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# VOCATIONAL PROFILE OF RESORT RECREATION PROFESSIONALS BASED ON THE 16PF

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## ABSTRACT

Previous research concerning the resort recreation profession have focused on identifying job responsibilities, necessary skills and knowledge (2, 7, 17). While criterion based information is beneficial it overlooks personality, a fundamental and powerful vocational determinant. The current study sampled "resort" members of the Resort and Commercial Recreation Association (N=224). Using the Sixteen Personality Factor Questionnaire (16PF), vocational profiles for male and female resort recreation professionals were identified. Discriminant analysis between Gender and Scores on the 16PF correctly predicted 76% of the overall cases. Since personality is basically stable across an adult's lifetime, and vocational interests are strongly related to personality, the development of a vocational profile for resort recreation professionals may assist in career counseling and professional development.

## INTRODUCTION

The choice of a vocation is based on a strong belief, by an individual, that a particular occupation will satisfy basic emotional and psychological needs. If these needs are not met then dissatisfaction results. According to Pietrofesa & Splete "personal maladjustment often underlies occupational dissatisfaction and frequent job changes" (16, p. 48). Few other environments offer the opportunity to satisfy such a multiplicity of emotional and psychological needs as the work setting. However, it is still a fact of contemporary society that the work we do is often decided by accident or serendipity. Previous research has focused on developing categories to identify job responsibilities, job dimensions and knowledge areas which represent the resort recreation profession (2, 7, 17). While this information is significant, it ignores personality, the most fundamental and powerful vocational determinant of

all.

The purposes of this study were to: 1) Identify the 16 primary and eight secondary personality characteristics of resort recreation professionals utilizing the Sixteen Personality Factor Questionnaire (16PF); and 2) From that data develop a vocational profile. Vocational profiles for over 60 professions have previously been developed by Cattell, Eber, and Tatsuoka (4). A resort recreation profile may offer valuable assistance to educators and employers in the areas of vocational guidance and professional development. Given the widely accepted importance of personality and its impact on the effectiveness of individual resort recreation programs, this study will endeavor to reveal the significant personality traits of practicing professionals.

A study by the Small Business Administration (19) identified specific personality characteristics of successful managers. The five personality traits were: Drive, Thinking ability; Human relations ability; Communications ability; and Technical knowledge.

Crossley and Jamieson state "an important feature of career development in commercial recreation is the need for certain personal skills and attributes" (7, p. 291). The following list of skills and attributes were identified as being essential for success on the job: Self-confidence; Flexibility; People skills; Motivation; Attention to detail; Initiative; Patience; Stability; and Placement skills.

The Occupational Outlook Handbook stated that "persons planning recreation careers should be outgoing, good at motivating people, and sensitive to the needs of others" (16, p. 106). Other qualities were identified by EMPLOY for the National Recreation and Park Association (NRPA) included "outgoing, good at motivating others Activity planning calls for creativity and resourcefulness. Willingness to accept responsibility and the ability to exercise judgement" (9, p. 3).

In a study by Cunningham and Rollin (8) significant differences in specific personality characteristics and vocational role preferences between men and women leisure studies students and their nonmajor counterparts were identified. Female leisure services students scored higher than their nonmajor counterparts on Warmth, Assertiveness, Gregariousness, and Extraversion. Male leisure services scored higher than their counterparts on Assertiveness, Excitement-seeking, Fantasy and Actions. One interesting conclusion of that study was a call for additional research into personality attributes of managers in the leisure services profession.

The recurrent theme of specific personality characteristics or traits clearly invites an empirical approach to the type, or importance, of personality in relationship to vocational satisfaction and choice. For example, is there some specific benefit or vocational theme which attract individuals to this profession? Or, are they drawn to resort recreation by their own unique personality, seeking to fulfill their psychological needs through a work environment which enables them to satiate these intrinsic drives.

According to Career Needs Theory, occupational differences are caused by

selective factors or pressures the occupation exerts upon the individual. The importance of understanding personality and its influence on our vocational choice is described by Super & Crites as "each individual has certain abilities, interests, personality traits, and other characteristics which, if he/she knows them and their potential value, will make him/her a happier man/woman, a more effective worker, and a more useful citizen" (18, p. 1). The relationship between personality and vocation is described by Costa, McCrae and Holland when they state "vocational interests are strongly related to personality" (6, p. 393). According to Kleinmuntz personality is "a unique organization of factors that determines an individual's pattern of interaction with the environment. Personality is also the sum total of a person's traits, needs, motivations, and the unique way each has of striving for maximum personal effectiveness" (13, p. 14). Though an adult's personality may change as a result of life experiences or personal crisis Costa, McCrae, & Holland address the consistency of individual personality characteristics when they state "vocational interests and their associated personality traits are highly stable across adulthood" (6, p. 399). Interests, therefore personality, provide an indication of the degree of satisfaction an individual might receive from a given occupation.

## MEHODOLOGY

### Sample

The current study was conducted between January and April 1991. The sample included all Resort and Commercial Recreation Association (RCRA) "resort" members (N=224).

### Data Collection Procedures

Subjects were contacted by mail with an explanatory letter, an invitation to participate, a 16PF questionnaire booklet, answer sheet, and a stamped return envelope. A follow-up postcard was sent five days after the initial mailing. A third contact, encouraging the subjects participation, was made by letter to those subjects who had not responded four weeks after the initial mailing. At the conclusion of the study, all respondents received an individual personality profile.

### Instrument

The Sixteen Personality Factor Questionnaire (16PF) Form C was selected for this study. The 16PF measures 16 primary, functionally independent and psychologically meaningful dimensions which are presented in Table 1. A set of eight second order traits can be calculated by combining various primary scales. These composite scores provide information about potential for success in a specific occupation, leadership ability, as

well as other interpretations. These second order factors are given in Table 2.

Form C contains a total of 105 items, eight items for Factor B, seven items for the motivational distortion scale, and six items for each of the remaining scales, requiring an average of 25 minutes to complete. This instrument is the result of 35 years of research and has been cited in over 2,000 book and journal articles. According to Cattell & Kline the "16PF is a valuable test in vocational guidance and selection" (5, p. 307). Cattell, Eber, & Tatsuoka (4) describe the 16PF as:

A multidimensional set of sixteen questionnaire scales arranged in omnibus form. It is designed to make available, in a practicable testing time, information about an individual's standing on the majority of primary personality factors, twenty-three, if we count the 16PF Supplement, out of, perhaps thirty or so covered by existing research on the total human personality sphere (4, p. 1).

Cattell, Eber, & Tatsuoka (4) established reliability for Form C between .52 and .78 on individual factors.

#### Statistical Methods

Individual raw scores were converted to standard ten (sten) scores using the 16PF standardized conversion tables (3). Using SPSSX, Condescriptive, (14) means were calculated for each of the 16 primary and eight secondary traits in order to develop the vocational profile. Discriminant analysis was used to determine if any differences existed between Gender. The purpose of discriminant analysis is to determine whether a population can be predicted based on knowing the 16PF scores.

### RESULTS

#### Sample Characteristics

A total of 224 questionnaires were mailed. Four questionnaires were returned by the post office as undeliverable and 10 others were not included due to duplication in sample, no longer working in the field, or declined to participate, which reduced the sample to 210. A total of 144 (101 female, 33 male) questionnaires were received for an overall return rate of 69%. A basic assumption made in the current study was that resort professionals currently working in the field offer an "ideal" population. Any individual that has remained in a given occupation has demonstrated the necessary adjustment to the demands of the job and therefore form an acceptable criterion group. A demographic and job satisfaction description of the sample is given in Table 3.

All questionnaires were hand scored and checked for accuracy. Raw scores

were adjusted for age before conversion to sten scores using the 16PF distribution tables. Means and standard deviations were calculated, this data represents the occupational profile for resort recreation professionals and is presented in Table 4.

The significance of the Occupational Profile is placed in a clearer perspective with the use of a graph as presented in Figure 1.

It is important to note that the resort recreation professionals' Vocational Profile is flatter and nearer the mean than any given profile variation. This is a result of the statistical principle which describes that the sigma (a standard deviation for a population) of a set of means of random groups is much less than that of the individuals incorporating them (4).

Scores of four through seven are considered average due to the fact that they fall within one standard deviation of the population mean. This group represents about 75% of all scores in the population. However, scores of one through three and eight through 10 are viewed as more significant since they occur less frequently in the population. Even though the occupational profile does not vary from the average range, many of the individual profiles scored very high (eight through 10) on Factors A (people with warm emotional responses toward others); Factor B (intellectual ability); Factor C (emotionally stable); Factor E (dominance); and the second order Factor Adjustment (self-confident). Individual profiles also indicated low scores (one through three), which are viewed as being positive, on Factor L (easy to get along with); Factor M (practical); Factor N (genuine); and the second order factor, Anxiety (people with satisfying lives). For the analysis of Gender, prior probabilities were set at 30% male and 70% female. Variance accounted for was 13.39%. Males were grouped correctly 35%, women were grouped correctly 94% for an overall prediction probability of 76%.

In a post hoc analysis, using Wilks' Lambda, significant differences were identified between male and female scores on two factors: Factor A, Cool vs Warm (.007); Factor G, Expedient vs Conscientious (.02).

## DISCUSSION

This study has endeavored to expand on existing research which has been focused on job analysis, accreditation and certification requirements. The subtle and complex role of personality is responsible for, not only the attraction by an individual to a specialized occupation, but the level of success or satisfaction which they may attain in that occupation. This study lends further support to the hypothesis that specific occupations attract people with similar personality characteristics (1, 4, 10, 16). The historical dichotomy between "vocational interests" and "personality" have been integrated to reflect a more enlightened and useful understanding of the importance of an individuals work environment in satisfying basic psychological needs. Holland clarifies this holistic understanding when he states that "the choice of a vocation is an expression of personality" (10, p. 2). This choice is based on a broad range of variables which include: gender;

economics; family background; education; special skills; physical capacities & appearance; chance; peer group; cognitive; temperament & personality; and interests and values (1).

Few important differences were identified between male and female scores specific to this profession. On Factor A male scores were more toward the cool and female scores were more warm. On Factor G male scores were more expedient and female scores were more conscientious. No other Factors were identified as being significant between male and female scores.

Knowledge, skills, and abilities are not the only determinant for admission to the resort recreation profession, there are also personality characteristics which are distinctive and representative of the profession. Some of the more distinctive personality trends are as follows: Individuals who are outgoing, emotionally expressive, attentive to people for females but more impersonal and reserved for males, less afraid of criticism; intelligent and quick learners; emotionally mature and realistic about life; self-assured, independent-minded, assertive, enthusiastic, cheerful, expressive and active; persevering, responsible, hard working, and conscientious for females, but are indulgent and disregard rules for males; socially bold, spontaneous, can take stress; sensitive, intuitive, sometimes temperamental; adaptable, concerned about others, tolerant, and a team worker; They are concerned over detail, and anxious to do the right thing; uncomplicated, sentimental, and unpretentious; generally satisfied with their lives and achievements; self-confident, assertive, and flexible; and they demonstrate those characteristics usually associated with those of a leader.

To expand on one definition of a profession, the resort recreation profession is not only a unique body of knowledge, but a unique group of people with shared personality characteristics. These characteristics will determine to a large extent the success, but possibly most important, the satisfaction, which an individual can derive from this evolving profession.

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TABLE 1  
PRIMARY PERSONALITY FACTORS MEASURED BY THE 16PF

Factor	Low Sten Score Description (1-3)	High Sten Score Description (8-10)
A	Cool, reserved, impersonal, detached, formal, aloof	Warm, outgoing, kindly, easygoing, participating, likes people
B	Concrete-thinking, less intelligent	Abstract-thinking, more intelligent, bright
C	Affected by feelings, emotionally less stable, easily annoyed	Emotionally stable, mature, faces reality calm
E	Submissive, humble, mild, easily led, accommodating	Dominant, assertive, aggressive, stubborn, competitive, bossy
F	Sober, restrained, prudent, taciturn, serious	Enthusiastic, spontaneous, heedless, expressive, cheerful
G	Expedient, disregards rules, self-indulgent	Conscientious, conforming, staid, moralistic, rule-bound
H	Shy, threat-sensitive, timid, hesitant, intimidated	Bold, venturesome, uninhibited, can take stress
I	Tough-minded, self-reliant, no-nonsense, rough, realistic	Tender-minded, sensitive, intuitive, overprotected, refined
L	Trusting, accepting conditions, easy to get on with	Suspicious, hard to fool, distrustful, skeptical
M	Practical, steady, concerned with, "down to earth issues"	Imaginative, absent-minded, impractical, absorbed in thought
N	Forthright, unpretentious, open, genuine, artless	Shrewd, polished, socially aware, diplomatic, calculating
O	Self-assured, secure, untroubled, feels free of guilt, self-satisfied	Apprehensive, self-blaming, insecure, guilt-prone, worrying
Q1	Conservative, respecting traditional ideas	Experimenting, liberal, critical, open to change
Q2	Group-oriented, a "joiner" and sound follower, listens to others	Self-sufficient, resourceful, prefers own decisions
Q3	Undisciplined self-conflict, lax, careless of social rules	Following self-image, socially precise, compulsive
Q4	Relaxed, tranquil, composed, has low drive, unfrustrated	Tense, frustrated, overwrought, has high drive

TABLE 2  
SECOND ORDER FACTORS MEASURED BY THE 16PF

<b>Factor</b>	<b>Low Score Description (1-3)</b>	<b>High Score Description (8-10)</b>
<b>Extraversion</b>	<b>Introversion</b> , shy, self-sufficient and inhibited in interpersonal contacts	<b>Extraversion</b> , socially outgoing, uninhibited, good at interpersonal contacts
<b>Anxiety</b>	<b>Low Anxiety</b> , has generally satisfied lives and able to attain goals	<b>High Anxiety</b> , are dissatisfied with their ability to achieve their goals
<b>Tough Poise</b>	<b>Emotionally Sensitive</b> , tend to be strongly influenced by their emotions.	<b>Tough Poise</b> , are more influenced by facts than feelings
<b>Independence</b>	<b>Subduedness</b> , group dependent, chastened, passive personalities	<b>Independence</b> , aggressive, daring, independent, incisive people
<b>Superego/Control</b>	<b>Low Control</b> , do not act according to other's values or out of sense of duty.	<b>High Control</b> , conform to expectations that others have set.
<b>Adjustment</b>	<b>Neuroticism</b> , apprehensive, emotionally reactive, sensitive	<b>Adjustment</b> , well adjusted, self-confident, assertive
<b>Leadership</b>	<b>Low Leadership</b> , non-assertive, lack self-control	<b>High Leadership</b> , sociable, self-assured, emotionally mature
<b>Creativity</b>	<b>Low Creativity</b> , tough-minded,	<b>High Creativity</b> , imaginative,

TABLE 3  
DEMOGRAPHIC AND SATISFACTION DESCRIPTION OF RCRA SAMPLE

Factor	Description	Frequency	16PF Study
			Percentage
Ethnicity	white, non-Hispanic	138	95.8%
	Black	0	0.0%
	Asian	0	0.0 %
	Hispanic	2	1.4%
	American Indian	0	0.0%
	Other	4	2.8%
Gender	Female	101	70.1%
	Male	43	29.9%
Age	20-24	33	22.9%
	25-29	55	38.2%
	30-34	30	20.8%
	35-39	10	6.9%
	40-44	6	4.2%
	45-49	6	4.2%
	50-54	3	2.1%
	55 +	0	0.0%
	Omitted	9	0.7%
Job Satisfaction	Very Satisfied	65	45.1%
	Somewhat Satisfied	58	40.3%
	Neutral	11	7.6%
	Somewhat Dissatisfied	8	5.6%
	Very Dissatisfied	1	0.7%
	Omitted	1	0.7%

TABLE 4  
MEAN AND STANDARD DEVIATION FOR THE 16PF BY GENDER

Factor	Description		Mean Female	SD Female	Mean Male	SD Male
A	Cool	vs Warm	7.168	1.866	6.233	1.950
B	Concrete-thinking	vs Abstract-thinking	6.356	1.653	6.628	1.528
C	Affected by Feelings	vs Emotionally Stable	6.663	1.946	6.326	2.233
E	Submissive	vs Dominant	6.505	2.120	6.093	1.986
F	Sober	vs Enthusiastic	6.297	1.947	5.977	1.871
G	Expedient	vs Conscientious	6.317	1.523	5.674	1.569
H	Shy	vs Bold	6.861	2.010	6.512	2.208
I	Tough-minded	vs Tender-minded	5.168	2.107	5.279	1.750
L	Trusting	vs Suspicious	5.099	1.931	5.023	1.520
M	Practical	vs Imaginative	4.505	1.718	4.907	1.810
N	Forthright	vs Shrewd	4.901	2.110	5.279	1.750
O	Self-assured	vs Apprehensive	5.168	2.168	5.163	1.838
Q1	Conservative	vs Experimenting	5.376	1.799	5.721	1.579
Q2	Group-oriented	vs Self-sufficient	4.921	1.988	5.233	1.674
Q3	Undisciplined	vs Following self-image	5.446	2.047	5.535	1.968
Q4	Relaxed	vs Tense	5.446	1.741	5.419	2.050

N = 249 (101 female and 43 male)

FIGURE 1  
 VOCATIONAL PROFILE FOR THE 16 PRIMARY AND EIGHT SECONDARY FACTORS  
 USING THE 16PF

STEN SCORES

Factors	1	2	3	4	5	6	7	8	9	10
<b>A</b> cool	.	.	.	.	.	. x	.o	.	.	.warm
<b>B</b> concrete	.	.	.	.	.	. o x	.	.	.	.abstract
<b>C</b> feeling	.	.	.	.	.	. x o	.	.	.	.stable
<b>E</b> submissive	.	.	.	.	.	.x o	.	.	.	.dominant
<b>F</b> sober	.	.	.	.	.	.x o	.	.	.	.enthusiastic
<b>G</b> expedient	.	.	.	.	.	x . o	.	.	.	.conscientious
<b>H</b> shy	.	.	.	.	.	. x o	.	.	.	.bold
<b>I</b> tough-minded	.	.	.	.	.ox	.	.	.	.	.tender-minded
<b>L</b> trusting	.	.	.	.	xo	.	.	.	.	.suspicious
<b>M</b> practical	.	.	.	.o x	.	.	.	.	.	.imaginative
<b>N</b> forthright	.	.	.	.	.o x	.	.	.	.	.shrewd
<b>O</b> self-assured	.	.	.	.	.xo	.	.	.	.	.apprehensive
<b>Q1</b> conservative	.	.	.	.	. o x	.	.	.	.	.experimenting
<b>Q2</b> group-oriented	.	.	.	.	.o x	.	.	.	.	.self-sufficient
<b>Q3</b> undisciplined	.	.	.	.	.ox	.	.	.	.	.following self-image
<b>Q4</b> relaxed	.	.	.	.	.xo	.	.	.	.	.tense
<b>Extraversion</b>	.	.	.	.	.	. x	.o	.	.	.extraversion
<b>Anxiety</b>	.	.	.	.	ox	.	.	.	.	.high anxiety
<b>Tough Poise</b>	.	.	.	.	.	x . o	.	.	.	.tough poise
<b>Independence</b>	.	.	.	.	.	ox	.	.	.	.independence
<b>Superego</b>	.	.	.	.	.	. o x	.	.	.	.high control
<b>Adjustment</b>	.	.	.	.	.	. o x	.	.	.	.adjustment
<b>Leadership</b>	.	.	.	.	.	.x o	.	.	.	.high leadership
<b>Creativity</b>	.	.	.	.	.o	.x	.	.	.	.high creativity

**o = female scores            x = male scores**