

Ethnicity and Job Attributes Preferences

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Abstract- This research project was designed to explore the job attributes that influence the decision to accept or reject a job offer. Job attribute preferences were examined in individuals living in Colombia, Venezuela and the United States. The study used a convenient sampling method that included 101 working adults. The survey was administered anonymously via the internet, and the candidates were asked to answer a researcher developed questionnaire that contained items measuring job security, salary conditions, education, and training. The study was intended to investigate differences between ethnicity and job attribute preferences. The results indicate that there was no significant differences across countries in job attribute preferences. However, employees from different countries did rank their preferences in different ways.

Index Terms- Colombia, Venezuela, United States of America, job attributes preferences, employee preferences, cross cultural differences

I. INTRODUCTION

From the point of view of a company it is important to generate knowledge about the preferences that an employee has regarding what motivates him to stay in a job (Grunt, 2009). It is critical for an organization to efficiently and effectively address how the decisions to accept or reject a job offer are made, and which job attributes (e.g., salary, educational opportunities, working conditions, training, and employment benefits) are most likely to attract competent applicants. Individual preferences for jobs attributes have been significantly researched during the last years (e.g., Sutherland, 2012; Lacy, Bokemeier, & Shepard, 1983; Pui, 2010). Some special examinations have been made such as employee motivations and differences in preferences between US and Chinese people (Fisher & Ya Yuan, 1998), measuring work preferences to enhance career self-management (Gilbert, Sohi & McEachern, 2008), and job attributes preferences compared with reasons given for accepting and rejecting job offers (Turban, Eyring & Campion, 1993).

In his studies about preferences for attributes, Jurgensen (1978) found differences in preferences for job attributes such as type of work, advancement, pay, and supervision across men and women. He also found that for some applicants pay was fifth in importance, while it was first in importance for others.

This research intends to provide information that will contribute to a broader understanding of the impact of the applicant's preferences in job attributes. It is hypothesized that there is a difference in job attribute preferences across ethnicity.

In this study, job attribute is defined as outcomes given to an employee in addition to salary. Some examples included are

paid holidays, paid vacations, health insurance, and retirement plans. In many cases, these job attributes are a key ingredient in attracting and retaining employees (<http://www.allbusiness.com>). Ethnicity is an attempt to classify individuals; this is a socially defined category in which individuals group together according to their social background, common language, culture, and traditions (<http://www.Wikipedia.com>). Hispanic is not a race, but rather it is an ethnic group that shares a common culture, language and history (<http://www.Wikipedia.com>). In this study, Hispanics include individuals living in Colombia and Venezuela. As previously described there have been some studies regarding job attributes preferences for individuals living in European countries or in North America, but no previous research has been conducted regarding job attributes preferences in specific Latin American countries such as Colombia and Venezuela. It is the interest of the investigators to explore the differences between these two populations and facilitate organizations to reach qualified applicants more effectively and efficiently.

Numerous studies have previously investigated what applicants prefer while looking for a job. Jurgensen (1978) performed a study to see what is important for people in a job. He used a scale with 10 job attributes where employees of a utility company ranked them in order of importance. These attributes were; company advancement, benefits, hours, pay and security, supervisory work, type of work, co-workers and working conditions. Security was ranked as most important for men while type of work was most important for women. Years later, the type of work also became important for men (Turban et al., 1993).

Lacy et al. (1983) used national samples collected from 1973 through 1980 and found that factors such as income, commitment to work, education, and occupational prestige tend to be more related to job attributes preferences. Meaning of work was the most important factor in his study followed by income, advancement, security, and work hours.

Job seekers usually do not know which attributes a company offers prior to their applications. Collins and Stevens (2002) found 10 attributes which may be known by applicants, they are location, good corporate culture, benefits, promotion, salary, training opportunities, company reputation, training programs, performing an interesting work, and job security.

It is important for a company to maintain a motivated and diverse group of people, because over time employees are likely to experience some deficiencies or demotivation. These deficiencies may be psychological, physiological or sociological. Deficiencies or needs trigger behavioral responses; and people always try to seek new ways to reduce their needs deficiencies. Need deficiencies promote a search process for alternative ways to reduce the tension caused by these deficiencies (Ivancevich & Konopaske 2011).

Abraham Maslow (1943) proposed a theory organizing individual needs in a hierarchy scale. Maslow used the terms physiological, safety, belongingness, social, and love; esteem; and self-actualization needs to describe how individual's motivations are rank ordered. Maslow's theory assumes that an individual tries to satisfy their physiological necessities first (basic level) before trying to follow the satisfaction of upper-level needs (Ivancevich & Konopaske 2011).

If Maslow's theory is accurate, individuals who cannot fulfill basic needs such as paying rent, buying food or medicine will not care about job attributes in the same way that people who can will. In other words, as individuals make enough money to support themselves and their families, job attributes became more important.

Harold and Polyhart (2008) examined the individual differences among the applicants that might influence the attribute-attraction relationship. It focused mainly on fit, pay, prestige, and location attributes. They found that applicant's individual differences influence their attribute attraction relationship. Applicants give great importance to job attributes when they are applying in a company.

The relation between preference for job attributes and candidates is a highly critical relationship to be studied. It requires understanding the needs as the employees in an organization in order to be able to attract them. To better understand the applicants it is necessary to know the applicants' core self evaluation (El-Zamly & Amin 2011).

Ethnicity and Job attributes

The way an individual thinks, feels and behaves is profoundly influenced by his/her cultural heritage. It has been found that culture influences both the way an organization behaves, and also the way people who work in that organization behave (Adler & Gundersen 2008).

Geer Hofstede (1980) an eminent Dutch management researcher, found in his studies that most of the differences in work related values and attitudes are due to the national culture rather than position within the organization, age or gender. Moreover, he also found that employees are motivated by different kinds of rewards and additionally they are conditioned by their family, social group, geographical region and professional environment.

In his studies, Hofstede (1980) indicated that most individuals shared a national character that represents the cultural mental programming they have in common (e.g., families' structures, laws, forms of government, and religious organizations). Culture is something really difficult to change and if it does change the process is very slow.

In recruiting, an organization often tries to focus on candidate's personality dimensions such as intelligence and abilities; these dimensions can be measured through the use of psychological tests. It is also important for an organization to take into consideration the dimensions of the national culture (Hofstede, 2011).

Hofstede's cultural dimensions theory consists of dimensions such as power distance, individualism vs. collectivism, uncertainty avoidance index, masculinity vs. femininity, long term orientation, and indulgent vs. restraint. These dimensions describe the effects of the society and its

members, and how these values relate to the way individuals behave. Based on the results of Hofstede, one can deduce that groups are different from each other; and they think, behave, perform and have different values base on their national culture.

In this study, the variable job attributes focuses on job security, working conditions, training, promotion, and others benefits that the company may provide to its employees. As noted earlier, previous research suggests that they are important factors that influence the way organizations attract employees (Jurgensen, 1978; Lacy et al. 1983). In this study, the variable ethnicity is expected to affect the way people perceive the rewards or benefits the company provides.

Therefore the hypothesis of this research project is: There is a significant difference between job attribute preferences across cultures.

II. MATERIALS AND METHODS

a. Participants

In this study the variable ethnicity was based on a sample of the population living in Colombia, Venezuela and United States. The sample was selected by sending the questionnaire link to personal email databases. The participants were also asked to forward the questionnaire link to their personal email contacts that met the requirements to participate in the survey. Responses were collected through the Internet. The study used a convenient sample method due to geographical constrains.

A total of 101 survey questionnaires were received from all three countries. The researchers took into consideration demographic aspects such as gender, age, maximum level of education obtained, marital status, number of dependants, and their level of income. From Colombia a total of 32 surveys were collected, in which 62.5% survey responses were female. The mean age was 36.6: the age range of this sample was between 18 and 56 years old. The level of education for Colombia included 37.5% who had a master's degree, with 34.4% who had a bachelor's degree. The majority of the individuals were married (56.3%) followed by a 34.4% who indicated being single. Half the sample (50%) reported that they had spouse and/or children as their dependents. The sample described their income as average (34.4%) or low average (34.4%).

Thirty three surveys were received from Venezuela, in which 51.5% of the respondents were female. The mean age was 36.5: the age range of this sample was between 23 and 60 years old. The majority of the Venezuelan sample had a bachelor's degree (60.6%). Regarding their marital status, 42.4% of the sample indicated they were married, while 39.4% reported being single. The majority of the Venezuelan sample (54.5%) indicated that they had a spouse and/or children as their dependents. A 33.3% of the sample described themselves as having an average high income, while 12.1% reported that they had low income.

Thirty six surveys were collected from United States of America, in which the majority of the respondents (61.1%) were female. The mean age was 36.1: the age range of the sample was between 19 and 55 years old. The sample reported that 27.8% had a bachelor's degree, 25% had a master's degree, and 5.6% had not finished high school. The majority of the sample (61.1%) indicated they were married and that they had spouse and/or children as their dependents. Half of the sample (50%) reported

having a low income. Additional details regarding the sample are contained in Table 1 and Table 2.

b. Apparatus

The instrument, a research developed questionnaire (see Appendix A), was used to measure and compare the job attributes preferences in people living in Colombia, Venezuela, and the United States of America. The development of the job attributes items were based on the studies of Fisher and Ya Yuan (1998), in which they took into consideration aspects such as tactful discipline, being on things, full appreciation of work done, good wages, job security, working conditions, promotion and growth.

Nineteen items were included as important for employees to accept or reject a work offer. These items were constructed as statements, in which items 1, 2, 3, 10, 11 were related to job security and salary conditions; items 4, 5, 6, 7 were related to education and training within and outside of the company; items 12, 13, 14, 15, 16, 17, 18, 19 were related to benefits the company provide to their employees. The response for these items was measured on a 5-point Likert scale, ranging from very important to not important at all.

The informed consent form (see appendix C), did not require the participant signature for confidentiality reasons, by continuing answering the questionnaire the respondents agreed to participate in the survey. Both the survey and the informed consent form were translated into the Spanish language following the guidelines provided by Behling and Law (2000) in their book translating questionnaires and other research instruments (see Appendix B & D).

The scale was anticipated to take between 10 to 15 minutes to complete.

c. Procedure

Since the purpose of this research project was to obtain information about the preferences in job attributes in Venezuela, Colombia and United states, the data was collected in each one of the countries through the internet. The survey was administered to working adults, and data was collected during the months of May – July 2014.

Individuals were given an informed consent form (see appendix C - D), describing in detail the purpose of the research. Participants were informed that this research project was for educational purposes only and that it will have no impact on their work. They were also informed that their participation was voluntary and anonymous. Participants were provided with contact information in case of future questions or if they were interested in knowing the results of the research.

Data Analyses

Once all the data was obtained descriptive statistics were used to summarize the data, and describe the sample in detail.

Independent sample t- test statistics were used to test for relationships between the variables. T-test statistics can test for evidence of a relationship between two variables, it allowed the researchers to find whether there is a significant difference between job attributes (e.g., job security, working conditions, education, training, and company benefits) and ethnicity (e.g., Colombia, Venezuela and United States of America) using an Alpha level or level of significance of 0.05.

III. RESULTS

The results will be discussed in three sections. The first part describes the information obtained for each country (Colombia, Venezuela, and United States respectively), to explore preferences in job attribute within each specific culture. The second part of the results includes comparison between Colombia and Venezuela to see whether there is significant difference regarding job attributes between each country. Lastly, a comparison between Latin American countries (Colombia and Venezuela) and United States of America is discussed to see whether there is significant differences regarding job attributes between United States and Latin America.

Job attributes preferences for the Colombian sample are detailed in Table 3. Job security (87.5%), medical benefits (81.3%), and good working conditions (78.1%), were the top three job attributes prefer by this sample, followed by end of the year bonuses and retirement services each with 71.9% respectively. Potential for promotion and paid maternity leave were very important for a 68.8% of the respondents. Training at work was ranked eighth in level of importance (53.1%), and the participants indicated that working a minimum of 40 hours per week (21.9%) was the least important of the job attributed presented.

Table 4 reports the results obtained for the Venezuelan sample on the job attributes presented. Job security and medical benefits (each with 87.9% respectively) were the two most important job attributes selected by the participants. These job attributes were followed by training at work, retirement services and end of the year bonuses (each with 75.8% respectively). Other job attributes such as potential for promotions (72.7%), good working conditions (69.7%) and paid maternity leave (60.6%) were also important for the sample. The least important job attribute in this sample was working a minimum of 40 hours per week (39.4%).

Table 5 reports the result obtained for the United States sample on the job attributes presented. Job security (97.2%) was the most important job attributes among the sample. It was followed by good working conditions and retirement service (each with 86.1% respectively). Other job attributes very important for the sample were medical benefits (83.3%), end of the year bonuses (80.6%), and potential for promotion (69.4%). Training at work (63.9%) was ranked seventh by the sample, while paid maternity leave (52.8%) was ranked eighth. The least important job attributes reported by the sample was working a minimum of 40 hours per week (44.4%).

Based on this information it is safe to conclude that for the three countries surveyed, job attributes related to job security, working conditions, potential for promotion, training at work, medical benefits, paid maternity leave, retirement services, and end of the year bonuses are important when taking into consideration to accept or reject a job offer. In addition working a minimum of 40 hours per week was the lowest in preference across all three countries.

The second type of analysis conducted involved a comparison between Colombia and Venezuela to see whether there are significant differences between the two countries regarding job attributes preferences. The survey provided a sample of 65 working adults (32 for Colombia and 33 for Venezuela).

According to the survey responses the researchers detected that there were no statistically significant differences between preferences for job security and the two countries ($p = .787$, $\alpha = .05$). In addition no significant differences were found for the job attributes such as having good working conditions ($p = .350$, $\alpha = .05$); potential for promotion ($p = .558$, $\alpha = .05$); training at work ($p = .166$, $\alpha = .05$); medical benefits ($p = .267$, $\alpha = .05$); paid maternity leave ($p = .157$, $\alpha = .05$); retirement services ($p = .183$, $\alpha = .05$); and having end of the year bonuses ($p = .268$, $\alpha = .05$). Only in the job attribute working a minimum of 40 hours per week was there a statistically significant difference ($p = .006$, $\alpha = .05$) between the two countries.

These results show that individuals living in Colombia and Venezuela have nearly the same preferences related to job attributes, with the exception of working a minimum of 40 hours per week.

The third analysis conducted involved a comparison between Latin American Countries (Colombia and Venezuela) and United States of America. The survey provided a sample of 101 working adults (65 for Latin America and 36 for United States).

According to the responses the researchers found that there was no statistically significant difference between job security and between Latin America and United States ($p = .109$, $\alpha = .05$). The same lack of significant difference was found for other job attributes such as having good working conditions ($p = .292$, $\alpha = .05$); potential for promotion ($p = .559$, $\alpha = .05$); training at work ($p = .640$, $\alpha = .05$), working a minimum of 40 hours per week ($p = .337$, $\alpha = .05$), medical benefits ($p = .919$, $\alpha = .05$); paid maternity leave ($p = .256$, $\alpha = .05$); retirement services ($p = .242$, $\alpha = .05$); and having end of the year bonuses ($p = .265$, $\alpha = .05$). Taking into consideration these results it is safe to conclude that there is no significant difference regarding the job attributes preferred across all three countries.

IV. DISCUSSION

The results of this study did not support the initial hypothesis. No significant differences between job attributes (e.g. job security, good working conditions, potential for promotion, training at work, medical benefits, paid maternity leave, retirement services, and end of the year bonuses) were found for the sample obtained in Colombia and Venezuela.

Starting with the two Latin American countries (Colombia and Venezuela) used in this research; the authors found that job security and the opportunity to have medical benefits are the top of their priorities. These job attributes were ranked first and second for each country. Job security is important because it allow them to satisfy their basic needs, and take care of their family. These results are consistent with Maslow's theory, which indicates that an individual tend to first satisfy his/her needs for survival (physiological need). Knowing that one's job provides their needs of water, food, and clothing is clearly important for individuals in both countries; in the other hand medical benefits will allow them to satisfy their safety needs. In conclusion, these two job attributes comply with Maslow's theory about satisfying their most important needs first, physiological and safety.

Good working conditions were ranked third in Colombia, but seventh in Venezuela. Currently, Venezuela is undergoing

serious economic and political problems that may affect the way their people view these kinds of benefits. Moreover, Venezuelan workers are facing many obstacles that prevent them for working.

Training at work was ranked third in Venezuela, but eighth in Colombia. This difference indicates that the respondents for Venezuela place more value in professionalism and development than the respondents for Colombia.

Retirement services and end of the year bonuses were ranked fourth and fifth respectively in both countries. In countries such as Colombia and Venezuela, the laws stipulate that once an employee is hired by a company, the employee is entitled to retirement services and end of the year bonuses. The end of the year bonuses is equivalent in Colombia to 15 days salary, while in Venezuela is equivalent to 30 days salary, and it has to be paid within the first two weeks of December. It is clear that employees expected to have these two jobs attributes as part of any regular job, this may be one of the reason why it was ranked this way.

Similar results were found with paid maternity leave, which was ranked sixth in both countries. Maternity leave is granted and fully paid after giving birth; by law in both countries. Laws guarantee maternity leave payment for up to 20 weeks in Venezuela and for 14 weeks in Colombia.

The job attribute working a minimum of 40 hours per week was the least important in both countries. In Colombia and Venezuela the normal working week is usually 40 hours, and most jobs are paid based upon a salary rather than an hourly rate. Workers are paid based on the established labor contract between them and the company, which can be fixed-term contract, contract for an indefinite term, or contract to provide services. In Colombia 40.6% answered "Neutral/Not sure" to this question, this may be one of the reasons why the results indicated a significant difference between Latin American respondents and those in the United States.

In comparing the data obtained from Latin American (Colombia and Venezuela) and United States, the results of this research were also inconsistent with the hypothesis. The results indicated that there is no a significant difference in any job attribute preference (e.g. job security, good working conditions, potential for promotion, working a minimum of 40 hours per week, training at work, medical benefits, paid maternity leave, retirement services, and end of the year bonuses) between Latin American respondents and those in the United States.

Job Security was also ranked at the top of their priorities in the United States, once again supporting that fulfilling physiological and safety needs is paramount. Similarly, jobs attributes such as working a minimum of 40 hours per week and having paid maternity leave, were the least preferred for Latin American (Colombia and Venezuela) and United States.

Limitations

First, the sample used in this research was a convenient sample. Therefore generalizations to the populations studied cannot be made.

Second, although all of this research has been conducted through the internet using web links, the geographical constrains played an important part to obtain the data, especially in Venezuela. Venezuela is a country with so many political and

governmental problems that have limited access to the internet for individuals living there.

It is important to note that the sample obtained for this study was a well-educated sample; it does not represent the entire population of the countries surveyed. This was a convenient sample and descriptive such as education and level of income were not representative of the majority of the population on those countries.

V. CONCLUSIONS

Organizations need to understand what is important to their applicants in order to attract more competent employees and retain their current labor force. There are numerous factors that are considered by both applicants and employees in this manner. As previously described in this research, working adults prefer to have certain level of security in their job as a way to satisfy their physiological and safety need for them and their families. It is important for workers to feel a certain level of security in their jobs, so they can provide food and shelter for themselves and their families. If organizations view this job attribute as a major benefit for themselves as well as their employees and try to ensure the employees permanence in their job, employees will feel more committed to the company and will perform better their work.

Job attributes that refer to their self actualization need (e.g. training at work and potential for promotion) are only going to be important once the employee's basic needs are fulfilled. A company can provide all the training and educational programs for their employees, but these programs will not be seen as encouragement or rewards among their employees if their basic needs are not being met.

The majority of respondents of this survey (87.38%) were participants who cataloged themselves as Hispanic. Independently of their country of residence (Colombia, Venezuela, and United States). No differences among this sample was found, they think, and feel in much the same way regarding the job attributes preferences.

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APPENDIX A

JOB ATTRIBUTES PREFERENCES

What is your gender? Male _____ Female _____

Please indicate your race.

Anglosaxon _____ Hispanic _____ Black _____ Other _____

What is your age? _____ years old

What is your maximum level of Education, please indicate one.

Doctoral Graduate _____ Professional Technical _____ Some High School _____
Master Graduate _____ 18 months - 24 months college _____ High School Graduate _____
Bachelors Graduated _____ More than 36 months college _____

In which country are you currently living?

Colombia _____ Venezuela _____ United states of America _____

Please indicate your current job seeking status.

Are you Actively looking for a job _____
Not looking for a job _____

Please indicate which is your actual employment Status.

Are you employed Part Time _____
Full Time _____
Self Employed _____

Please indicate your current job Level.

Upper Management _____ Middle Management _____
Executive _____ Intermediate _____
Professional _____ Entry level _____

Please indicate your marital status.

Single _____
Married _____
Widowed _____
Divorced _____
Separated _____

Please indicate your current living situation.

Living Alone _____
Living with parents _____
Living with family members _____

Please provide your number of dependents.

Children _____ Other dependents _____ None _____

Please indicate in which category is your level of household income per month.

If you live in Colombia

- Less than COP \$616,000.0 _____
- COP \$617,000.0 - COP \$1,631,000.0 _____
- COP \$1,632,000.0 - COP \$3,097,000.0 _____
- COP \$3,098,000.0 - COP \$4,170,000.0 _____
- More than COP \$4,171,000.0 _____

If you live in Venezuela

- Less than VEF \$3,270.0 _____
- VEF \$3,271.0 - VEF \$3,616.0 _____
- VEF \$3,617.0 - VEF \$3,845.0 _____
- VEF \$3,846.0 - VEF \$7,316.0 _____
- More than VEF \$7,317.0 _____

If you live in United States of America

- Less than US\$ 2, 000.0 _____
- US\$ 2,001.0 - US\$ 4,100.0 _____
- US\$ 4,101.0 - US\$ 6,200.0 _____
- US\$ 6,201.0 - US\$ 8,300.0 _____
- More than US\$ 8,301.0 _____

Please respond this questions as best represents you.

Please indicate how important this aspect of the job is for you		Very Important	Important	Neutral Not Sure	Not Important	Not at all Important
1	Job security	5	4	3	2	1
2	A salary that satisfy your basic needs	5	4	3	2	1
3	Good working conditions	5	4	3	2	1
4	Potential for promotion	5	4	3	2	1
5	Education outside of the company	5	4	3	2	1
6	Education inside the company	5	4	3	2	1
7	Training at work	5	4	3	2	1
8	To have colleagues who are understanding	5	4	3	2	1
9	To have superiors who are understanding	5	4	3	2	1
10	Work less than 40 hours per week	5	4	3	2	1
11	Work a minimun of 40 hours per week	5	4	3	2	1

Please indicate how important is for you that your company provides		Very Important	Important	Neutral Not Sure	Not Important	Not at all Important
12	Medical Benefits	5	4	3	2	1
13	Dental Benefits	5	4	3	2	1
14	Paid Vacations	5	4	3	2	1
15	Productivity bonuses	5	4	3	2	1
16	Transport allowance	5	4	3	2	1
17	Paid Maternity leave	5	4	3	2	1
18	Retirement Services	5	4	3	2	1
19	End of the year bonus	5	4	3	2	1

Por favor indique en que categoria se encuentra su salario mensual

Si usted vive en Colombia

Menos de COP \$616,000.0 _____
 COP \$617,000.0 - COP \$1,631,000.0 _____
 COP \$1,632,000.0 - COP \$3,097,000.0 _____
 COP \$3,098,000.0 - COP \$4,170,000.0 _____
 Mas de COP \$4,171,000.0 _____

Si usted viven en Venezuela

Menos de VEF \$3,270.0 _____
 VEF \$3,271.0 - VEF \$3,616.0 _____
 VEF \$3,617.0 - VEF \$3,845.0 _____
 VEF \$3,846.0 - VEF \$7,316.0 _____
 Mas de VEF \$7,317.0 _____

Si usted viven en los Estados Unidos de America, indique su salario anual

Menos de US\$ 2, 000.0 _____
 US\$ 2,001.0 - US\$ 4,100.0 _____
 US\$ 4,101.0 - US\$ 6,200.0 _____
 US\$ 6,201.0 - US\$ 8,300.0 _____
 Mas de US\$ 8,301.0 _____

Por favor responda las siguientes preguntas de la manera que mejor lo identifica a usted.

Por favor indique que tan importante es este aspecto del trabajo para usted.	Muy importante	Importante	Neutral No seguro	No Importante	Nada Importante
1 Seguridad en el trabajo	5	4	3	2	1
2 Salario que satisfaga sus necesidades básicas	5	4	3	2	1
3 Buenas condiciones laborales	5	4	3	2	1
4 Probabilidades de ascenso	5	4	3	2	1
5 Capacitación fuera de la empresa	5	4	3	2	1
6 capacitación dentro de la empresa	5	4	3	2	1
7 Entrenamiento en la empresa	5	4	3	2	1
8 Compañeros de trabajo atentos y colaboradores	5	4	3	2	1
9 Jefes y superiores condescendientes	5	4	3	2	1
10 Trabajar menos de 40 horas a la semana	5	4	3	2	1
11 Trabajar minimo 40 horas a la semana	5	4	3	2	1

Por favor indique que tan importante es para usted que su empresa le provea	Muy importante	Importante	Neutral No seguro	No Importante	Nada Importante
12 Seguro medico	5	4	3	2	1
13 Seguro dental	5	4	3	2	1
14 Vacaciones pagas	5	4	3	2	1
15 Bonos de productividad	5	4	3	2	1
16 Subsidio de transporte	5	4	3	2	1
17 Licencia de maternidad	5	4	3	2	1
18 Pension/Jubilacion	5	4	3	2	1
19 Primas de fin de año	5	4	3	2	1

Table 1 Descriptive characteristics for the three countries

Characteristic	Colombia		Venezuela		USA			
	n	%	n	%	n	%		
Gender								
Male	12	37.5	16	48.5	14	38.9		
Female	20	62.5	17	51.5	22	61.1		
Age								
18	1	3.1	23	1	3.0	19	1	2.8
23	2	6.3	24	3	9.1	20	1	2.8
24	1	3.1	25	2	6.1	22	3	8.3
27	1	3.1	29	1	3.0	23	1	2.8
28	3	9.4	30	1	3.0	24	1	2.8
29	1	3.1	32	1	3.0	25	1	2.8
30	1	3.1	33	3	9.1	26	1	2.8
31	2	6.3	34	1	3.0	28	1	2.8
33	1	3.1	35	2	6.1	29	1	2.8
35	1	3.1	37	1	3.0	30	1	2.8
36	1	3.1	38	4	12.1	31	1	2.8
37	2	6.3	39	1	3.0	32	1	2.8
39	2	6.3	40	2	6.1	33	1	2.8
41	1	3.1	42	3	9.1	38	3	8.3
42	1	3.1	45	2	6.1	39	1	2.8
43	3	9.4	46	1	3.0	40	2	5.6
44	2	6.3	48	1	3.0	41	2	5.6
45	1	3.1	54	1	3.0	43	1	2.8
46	2	6.3	60	1	3.0	44	1	2.8
49	1	3.1				46	1	2.8
54	1	3.1				47	1	2.8
56	1	3.1				49	1	2.8
						50	1	2.8
						52	1	2.8
						53	2	5.6
						55	1	2.8
Missing Data	0	0.0	1	3.0		3	8.3	
Doctoral Degree	1	3.1				3	8.0	
Master Degree	12	37.5	5	15.2		9	25.0	
Bachelors Degree	11	34.4	20	60.6		10	27.8	
More than 36 months college degree	7	21.9	5	15.2		2	5.6	
Between 18 and 24 months college degree	1	3.1	1	3.0		5	13.9	
High School degree	0	0.00	2	6.1		4	11.1	
Some high school	0	0.00	0	0.00		2	5.6	
Missing data	0	0.00	0	0.00		1	2.8	
			33	100		36	100	
Marital Status								
Single	11	34.4	13	39.4		11	30.6	
Married	18	56.3	14	42.4		22	61.1	
Widowed	0	0.00	0	0.00		0	0.00	
Divorced	1	3.1	4	12.12		0	0.00	
Separated	2	6.3	2	6.06		2	5.6	
Missing Data	0	0.0	0	0		1	2.8	
Number of Dependants								
Spouse/Children	16	50.0	18	54.5		22	61.1	
Other dependants	5	15.6	5	15.2		2	5.6	
None	10	31.3	10	30.3		11	30.6	
Missing data	1	3.1	0	0.0		1	2.8	
Income								
High income	0	0	3	9.1		5	13.9	
Average high	6	18.8	11	33.3		4	11.1	
Average	3	9.4	6	18.2		2	5.6	
Average low	11	34.4	6	18.2		7	19.4	
Low income	11	34.4	4	12.1		18	50.0	
Missing Data	1	3.1	3	9.1		0	0	

Table 2 Statistics for Countries

Characteristic	Colombia				Venezuela				USA			
	Mean	Median	Mode	Std. Deviation	Mean	Median	Mode	Std. Deviation	Mean	median	mode	Std. Deviation
Gender		2	2	0.492		2	2	0.508		2.00	2	0.494
Age	36.63	37	28	9.404	36.59	37.5	38	8.868	36.15	38.00	22	10.986
Level of Education		3	2	0.920		3.0	3.0	0.97		3.00	3	1.738
Marital Status		2	2	1.027		2	2	1.21		2.00	2	0.9120
Number of Dependants		1	1	0.910		1	1	0.90		1.00	1	0.932
Income		3	2	1.118		3	4	1.24		1.50	1	1.508

Table 3 Job Attributes for Colombia

Colombia

Job Attribute	Very Important	Important	Neutral Not Sure	Not Important	Not Imp. at all	Missing data
Job Security	87.5%	12.5%				
Good Working Conditions	78.1%	18.8%	3.1%			
Potential for promotion	68.8%	15.6%	9.4%		3.1%	3.1%
Training at Work	53.1%	31.3%	12.5%			3.1%
Work as a minimum of 40 hours per week	21.9%	25.0%	40.6%	3.1%	6.3%	3.1%
Medical Benefits	81.3%	12.5%	6.3%			
Paid Maternity leave	68.8%	15.6%	12.5%	3.1%		
Retirement Services	71.9%	9.4%	9.4%	6.3%		3.1%
End of the year bonuses	71.9%	15.6%	9.4%	3.1%		

Percentages obtained for a sample of N = 32

Table 4 Job Attributes for Venezuela

Venezuela

Job Attributes	Very Important	Important	Neutral Not Sure	Not Important	Not Imp. at all	Missing data
Job Security	87.9%	9.1%	3.0%			
Good Working Conditions	69.7%	24.2%	3.0%	3.0%		
Potential for promotion	72.7%	21.2%	3.0%	3.0%		
Training at Work	75.8%	18.2%	3.0%	3.0%		
Work as a minimum of 40 hours per week	39.4%	36.4%	3.0%	6.1%		15.2%
Medical Benefits	87.9%	12.1%				
Paid Maternity leave	60.6%	9.1%	15.2%	12.1%	3.00%	
Retirement Services	75.8%	24.20%				
End of the year bonuses	75.8%	18.20%	3.0%			3.0%

Percentages obtained for a sample of N = 33

Table 5 Job Attributes for United States of America

United States of America

Job Attributes	Very Important	Important	Neutral Not Sure	Not Important	Not Imp. at all	Missing data
Job Security	97.2%	2.8%				
Good Working Conditions	86.1%	8.3%	5.6%			
Potential for promotion	69.4%	27.8%	2.8%			
Training at Work	63.9%	33.3%	2.8%			
Work as a minimum of 40 hours per week	44.4%	36.1%	5.6%	13.9%		
Medical Benefits	83.3%	13.9%	2.8%			
Paid Maternity leave	52.8%	19.4%	5.6%	13.9%	5.6%	
Retirement Services	86.10%	11.10%	2.80%			
End of the year bonuses	80.6%	13.9%	2.8%			2.8%

Percentages obtained for a sample of N = 36