ ;  $R^2 = .427$ ;  $F_{|1, 121|} = 90.221$ ;  $p < .001$ ;  $B = .278$ ;  $t = 9.498$ ;  $p < .001$ ) compared to the subjects who less accepted others. The striving for autonomy does not mean implicitly negative relationships with other people.

Interpersonal flexible behaviour is appropriate for Greek people, as well as for many cultures and countries (Cheng, Wang, & Golden, 2011, p.425). Authenticity has a relational component (Kernis, 2003). More authentic people are more extraverted, agreeable, conscientious, and open

(Wood et al., 2008, p.395) and this could explain the finding that Authenticity seekers are much more accepting of others.

In 2013, the Bulgarian respondents who more accepted others were more often Sociability seekers (Linear regression model;  $R = .275$ ;  $R^2 = .075$ ;  $B = .135$ ;  $t = 2.212$ ;  $p = .031$ ). Positive correlations between Acceptance of others and Sociability seekers in both countries are relevant for the validity of the questionnaire.

The Greek respondents who less accepted others were more often Stability seekers (Linear regression model;  $R = .537$ ;  $R^2 = .289$ ;  $F_{|1, 121|} = 49.109$ ;  $p < .001$ ;  $B = -.351$ ;  $t = 7.008$ ;  $p < .001$ ), and Career builders (Linear regression model;  $R = .374$ ;  $R^2 = .14$ ;  $F_{|1, 121|} = 19.655$ ;  $p < .001$ ;  $B = -.168$ ;  $t = 4.433$ ;  $p < .001$ ) compared to the subjects who more accepted others.

In 2013, the Bulgarian respondents who less accepted others were more often Lifestylers (Linear regression model;  $R = .26$ ;  $R^2 = .068$ ;  $B = -.131$ ;  $t = 2.089$ ;  $p = .041$ ), and Career builders (Linear regression model;  $R = .341$ ;  $R^2 = .117$ ;  $B = -.208$ ;  $t = 2.814$ ;  $p = .007$ ). Career builders in both countries less accepted the other people who they considered only as a means or hindrance for achieving their own goals.

The Greek respondents who felt more accepted by others more often were Authenticity seekers (Linear regression model;  $R = .585$ ;  $R^2 = .342$ ;  $F_{|1, 121|} = 62.917$ ;  $p < .001$ ;  $B = 2.97$ ;  $t = 7.932$ ;  $p < .001$ ), Personal developers (Linear regression model;  $R = .413$ ;  $R^2 = 0.17$ ;  $F_{|1, 121|} = 24.838$ ;  $p < .001$ ;  $B = 1.936$ ;  $t = 4.984$ ;  $p < .001$ ), Lifestylers (Linear regression model;  $R = .337$ ;  $R^2 = .113$ ;  $F_{|1, 121|} = 15.484$ ;  $p < .001$ ;  $B = 1.1$ ;  $t = 3.935$ ;  $p < .001$ ), Sociability seekers (Linear regression model;  $R = .407$ ;  $R^2 = .165$ ;  $F_{|1, 121|} = 23.975$ ;  $p < .001$ ;  $B = .829$ ;  $t = 4.896$ ;  $p < .001$ ), Novelty seekers (Linear regression model;  $R = .323$ ;  $R^2 = .105$ ;  $F_{|1, 121|} = 14.138$ ;  $p < .001$ ;  $B = 1.346$ ;  $t = 3.76$ ;  $p < .001$ ), and Autonomy seekers (Linear regression model;  $R = .485$ ;  $R^2 = .235$ ;  $F_{|1, 121|} = 37.136$ ;  $p < .001$ ;  $B = .896$ ;  $t = 6.094$ ;  $p < .001$ ) compared to the subjects who felt less accepted by others.

In 2013, the Bulgarian respondents who felt more accepted by others more often were Authenticity seekers (Linear regression model;  $R = .325$ ;  $R^2 = .106$ ;  $B = .369$ ;  $t = 2.664$ ;  $p = .01$ ). The Greek respondents who felt less accepted by others more often were Stability seekers (Linear regression model;  $R = .391$ ;  $R^2 = .153$ ;  $F_{|1, 121|} = 21.781$ ;  $p < .001$ ;  $B = -1.108$ ;  $t = 4.667$ ;  $p < .001$ ), and Career builders (Linear regression model;  $R = .33$ ;  $R^2 = .109$ ;  $F_{|1, 121|} = 14.801$ ;  $p < .001$ ;  $B = -.643$ ;  $t = 3.847$ ;  $p < .001$ ) compared to the subjects who felt more accepted by others. In Bulgaria in 2013, Feeling of Being Accepted did not predict any career motivational type. Lifestylers ( $r = .357$ ), Sociability seekers ( $r = .419$ ), and Novelty seekers ( $r = .484$ ) were more disposed to high social desirability in Bulgaria in 2013.

Genders differed significantly only in their social desirability in Greece in 2013 ( $t_{|111|} = 2.599$ ;  $p = .011$ ;  $X_{men} = 11.8$ ;  $SD_{men} = 3.4$ ;  $X_{women} = 13.7$ ;  $SD_{women} = 4.4$ ). No significant gender differences were found in career motivational types in Greece and in Bulgaria in 2013. That was not the case in Bulgaria in 2007 where males were more often Personal developers, but women were more often Sociability seekers (Slavchov & Stoyanova, 2007).

Some other authors also indicate gender differences in career motivators in other cultures and samples. Influences for career choice among African-American males were parental encouragement, grades, and father's occupation, whereas African-American females were most influenced by their parents and friends, as well as the head of household's education, intelligence, and grades (Laosebikan-Buggs, 2009, p.139).

Differences concerning family status were found only in social desirability in Greece ( $Kruskal Wallis = 18.214$ ;  $df = 4$ ;  $p = .001$ ) – divorced and widowed respondents showed the highest social desirability ( $Mean Rank_{divorced} = 87.73$ ;  $Mean Rank_{widowed} = 85.29$ ;  $Mean Rank_{single} = 58.17$ ;

*Mean Rank* *cohabitation* = 62; *Mean Rank* *married* = 47.84). Differences concerning family status were also found in social desirability in Bulgaria in 2013 (*Kruskal Wallis* = 13.069; *df* = 3; *p* = .004) – married and cohabitating respondents were the most sincere (*Mean Rank* *divorced* = 52.25; *Mean Rank* *single* = 60.75; *Mean Rank* *cohabitation* = 39.9; *Mean Rank* *married* = 38.59).

In Bulgaria in 2007, there also were not any significant differences between the single and married respondents in their motivation for work (Slavchov & Stoyanova, 2007), but in Bulgaria in 2013 married and single people were more often Sociability seekers than cohabitating and divorced subjects (*Kruskal Wallis* = 10.631; *df* = 3; *p* = .014; *Mean Rank* *divorced* = 10.5; *Mean Rank* *cohabitation* = 37.85; *Mean Rank* *single* = 54.22; *Mean Rank* *married* = 60.2).

People with low educational attainment in Greece expressed more social desirability (*Kruskal Wallis* = 8.462; *df* = 2; *p* = .015; *Mean Rank* *basic* = 71.73; *Mean Rank* *secondary* = 71.45; *Mean Rank* *university* = 53.22). In Bulgaria, there was the opposite tendency - the respondents who graduated primary school scored less on scale Lie than those who graduated from secondary or higher education (Slavchov & Stoyanova, 2007). In Bulgaria in 2007, people with different education showed differences in their career motivational types of Personal developers (more frequent among graduates from university), Career builders (more frequent among those who graduated only primary school), Novelty seekers (more frequent among university graduates), Lifestylers (more frequent among those who graduated only primary school), and Stability seekers (more frequent among those who graduated only primary school or secondary school) (Slavchov & Stoyanova, 2007). In Bulgaria in 2013, people with different education had differences in their career motivational type of Novelty seekers with this being more frequent among university graduates (*Kruskal Wallis* = 12.336; *df* = 2; *p* = .002; *Mean Rank* *basic* = 88.5; *Mean Rank* *secondary* = 59.63; *Mean Rank* *university* = 86.17) and in their acceptance of others (*Kruskal Wallis* = 6.163; *df* = 1; *p* = .013; *Mean Rank* *secondary* = 28.86; *Mean Rank* *university* = 43.73).

The Greek respondents with lengthier working experience more rarely were Personal developers (Linear regression model; *R* = 0.197; *R*<sup>2</sup> = 0.039; *F*<sub>[1, 121]</sub> = 4.874; *p* = .029; *B* = -.228; *t* = 2.208; *p* = .029), Novelty seekers (Linear regression model; *R* = .189; *R*<sup>2</sup> = .036; *F*<sub>[1, 121]</sub> = 4.478; *p* = .036; *B* = -.194; *t* = 2.116; *p* = .036), and Autonomy seekers (Linear regression model; *R* = .203; *R*<sup>2</sup> = .041; *F*<sub>[1, 121]</sub> = 5.199; *p* = .024; *B* = -.093; *t* = 2.28; *p* = .024) compared to the subjects with less work experience. In Bulgaria in 2013, the years of work experience did not influence the type of career motivation. Of course, advance in age was related to more years of work experience in Greece (*r* = .524) and in Bulgaria (*r* = .878).

The age groups differed significantly only in their social desirability in Greece (*Kruskal Wallis* = 10.735; *df* = 2; *p* = .005; *Mean Rank* *21-35 years old* = 72.62; *Mean Rank* *36-50 years old* = 58.77; *Mean Rank* *above 50 years old* = 39.64). Advance in age was related to greater sincerity. The opposite result was found in Bulgaria in 2007 (Slavchov & Stoyanova, 2007) where Career builders, Novelty seekers, and Lifestylers were less frequent types with age advance, while Authenticity seekers and Sociability seekers were more frequent career motivators with age advance. In Bulgaria in 2013, Novelty seekers were already a more frequent type with age advance (Linear regression model; *R* = .174; *R*<sup>2</sup> = .03; *F*<sub>[1, 130]</sub> = 4.073; *p* = .046; *B* = .15; *t* = 2.018; *p* = .046). Career motivational types seem to vary for different generations. There were not any significant differences between workers and unemployed people in Greece in their career motivational types (*p* of *Kruskal Wallis* > 0.05 for all career motivational types and scale Lie). The same finding was found in Bulgaria in 2007 (Slavchov & Stoyanova, 2007), but in 2013 in Bulgaria, there were some significant differences in career motivation of Stability seekers (*Kruskal Wallis* = 25.853; *df* = 3; *p* < .001), Career builders (*Kruskal Wallis* = 16.959; *df* = 3; *p* = .001), Sociability seekers (*Kruskal Wallis* = 14.915; *df* = 3; *p* =

.002), Novelty seekers (*Kruskal Wallis* = 19.83; *df* = 3; *p* < .001), as well as social desirability (*Kruskal Wallis* = 14.855; *df* = 3; *p* = .002) between the subjects with different occupations. Unemployed individuals were more often Stability seekers (*Mean Rank*<sub>workers</sub> = 34.71; *Mean Rank*<sub>unemployed</sub> = 85.94; *Mean Rank*<sub>students</sub> = 64.56), Career builders (*Mean Rank*<sub>workers</sub> = 56.45; *Mean Rank*<sub>unemployed</sub> = 85.58; *Mean Rank*<sub>students</sub> = 58.63), Sociability seekers (*Mean Rank*<sub>workers</sub> = 70.76; *Mean Rank*<sub>unemployed</sub> = 83.36; *Mean Rank*<sub>students</sub> = 54.74), Novelty seekers (*Mean Rank*<sub>workers</sub> = 79.62; *Mean Rank*<sub>unemployed</sub> = 83.01; *Mean Rank*<sub>students</sub> = 52.24), and the most sincere (*Mean Rank*<sub>workers</sub> = 93.21; *Mean Rank*<sub>unemployed</sub> = 57.56; *Mean Rank*<sub>students</sub> = 63.07) than the other occupational groups (workers and students).

## Discussion

The questionnaire constructed on the basis of Moses' typology had a good reliability and proved validity in Greece. All the factors that were extracted were the same as those in Bulgaria. The hypothesis about some similarities in the major motivators in both countries was supported. Nearly the same number of respondents in both countries had more than one major motivator, i.e. the same scores on two or more career motivational types. The same career motivational types (Personal developers, Stability seekers, and Authenticity seekers) were the most frequent, but ordered in a slightly different way in both countries in 2013. The career motivational type of Personal developers has been among the leading career motivator in Bulgaria since 2007 (Stoyanova and Slavchov, 2007). The other major career motivators were more diverse in Bulgaria in 2013 than in Greece.

Novelty seekers had the largest number of significant positive correlations with the other career motivational types both in Bulgaria and in Greece in 2013. The change in work routine is related with accumulation of new knowledge and skills by Personal developers, with the need for new contacts of Sociability seekers, with the new positions in hierarchy of Career builders, with authentic experiences and needs for creative work of Authenticity seekers, with the need for change in rules of Autonomy seekers, and with the need for positive emotions and life satisfaction of Lifestylers.

“Acceptance of Others” and “Feeling of Being Accepted” significantly correlated with each other and with the different career motivational types in Greece and in Bulgaria in 2013, with statistically significant positive correlations with Sociability seekers and negative correlations with Career builders in both countries. Sociability seekers valued positive relationships with people. Career builders did not consider as important positive relations with people other than their bosses. These findings contributed to validation of the questionnaire measuring career motivational types.

Only time of work experience in Greece was related to differences in the preferred career motivators (Personal developers, Novelty seekers, and Autonomy seekers). Accumulation of work experience was related to weaker striving for future personal development by means of acquiring new knowledge and skills, because of confidence in one's own expertise. Older people would not give up an established position to seek change and to start new enterprises.

In Bulgaria in 2013, married people were most often Sociability seekers, especially compared with the divorced respondents. The married respondents spread their skills to maintain good relationships from the family contacts to the contacts at the workplace.

In Bulgaria in 2007 and 2013, Novelty seekers were more frequent among graduates from university (Stoyanova & Slavchov, 2007). In Bulgaria in 2013, unemployed individuals were more often Stability seekers, Career builders, Sociability seekers, Novelty seekers than the studied workers and students. In Bulgaria in 2007, Career builders and Novelty seekers were also mainly people who had worked for a brief period of time (Stoyanova & Slavchov, 2007).



Career Motivational Types Questionnaire could be used in career consulting for revealing personal major motivators and finding the appropriate job according to concrete human needs. The results from application of this questionnaire could be also used for improvement of work motivation by means of clarifying own strengths and weaknesses of each career motivational type and better self-knowledge.

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## **Appendix**

List of the items in CMT Questionnaire:

1. It is important to me that my work gives me pleasure.
2. I would hardly sacrifice my personal interests in the name of the organization I work for.
3. In my work, I strive to defend my principles.
4. It is important to me to feel happy at my workplace.
5. I try hard to make my ideas come true in my work.
6. I work hard with people who differ in values and opinions.
7. I prefer doing creative work because I express my own ideas in this way.
8. I am easily impressed by my colleagues.
9. I am always polite.
10. It is principal for me in my work to acquire new knowledge and skills.
11. I take risks and new challenges in order to develop my personality.
12. When I achieve my goal, I immediately set myself another task.
13. I begin a lot of tasks simultaneously in the name of my personal development.
14. I love the changes in the work.
15. I tend to compromise with my personal life in the name of my professional improvement.
16. I like to be constantly busy with work.
17. I am confused when I have to work with low-skilled people who do not strive for professional advancement.
18. I always behave in a well-mannered way.
19. I prefer my work to be stable and I prefer to be sure in my professional future.
20. I accept tranquilly the routine and the same professional daily round.
21. The rules, the order and the discipline at the workplace make me feel well.

22. I don't like to take risks.
23. I prefer doing executive work without any risks.
24. I usually make concessions in order to keep my job.
25. Innovations and changes at my job embarrass me.
26. I love the tranquility at my job.
27. I am always good with people.
28. I follow the motto "I work to live, not live to work."
29. I put my personal life before my work.
30. I worry when I cannot fulfill personal commitments because of work load.
31. I avoid the extra work and the prolonged work time.
32. I would change my place of residence and my way of life for the sake of a more suitable job.
33. It is important to me that my employer considers my personal life.
34. I like a job allowing me enough free time.
35. During my free time, I prefer not to think of work at all.
36. I am always considerate of the other people.
37. It is exceptionally important to me that my actions to contribute to the progress of my career.
38. I strive for my supervisors to immediately learn about the positive results from my work.
39. It is important at any cost to receive recognition for my work.
40. I agree to work whatever it may be if it presents an opening for fast promotion in my career.
41. I aim at becoming a leader at teamwork.
42. It is important to my success at work that my supervisors like me.
43. I can present myself well to convince co workers of my talents.
44. I am in pursuit of my goals by all means in the name of the success of my career.
45. I always tell the truth.
46. It is of the first importance to me to like my colleagues.
47. Quickly and easily I establish contacts with other people.
48. I feel hurt when people do not respond to my attempts to become friends.
49. I prefer taking decisions independently, not in a team.
50. I feel calm and confident before meetings with strangers.
51. I prefer a job where I daily meet and associate with a lot of people.
52. It is very important to me to be in close contact with my colleagues.
53. I am disposed to compromises to get on well with my colleagues.
54. I never get angry.
55. I love frequent changes.
56. I get bored to work the same thing with the same people for a long period of time.
57. I show many-sided interests and I love studying new things.
58. I switch over from one task to another quickly and easily.
59. I feel well in an unfamiliar situation.
60. I would replace one job by another without any embarrassment.
61. I start every new task enthusiastically.
62. I love taking risks.
63. I never use obscene words.
64. I prefer doing things in my work according to my opinions, not according to the others' expectations.
65. I like to be independent and this is a priority for me in my choice of work.
66. My supervisors' strict rules confuse me.
67. I prefer owning my business, because this gives me freedom.

- 68. I am irritated when someone gives orders to me on what is to be done and what is not to be done.
- 69. I love to introduce modern ideas and to take original decisions in my work.
- 70. I prefer unregulated work time and flexible payment.
- 71. I often hold a different opinion from others.
- 72. I like all people who I know.
- 73. I never lie.

POSSIBLE ANSWERS FOR ALL ITEMS:

A lot		Somewhat		Not at all
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>