

Professional Adjustment Inventory: Construction and Initial Validation

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GOAL: to develop a specific self-report measure of work adaptive behaviors in military context, in order to be used as a tool for fitness for duty psychological assessment.

OBJECTIVE: to examine the *validity* and *reliability* of the *Professional Adjustment Inventory* for the Romanian military population.

Theoretical Framework

- **Person-Organization Fit Model** (Bowen, Ledford, & Nathan, 1991; Levesque, 2005)

Recognizes that successful employees have knowledge, skills, abilities and other personal characteristics that match both the content and the context of the job

- **The Minnesota Theory of Work Adjustment-MTWA** (Dawis, 2004; Dawis, England, & Lofquist, 1964; Dawis, Lofquist, & Weiss, 1968)

Describes both, people and work environments, in terms of demands they impose on, or on ways they can reinforce each other.

- **Adjustment Paradigm** (Popa, 2015)

States that work adjustment predicts the performance better than abilities, in a post-selection context

Materials and Methods

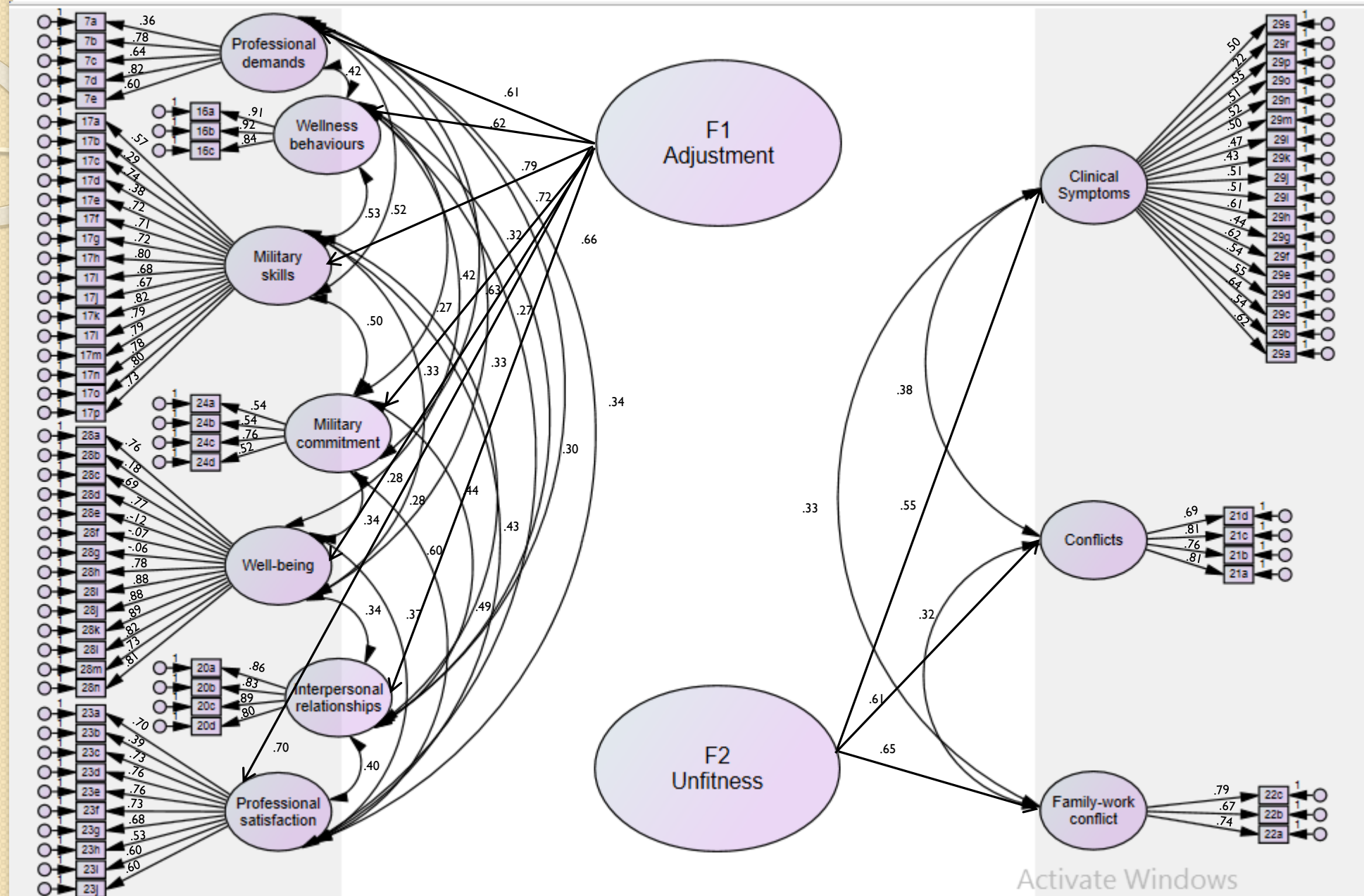
- Step 1. Reliability measurements
- 962 individuals:
 - 80.8% males
 - 19.2% females
 - 57% officers, 5% warrant officers, 36% non-commissioned officers, 2% civilian personnel

- Step 2. Validity measurements
- the *Professional Adjustment Inventory (PAI)* * NEO-FFI, (N=849)
- *360-Degree Performance Evaluation* * (PAI), (N=392)

Professional Adjustment Inventory components

- Personal information/professional status - qualitative
- Professional demands - qualitative
- Operational Theatre related experience - qualitative
- Professional/personal adjustment incidents - qualitative
- Wellness behaviours – quantitative – Wellness behaviours*
- Alcohol consumption – quantitative - AUDIT
- Military skills – quantitative - Military Skill*
- Interpersonal relationships – quantitative
- Family-work conflict – quantitative - Work-Family & Family-Work Conflict*
- Clinical symptoms – quantitative- BSI 18*

Results 1: PAI - Factorial Structure



Activate Windows

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Results 2: Evidence for PAI reliability and validity

Internal consistency - Alpha Cronbach (N=962)				Convergent validity (N=849)		Concurrent validity (N=392)	
Professional Adjustment Inventory	Original scales			Big Five Personality Factors and Professional Adjustment Inventory	r (Pearson)	Professional Adjustment Inventory and performance criteria - assessed by platoon leader	r (Pearson)
Professional demands	.66	IAP-AM/Z	No data	Consciousness with		Wellness behaviours	
Wellness behaviours	.87	Wellness behaviour	No data	Professional demands	.24	Maintaining personal discipline	.12
Military skills	.89	Military Skills	>.70	Wellness behaviours	.29	Facilitating peer and team performance	.17
Interpersonal relationships	.86	-	No data	Military Skills	.47	Job specific task proficiency	.19
Conflicts	.77	-	No data	Interpersonal relationships	.31	Work-family conflict	
Family-work conflict	.78	Work-family conflict	.83-.89	Conflicts	-.22	Job specific task proficiency	-.13
Professional satisfaction	.83	IAP-AM/Z	No data	Professional satisfaction	.27	Professional Adjustment Inventory and performance criteria - 360-degree feedback	
Military commitment	.78	Involvement/Commitment	.84-.89	Military commitment	.36	r (Pearson)	
Well-being	.87	General Health Questionnaire - GHQ	.78	Well-being	.38	Wellness behaviours	
Clinical symptoms	.84	Brief Symptoms Inventory	.89	Extraversion with		Job specific task proficiency	.19
				Professional demands	.23	Maintaining personal discipline	.11
				Wellness behaviours	.26	Facilitating peer and team performance	.16
				Military Skills	.41		
				Military commitment	.28		
				Well-being	.29		
				Clinical Symptoms	-.24		
				Agreeableness with			
				Conflicts	-.24		
				Family-work conflict	-.20		
				Professional satisfaction	.20		
				Clinical symptoms	-.26		
				Neuroticism with			
				Family-work conflict	.12		
				Clinical symptoms	.26		

Conclusions 1

- Work adjustment paradigm
 - Places the assessment process in the context of a rich interaction between the person and the organization, both being more broadly defined and assessed than in a traditional selection model.
 - Employees show more favorable attitudes towards the assessment process
 - Offers support for corrective intervention (training, psychological support)
 - Chain of command can become more “person-oriented” in their own resolution of the person-situation controversy
- Potential problems
 - A culture of assessing abilities and personality
 - The work adjustment concept is still relatively unknown and undeveloped
 - Skeptical chain of command for predicting job performance

Conclusions 2

- Mixed assessment
 - Quantitative (scores)
 - Clinical (qualitative – interview)
 - Longitudinal overview
- Future research:
 - Development of a computerized form of the inventory
 - Future evidence for construct validity
 - Stronger evidence for criterion validity
 - Commander's assessment
 - Work related incidents
 - Feedback from peers

References

- Bowen, D.E., Ledford, G.E., & Nathan B.R. (1991). Hiring for the organization, not for the job. *Academy of Management Executive*, 5(4), 35-51.
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