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Up or out? Archetypes and person-organization fit in Dutch law firms

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The influence of core self-evaluations and human capital

1. Introduction

The purpose of this study is to determine factors that influence and may predict the success of starting lawyers with their law firms. In Chapter 3, I have studied the fit between values and goals of lawyers and law firms and found that this fit is related to the satisfaction, commitment and intention to stay of the lawyers. P-O fit is not an isolated factor. The effects of value fit on the attitudes of an employee may differ according to personality, capacities, time and other circumstances. In this Chapter I will try to identify, investigate and analyze factors that influence the relationship between fit and fit effects in the environment of the law firms and the attitudes of young professionals. I will focus on two personal attributes that impact the fit effects in general, according to literature and practice: core self-evaluations and human capital. Determining personal attributes might help in designing effective selection and socialization processes; furthermore, analyzing these personal factors may contribute to theory development that may also be relevant for other organizations than law firms.

1.1. Core self-evaluations.

Personality characteristics have been identified as important factors that influence the effectiveness of socialization, performance and turnover (Bauer et al., 2006). Personality influences values, ambitions and career expectations of professionals (Furnham, Petrides, Tsaousis, Pappas & Garrod, 2005; Warr & Pearce 2004). Chatman (1991) has found a positive association between confidence and subjective value fit. Schneider et al. (1995) reported studies that have found a significant difference in the type of organization employees fit in, according to their level of self-esteem. Kristof-Brown et al. (2005) conclude in their meta-analysis that fit "is more influential

if ... the individual has more self-esteem". Abele and Spurk (2009) found a clear longitudinal impact of self-efficacy on career success. Day and Allen (Day & Allen, 2004) showed that self efficacy interacts significantly with career motivation and success. Confident persons are more outspoken in their opinions, in their preparedness to draw positive or negative conclusions from their findings and to act upon them. Presumably, self-esteem, self-efficacy or –confidence of the lawyer strengthens the effects of fit on satisfaction, commitment and turnover intention. It can be argued that this relation works in two directions: for self-confident lawyers, fit leads to more satisfaction, stronger commitment and less turnover intention, non-fit leads to stronger feelings of dissatisfaction and intention to leave.

Research on P-O fit has produced strong indications that self-evaluation factors such as self-confidence have a considerable influence on the effects of fit. Self-esteem, self-confidence and self-efficacy are different yet overlapping notions. The distinction between the terms, and the choices of researchers for one of these are not always clear. The concept of core self-evaluations covers both self-esteem and self-efficacy and includes neuroticism and locus of control as well. "Core self-evaluations are defined as the mental premises that individuals hold about themselves and their functioning in the world." (Judge, Erez & Bono 1998, p. 168). This broader concept is well suited for starting professionals, who may not have a clear vision on their professional, work-related capabilities yet. Judge et al. developed a core self-evaluation scale that has produced significant results in a previous survey among young Dutch lawyers (Birnbbaum, 2002). It was found that core self-evaluations moderated the relation between social and educational capital and career success (Judge & Hurst, 2007). I chose to test whether core self-evaluations moderated the relation between P-O fit and satisfaction, commitment and intention to stay. Following Day & Allen (2004), I assumed that lawyers with a high score of core self-evaluations, who have a relatively positive self-image, will report more extreme positive effects of fit and more extreme negative effects of misfit on these outcomes than lawyers with low CSE.

1.2. Human Capital.

Another factor that may influence the expectations and ambitions of the young professionals is their human capital – that is, their individual human capital as opposed to the aggregate human capital of an organization. Human capital is not a very well defined construct but generally includes educational qualifications, work experience, professional and social skills and sometimes also socioeconomic status (Cable et al., 1996; Judge, Higgins,

Thoresen, & Murray, 1999; Ng, Eby, Sorensen, & Feldman, 2005; Scholarios & Taylor, 2011). Human capital is a broader concept than general mental ability or similar notions. All abilities, skills, experiences, know how and social networks that can be assumed to support one's job performance and career success may be regarded as human capital.

Several studies have demonstrated the relationship between human capital and performance, but also between human capital, expectations and attitudes such as turnover intentions (Cable et al., 1996; Ng et al., 2005). The results of the study of Dinovitzer and Garth (Dinovitzer et al., 2007) implied that human capital might be negatively related to work satisfaction. Lawyers with better grades, better social networks or with relevant work experience may have higher expectations and are more easily disappointed. As for starting lawyers, their human capital mainly consists of their intellectual abilities. They have recently graduated and will only incidentally have relevant work experience or work related social networks.

The relations that Dinovitzer & Garth (2007) and Judge & Hurst (2007) found between social background, career and satisfaction of lawyers in Great Britain and the USA could not be reproduced for the Dutch situation (Stolk 2008). Social stratification of education and career is probably less pronounced in The Netherlands; I therefore decided not to use social and educational background factors in this survey. Lawyers who are employed by the big law firms usually belong to the best law students; this makes it harder to differentiate according to educational performance alone. Dinovitzer and Garth (2007) used the number of job offers as a measure for human capital and found a negative relationship with satisfaction. I will follow this approach and will use the performance of young lawyers in their job applications with law firms as a measure of their human capital. I expect this performance to mirror their educational qualifications and work related experiences as expressed in their resumes, as well as their performance in job interviews. I will refer to this measure of human capital as 'application success'. Similar to core self-evaluations, I expect that a high degree of application success will be related to more extreme effects of fit and misfit.

Since the regressions of objective fit without moderators did not produce significant results, I did not include them in the analysis of moderator effects in this Chapter.

1.3. Hypotheses

Hypothesis 3. Core self-evaluations moderate the relation between subjective P-O fit and misfit and satisfaction with the organization, organizational commitment and intention to stay; lawyers with high core self-

evaluations will report more extreme positive effects of fit and more extreme negative effects of misfit on these outcomes than lawyers with low core self-evaluations.

Hypothesis 4. Application success moderates the relation between subjective P-O fit and misfit and satisfaction with the organization, organizational commitment and intention to stay; lawyers with high application success will report more extreme positive effects of fit and more extreme negative effects of misfit on these outcomes than lawyers with low application success.

2. Methods

Core self-evaluations and application success were measured in the same surveys that I described in Chapter 3, referred to as survey T1 and survey T2. The measurement of lawyers' values, perceived firm values, satisfaction, commitment and intention to stay were described in Chapter 3.

2.1. Measures.

Core self-evaluations (CSE) were measured using the 12-item scale that has been developed and applied by Judge, Erez, Bono & Thoresen (2003). An example item is "I am confident that in my life I will obtain the success that I deserve" (survey T1 $\alpha = 0.81$, survey T2 0.84). The items were measured on a five point Likert scale, ranging from 1 = totally disagree, very unimportant, completely inapplicable to 5 = totally agree, very important or completely applicable. The reliability of the CSE scale proved good, in both surveys $\alpha > 0.800$.

Application success was measured by asking for the number of job applications with law firms that preceded the current employment, the number of invitations for job interviews and the number of actual job offers; then, by dividing invitations by applications (AS1) and by dividing job offers by invitations (AS2). AS1 (ranges 0.25 to 1.0) expressed the interest that recruiters attached to an applicants' resume; AS2 (range 0.2 to 1.0) expressed the applicants selection success ratio. I used AS1 and AS2 separately as measures for application success.

3. Results

3.1. Descriptive statistics and correlations

Means, standard deviations and correlations of CSE, AS1 and AS2 are included in Tables A and B in Appendix III. CSE correlated with satisfaction

and commitment in both surveys; lawyers with a more positive self-evaluation tend to be more committed and satisfied. This effect of CSE or similar constructs is frequently found in fit research, recently by Gregory, Albritton and Osombekov (2010). Long term lawyers' values were correlated with application success ($r = 0.23$) in survey T1. In survey T2, female gender correlated negatively with CSE.

3.2. Core self-evaluations as moderator; hypothesis 3.

In order to test hypothesis 3, I added the CSE outcomes to the regression equation, as proposed by Aiken & West (Aiken & West, 1991) and used by Hecht et al. (2005):

$R = VL + VF + VL*VF + VL^2 + VF^2 + CSE + VL * CSE + VF * CSE + VL*VF * CSE + VL^2 * CSE + VF^2 * CSE$. Then, the interactions of VL, VF and the outcomes were analyzed for high and low levels of CSE: one standard deviation above ("CSE high") and below the mean level ("CSE low").

The main results of the moderated regression analyses are shown in Tables 4.1 and 4.2.

Table 4.1
Survey T1 Effects of the fit between personal values and perceived firm's values moderated by CSE

Values	Satisfaction		Commitment		Intention to stay	
	R ²	p.	R ²	p.	R ²	p.
Expertise	0.284	0.01	0.162	0.22	0.207	0.69
Management	0.454	0.00	0.365	0.00	0.135	0.41
Short term reward	0.342	0.00	0.224	0.05	0.208	0.08
Long term perspective	0.485	0.00	0.450	0.00	0.216	0.06

Table 4.2
Survey T2 Effects of the fit between personal values and perceived firm's values moderated by CSE

Values	Satisfaction		Commitment		Intention to stay	
	R ²	p.	R ²	p.	R ²	p.
Expertise	0.340	0.03	0.366	0.02	0.291	0.10
Management	0.322	0.04	0.232	0.26	0.162	0.60
Short term reward	0.340	0.03	0.163	0.63	0.189	0.46
Long term perspective	0.380	0.01	0.353	0.03	0.235	0.26

The results of the slope and curvature calculations of the moderated regressions are included in Table A and B in Appendix V. I plotted the regression equations that resulted in significant slopes and/or curvatures. The significant results also showed a substantial increase in explanatory power in comparison to the unmoderated regressions, for all values predicting satisfaction and for Mgmt and Long values predicting commitment. In survey T2, significant results were obtained for all values predicting satisfaction, for Exp. and Long values predicting commitment and for Exp. values predicting intention to stay.

3.2.1. Expertise Values

The regression equation of expertise values with CSE as moderator predicting satisfaction was significant, but not the slopes and curvatures.

In survey T2, the moderated regression for Exp. values predicting satisfaction improved R² from 0.2 to 0.34, with similar improvements for the other outcome variables. Calculation of surfaces resulted in significant misfit slopes of the regression of intention to stay and a significant fit slope of commitment at low CSE level.

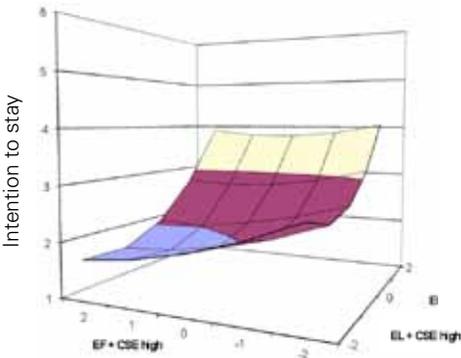


Figure 4a. Intention to stay as predicted by lawyers' expertise values (EL) and perceived expertise values of the firm (EF) at a high (mean + one SD) level of CSE, survey T2

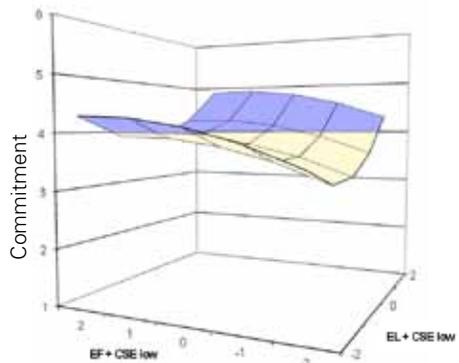


Figure 4b. Commitment as predicted by lawyers' expertise values and perceived expertise values of the firm at a low (mean - one SD) level of CSE, survey T2

The graph of the regression of intention to stay on expertise value fit at a high level of CSE shows a slightly steeper rise to the right, high EL side, than the unmoderated regression. The overall level of intention to stay is higher. The low level CSE regression is more similar to the unmoderated.

The slope of the fit line of the regression of commitment at a low level of CSE indicates a gradually rising commitment towards the higher value level. The graph is not saddle shaped, the slope and curvature of the misfit line are non significant.

3.2.2. Management Values

Slope analyses resulted in a significant curvature of the $ML = MF$ line of satisfaction and a significant slope of the $ML = -MF$ line of commitment; both at the high CSE level. The moderated regressions at low level CSE proved non significant. I show the graph of the moderated regression of satisfaction; the commitment graph has the same shape, at a slightly higher level.

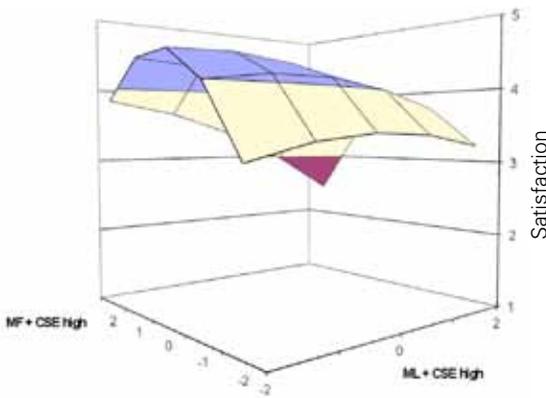


Figure 4c. Satisfaction as predicted by lawyers' management values and perceived management values of the firm at a high (mean + one SD) level of CSE

Contrary to the unmoderated equation, where the $ML = MF$ curvature was not significant, the moderated curvature 4c shows a shallow inverted u-shape with a steeper decrease where ML and MF are high. This effect is contrary to all other effects of fitting Mgmt (or other) values. The combined linear coefficient of ML and $CSE * ML$ is -0.16 , while the combined MF coefficient is 0 . This indicates that personal values of lawyers with high CSE are responsible for the drop in satisfaction and commitment at both extremes of the fit line. The graph shows a decrease when firm values are higher or lower than average when CSE is high; an optimum is reached at a medium level of firm values and a low level of lawyer values. The coefficients of the commitment regression show the same pattern for the fit line, although non significant.

In survey T2, the moderated regression on Mgmt value fit explained a considerable amount of variance of satisfaction ($R^2 = 0.322$, $p = 0.04$), but not of commitment and intention to stay.

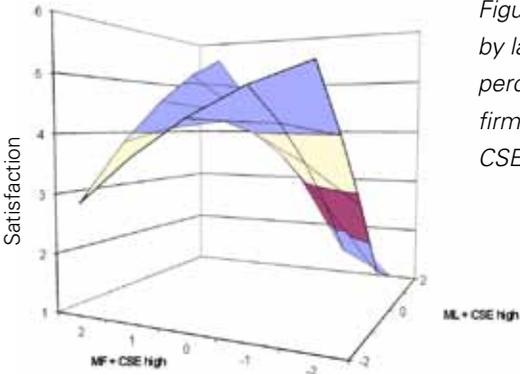


Figure 4d. Satisfaction as predicted by lawyers' management values and perceived management values of the firm at a high (mean + one SD) level of CSE, survey T2

The moderated curvatures of the regression of satisfaction on Mgmt value fit are significant at high and low CSE level. Contrary to survey T1, the surfaces have the expected inverted u-shape. At high level CSE the effects are more pronounced than at low level. Both regressions also produced a significant slope of the misfit lines, indicating a steady decline of satisfaction when ML are higher and MF lower. At high level CSE, the fit line has a U-shape; satisfaction appeared higher at high or low levels of fitting values. At low level CSE, the fit line is straight and nearly horizontal.

3.2.3. Short term reward values

Figures 4e and 4f compare the moderated regression of satisfaction at high level and low level of CSE. Slopes and curvatures of the line of misfit $SL = -SF$ are significant for both moderated regression equations.

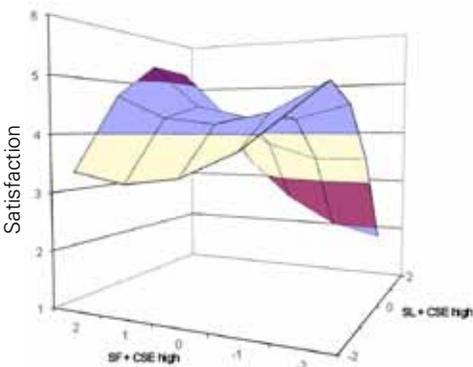


Figure 4e. Satisfaction as predicted by lawyers' short term reward values and perceived values of the firm at a high (mean + one SD) level of CSE

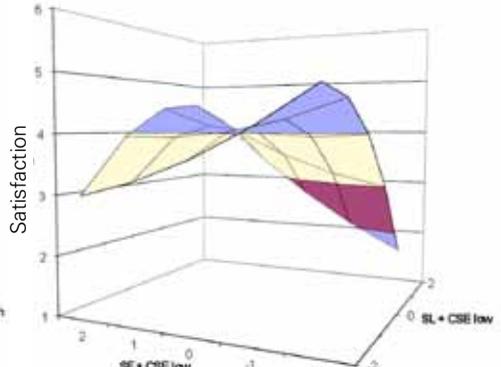


Figure 4f. Satisfaction as predicted by lawyers' short term reward values and perceived values of the firm at a low (mean - one SD) level of CSE

The misfit lines show a sharp decrease of satisfaction to the right side of the line of fit, where Short firm are low and Short lawyers are high. On the left hand side, the high level CSE graph has a different pattern from the unmoderated and low CSE level graphs. When Short values of the firm are high, satisfaction is high, at every level of lawyers' Short values. Lawyers with high CSE appear to appreciate high short term reward values more than lawyers with lower CSE. The graphs show the expected fit and misfit patterns. The differences on the extremes of the lines of misfit in both surface patterns are very small.

In survey T2, contrary to the unmoderated regression, the moderated regression of satisfaction had relevant explanatory power ($R^2 = 0.34$, $p = 0.03$).

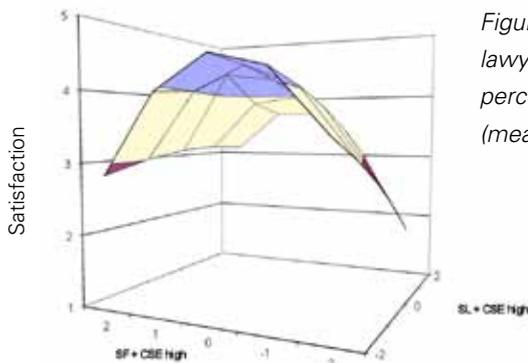


Figure 4g. Satisfaction as predicted by lawyers' short term reward values and perceived values of the firm at a high (mean + one SD) level of CSE, survey T2

The curvature of the line of misfit $SL = -SF$ is significant for the moderated regression equation at a high CSE level, but not significant for low CSE level. The misfit lines show the inverted U with a sharper decrease of satisfaction to the right side of the line of fit, where VF is low and VL are high. The fit line – although non significant – indicates an increase of satisfaction as Short lawyer value levels are lower in combination with moderate firm values. The surface pattern is similar to the CSE moderated Mgmt value fit regression of satisfaction at high level CSE in survey T1, but more pronounced.

3.2.4. Long term perspective values

Slopes and curvatures were significant for the lines of misfit of the moderated regressions of satisfaction, at high and low level of CSE. Of the regressions of commitment, the slope of the line of fit $LL = LF$ was significant as well. I exhibit the graphs of the moderated regressions of satisfaction in Figures 4h and 4i; the shape of the commitment graphs is similar, a little less pronounced at the extremes.

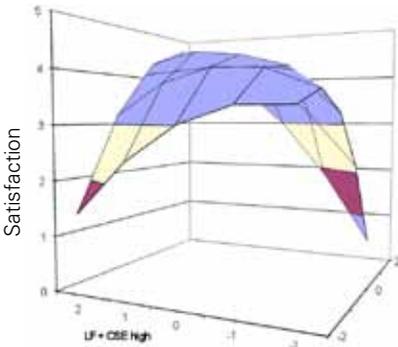


Figure 4h. Satisfaction as predicted by lawyers' long term perspective values and perceived values of the firm at a high (mean + one SD) level of CSE

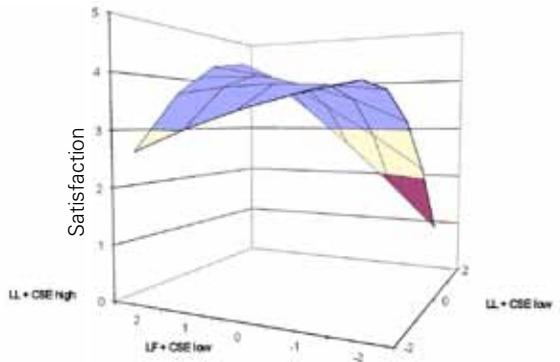


Figure 4i. Satisfaction as predicted by lawyers' long term perspective values and perceived values of the firm at a low (mean - one SD) level of CSE

The extremes of the line of misfit are clearly more pronounced when CSE is high, indicating that satisfaction drops more steeply when lawyers' Long values are high and Long firm values low. Satisfaction and commitment increase slightly as the level of fitting values is higher.

In survey T2 the moderated regressions for long term perspective values did add substantially to the explanation of the variance of satisfaction and commitment. Of the regressions of commitment on Long value fit, slopes of the lines of misfit were significant. As for satisfaction, the misfit slope and the fit and misfit curvatures proved significant.

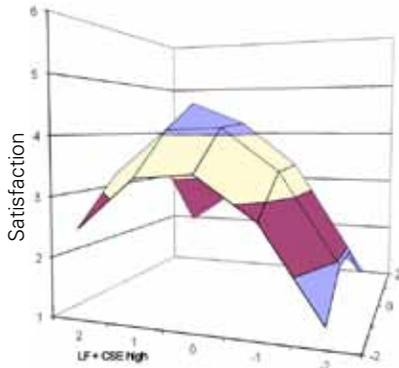


Figure 4j. Satisfaction as predicted by lawyers' long term perspective values and perceived values of the firm at a high (mean + one SD) level of CSE, survey T2

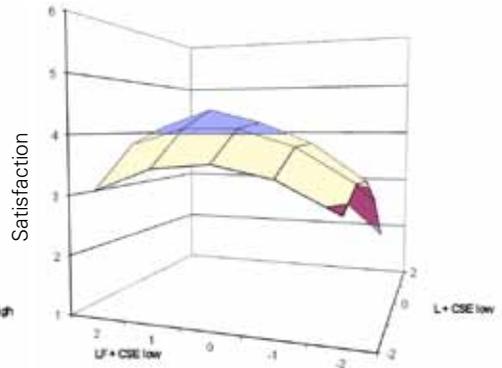


Figure 4k. Satisfaction as predicted by lawyers' long term perspective values and perceived values of the firm at a low (mean - one SD) level of CSE, survey T2

The graph of the regression of satisfaction has an unexpected shape. The misfit line shows the inverted U shape with a much steeper decline at the right, high LL/low LF side, but the line of fit has a similar shape, with a summit near the high value end, but a decline between this summit and the high extreme level of fitting values. Towards the low value end, satisfaction declines steeply. At low level CSE, the shape is similar but much less pronounced. Among the regression results, the coefficients of firm values appeared dominant, so Long firm values have more impact than lawyer values. However, there appears a limit to the satisfying effect of firm values and value fit; at the extreme, value increase has a negative effect on satisfaction.

With regard to commitment, the slope of the line of misfit is significant, indicating a steady decline as firm values decrease and lawyers' values rise. The graphs resemble closely the unmoderated regression, the high level CSE graph slightly more pronounced.

3.2.5. Summary, moderating effect of Core self-evaluations; hypothesis 3.

Core self-evaluations have a moderating influence on the relation between value fit and misfit and satisfaction, commitment and intention to stay; positive effects of fit and negative effects of misfits appeared more extreme at a high level of CSE than at low level CSE or in the unmoderated regression. In survey T2, intention to stay increased with Exp. lawyers' values at a high level of CSE, contrary to the effects of Mgmt and Short

values. After moderating for CSE, commitment showed an increase as fitting Exp. values levels were higher. In survey T1 the personal management values appeared to predict satisfaction and commitment of lawyers with high CSE more than value fit; lower expectations mean higher outcomes. The moderated regression produced a rotated pattern of satisfaction, with a summit at the MF = 0 axis; apparently, lawyers with high CSE level preferred a moderate level of Mgmt firm values. Survey T2 produced a more pronounced but regular saddle shaped pattern. Lawyers with high CSE appeared to appreciate the short term rewards of their firm better. In survey T2, a similar rotation appeared as in the moderated regression of Mgmt values in survey T1, but with steeper declines at both sides of the SF = 0 axis; apparently, lawyers with high CSE level preferred a moderate level of Short firm values. For short and long term perspective values, the expected stronger differentiation at high level CSE can be observed. This is expressed by the steeper inverted u-shape of the lines of misfit. The stronger effects of misfit are visible at the right hand (high VL/low VF) side. In survey T2, the pattern of the moderated regression for Long values predicting satisfaction, demonstrated an unexpected inverted U-shape of the fit line. The differences between the high CSE and low CSE levels were as expected.

The effects of CSE as moderator of the relation between value fit and the outcomes are confirmed for some outcomes of the fit of Exp, Mgmt, Short and Long values. In survey T2, the moderated regression produced stronger explanatory potential and more significant results than the unmoderated, especially for the Short and Long values. Apparently, the fit effects of these values strongly interact with the lawyers' CSE.

3.3. Application Success (AS) as moderator, hypothesis 4.

I analyzed the moderation effect of both measures (AS1, number of job interviews : number of applications, and AS2, number of job offers : number of job interviews) following the same methods as used for CSE moderation. Tables 4.3 and 4.4 show the R²'s and p's of the outcomes of the regression of the personal and firm values on satisfaction, commitment and intention to stay, as moderated by AS1 and AS2.

Table 4.3
Survey T1 Effects of the fit between personal values and
perceived firm's values moderated by Application Success 1

Values	Satisfaction		Commitment		Intention to stay	
	R ²	p.	R ²	p.	R ²	p.
Expertise	0.221	0.10	0.257	0.04	0.270	0.03
Management	0.488	0.00	0.425	0.00	0.205	0.17
Short term reward	0.261	0.04	0.233	0.09	0.273	0.03
Long term perspective	0.352	0.00	0.423	0.00	0.179	0.25

Effects of the fit between personal values and
perceived firm's values moderated by Application Success 2

Values	Satisfaction		Commitment		Intention to stay	
	R ²	p.	R ²	p.	R ²	p.
Expertise	0.212	0.08	0.199	0.11	0.281	0.01
Management	0.334	0.00	0.300	0.01	0.120	0.58
Short term reward	0.276	0.01	0.167	0.25	0.274	0.01
Long term perspective	0.411	0.00	0.441	0.00	0.296	0.01

The significant results after moderation by AS showed a substantial increase in explanatory power in comparison to the unmoderated regressions. After moderation by AS1, substantial and significant R²'s were found for satisfaction and commitment on Mgmt and Long value fit and for satisfaction and intention to stay on Short values fit. After moderating for AS2, significant R²'s were found for satisfaction and commitment on Mgmt value fit, for satisfaction and intention to stay on Short value fit and for satisfaction, commitment and intention to stay on Long value fit. The slopes and curvatures of the regression equation with significant outcomes were calculated and are exhibited in Tables A and B of Appendix V.

There were no significant results in survey T2 for the moderation by neither AS1 nor AS2. Calculation of slopes and curvatures of the regression equations rendered some significant outcomes for Exp. values, but the plotting did not result in explainable patterns.

3.3.1. Application Success 1 (job interviews/applications ratio) as moderator

3.3.1.1. Expertise values.

The results of the regression of satisfaction, commitment nor intention did produce sufficient explanatory potential. In survey T2, the slopes of the lines of fit and misfit were significant as well as the curvature of the misfit line. However, the surface, shown in Figure 4l, does not exhibit a meaningful pattern. It might indicate that for lawyers with high AS1 levels, commitment is related to firm values, not to personal values; the pattern indicates that satisfaction and commitment decrease as firm values are lower.

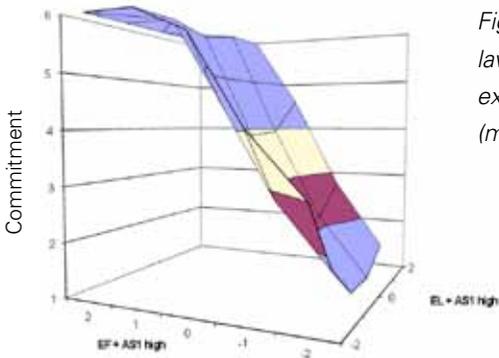


Figure 4l. Commitment as predicted by lawyers' expertise values and perceived expertise values of the firm at a high (mean + one SD) level of AS1, survey T2

3.3.1.2. Management values

Slope analyses resulted in significant curvatures of the ML = MF line as well as the ML = - MF line of satisfaction, when AS1 is high. For commitment only the slope of the line of misfit is significant, at high AS1 level.

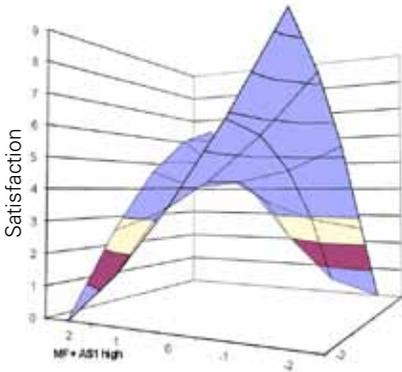


Figure 4m. Satisfaction as predicted by lawyers' management values and perceived management values of the firm at a high (mean + one SD) level of AS1

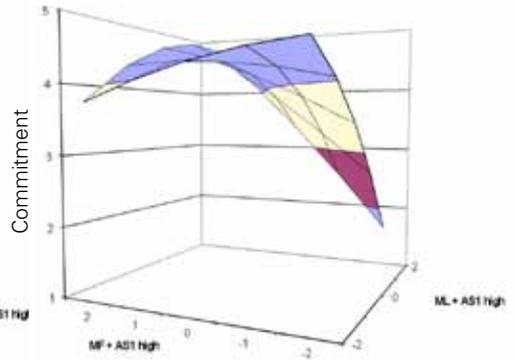


Figure 4n. Commitment as predicted by lawyers' management values and perceived management values of the firm at a high (mean + one SD) level of AS1

The graph of the moderated regression analysis of satisfaction has a much more pronounced shape than the unmoderated. The curvature of the line of fit is mostly a shallow u-shape, rising slightly at the high value end, but steeply when low lawyers values fit low firm values. The regression coefficient of the combined interaction factor VL*VF was 0,999 is exceptionally high, supporting the strong fit effects in the graph.

In the graph of the regression of commitment, the significant slope of the line of misfit shows a decline towards the low Mgmt firm, high Mgmt lawyer side, a more pronounced drop than the unmoderated regression. Lawyers with high management values and high AS1 reacted more strongly to low Mgmt values of the firm. When firm values were high, they dominate the effect on the commitment of these lawyers; misfit had only a small negative effect on their commitment, as the upper left of Figure 4n shows.

3.3.1.3. Short term reward values

Of the calculated slopes and curvatures only the slope of the line of misfit of the regression of satisfaction proved significant.

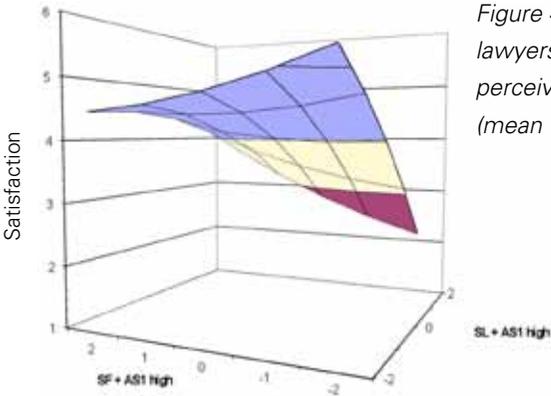


Figure 4o. Satisfaction as predicted by lawyers' short term reward values and perceived values of the firm at a high (mean + one SD) level of AS1

In comparison with the unmoderated regression, in the moderated regression the line of misfit does not have a significant curvature but a linear slope, rising to the left side where Short firm values were high and Short lawyers low. For lawyers with high AS1, satisfaction was high when lawyer values are low, almost regardless of firm values. The surface pattern indicates that satisfaction was higher as the level of fitting values was lower.

3.3.1.4. Long term perspective values

For satisfaction, the slopes of the line of misfit were significant, for commitment both the slopes and curvatures of the misfit line. The differences between the high level and low level AS1 graphs of satisfaction and commitment are hardly visible; I show the high level graphs.

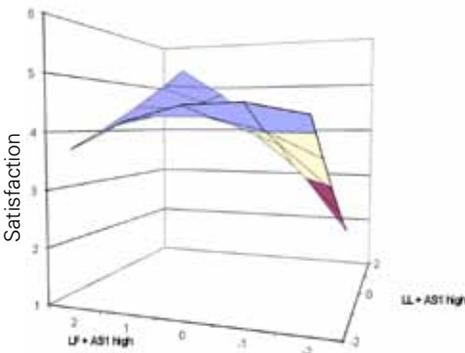


Figure 4p. Satisfaction as predicted by lawyers' long term perspective values and perceived values of the firm at a high (mean + one SD) level of AS1

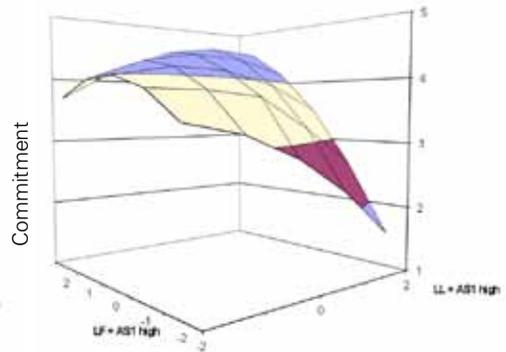


Figure 4q. Commitment as predicted by lawyers' long term perspective values and perceived values of the firm at a high (mean + one SD) level of AS1

The fit lines differ from the unmoderated, but these lines do not have significant slopes or curvatures. Contrary to the unmoderated regression, the moderated regressions on satisfaction and commitment have a significant slope of the misfit line, not a significant curvature. This indicates that after moderation for AS1 firm values had a dominant effect, more than lawyer values; high firm values were related to high outcome levels, almost regardless of personal values. When firm values were low, misfit had a stronger negative effect. The surface pattern of commitment at high level AS1 resembles closely the pattern of commitment at low level CSE.

3.3.1.5. Summary, moderating effect of AS1

Results support a moderating effect of AS1 but this effect appeared modest. Some effects are visible in the curvatures or slopes of the misfit lines, expressed by a steeper decline of the outcome variable at the right hand side of the graphs, where personal values are high and firms' values low. For Mgmt, the effects of fit on satisfaction appeared to be dominant for high AS1 lawyers. High Mgmt, Short and Long values of the firm were related to high commitment levels at high AS1. When the level of firm Mgmt and Short values was low, lawyers' personal values contributed most strongly to the moderated effect on the outcomes, while for Long, the contribution of firm values is the strongest, both on high as well as low levels of AS1. I will first discuss the results of the regressions with AS2 as moderator and then continue with evaluating human capital as a moderating factor.

3.3.2. Application Success 2 as moderator (job offers /interview ratio)

3.3.2.1. Expertise values

The results of the regression of satisfaction, commitment nor intention had sufficient explanatory power.

3.3.2.2. Management values

Slope analyses produced significant curvatures of the lines of misfit of the regressions of satisfaction and commitment, but only at a high level of AS1. I show the moderated regression of satisfaction, the commitment regression has a similar but less pronounced shape.

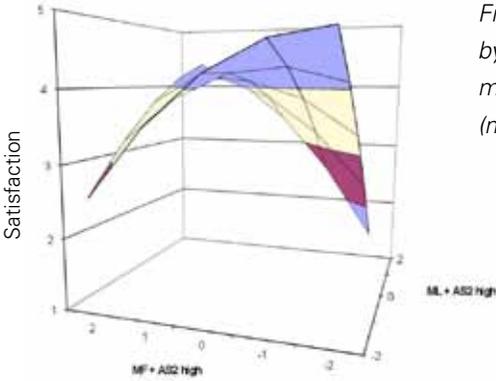


Figure 4r. Satisfaction as predicted by lawyers' management values and management values of the firm at a high (mean + one SD) level of AS2

In comparison to the unmoderated regression results, the curvature of the misfit lines is similar, slightly more pronounced at both sides. The surfaces suggest rising levels of satisfaction and commitment as the level of fitting values decreases.

3.3.2.3. Short term reward values

Calculation of slopes and curvatures resulted in significant slopes and curvatures of the line of misfit $SL = -SF$, both for high and low levels of AS2, both of satisfaction and intention to stay. Exhibited are the high AS2 level graphs; the low level graphs have similar, slightly less pronounced shapes. The unmoderated regression had a middle position.

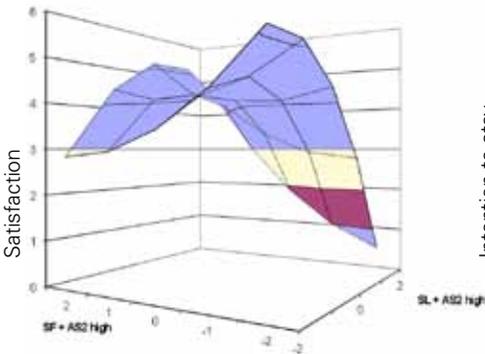


Figure 4s. Satisfaction as predicted by lawyers' short term reward values and perceived short term reward values of the firm at a high (mean + one SD) level of AS2

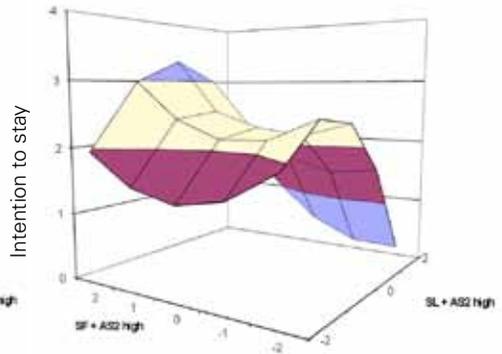


Figure 4t. Intention to stay as predicted by lawyers' short term reward values and perceived short term reward values of the firm at a high (mean + one SD) level of AS2

The significant slope of the misfit line indicates a steady decline of satisfaction towards the right side, where Short lawyers are high and Short firm low. When firm values were high, these values produced a high outcome level, contrary to the pattern without moderator, where satisfaction decreased at higher levels of fitting values.

The graph of intention to stay supports the same main and moderating effects as on satisfaction. Here, the line from the lower right to the upper left side is even straighter. The graph shape suggests that when lawyer values are above or below mean level, intention to stay decreases almost regardless of the level of firm values, especially when lawyers have a high AS2.

3.3.2.4. Long term perspective values

Calculations resulted in significant slopes and curvatures of the line of misfit $LL = -LF$ of satisfaction, both for high and low levels of AS2. For commitment, at a high level of AS2, slopes of the lines of fit and misfit were significant as well as the curvature of the misfit line. At a low level of AS2, fit curvature and misfit slope were significant. As for intention to stay, the slopes of both lines of fit and misfit were significant at high and low levels of AS2.

Figure 4u exhibits the surface pattern of the high level AS2 moderated regression of satisfaction. The low level AS2 regression has the same surface pattern but less pronounced especially at the lower right side. The regression of commitment at a high AS2 level is similar to the low level AS2 on satisfaction. I show the graph of the moderated commitment regression at low AS2 level, which has a deviant shape. Figure 4w shows the surface of the regression of intention to stay at a high level AS2. At low level AS2, the surface shape is similar but less pronounced.

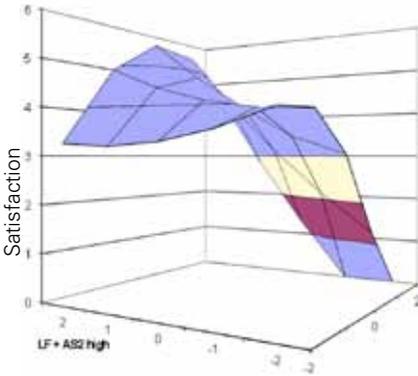


Figure 4u. Satisfaction as predicted by lawyers' long term perspective values and perceived long term perspective values of the firm at a high (mean + one SD) level of AS2

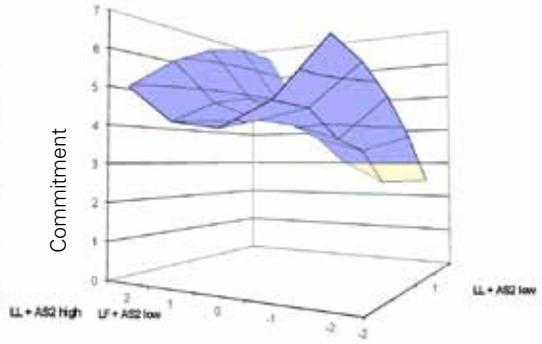


Figure 4v. Commitment as predicted by lawyers' long term perspective values and perceived long term perspective values of the firm at a low (mean - one SD) level of AS2

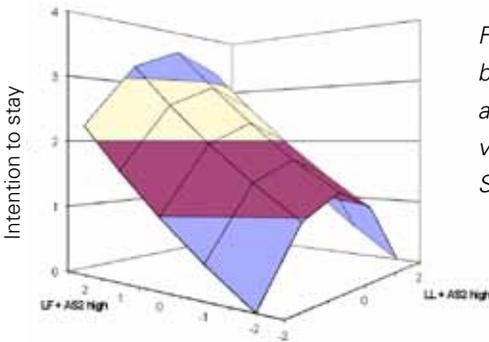


Figure 4w. Intention to stay as predicted by lawyers' long term perspective values and perceived long term perspective values of the firm at a high (mean + one SD) level of AS2

The surface patterns of the regression of satisfaction support the expected moderation effect expressed by more pronounced slopes and curvatures of the line of misfit at high level AS2 than on low level, but also a higher position of the lines of fit. The difference especially regards the negative effect on satisfaction of the high lawyers values/low firm values misfit.

Likewise, the regression of commitment at high level AS2 shows the expected, slightly more pronounced shape. At low level AS2, however, commitment appears to increase when LF are higher or lower than mean level. The significant curvature of the fit line has a U shape. The negative effect on the high lawyer value/low firm value side is clear also and less

strong than at high level AS2.

The slopes of the regression graph of intention to stay are significant, indicating linear slopes of the lines of fit and misfit, the fit line rising to the high value side and the misfit line towards the high firm value side. The surface pattern suggests that lawyers with average long term ambitions had the strongest intentions to stay, similar to the effects of Short values on intention to stay but a different pattern than found for the satisfaction and commitment regressions.

3.3.3. Summary, moderating effect of human capital, hypothesis 4.

Most AS2 moderated regression equations showed the expected more pronounced effects at high level AS2. Especially the misfit of high lawyers' and low firm values resulted in a steeper decline of satisfaction and commitment after moderation. Of the application success measures, AS2 produced more and better understandable results. It can be argued that the AS2 measure includes both résumé quality and job application performance and is probably a more complete measure than AS1 that expresses résumé quality alone. The results supported hypothesis 4. On long term perspective values, both AS moderators showed similar effects. Fitting management and short term reward values were related to high level outcomes, but especially at the lower value level. As for long term perspective values, high level value fit was related to high level outcomes. Only at low AS2 level, outcomes were also higher at low level value fit.

The moderated graphs indicate that lawyers with high AS that were indifferent (0) towards short and long term perspectives had the strongest intention to stay. Lawyers with higher and lower values expected to leave their firms sooner. Higher Long firm values were related to higher intention to stay; in survey T2, a higher level of Exp. values fit also was related to higher outcome levels, while higher or lower Short firm values did not make much difference. These effects are visible for high as well as low level AS2, but the impact of changes in values was stronger at high level AS2.

The effects on satisfaction and on commitment followed similar patterns, satisfaction effects being somewhat more differentiated than commitment.

4. Discussion

4.1. Expertise values

The only significant results after moderation by CSE were produced by survey T2 for intention to stay after moderation by CSE, at a high level CSE, and for commitment at a low CSE level. These results were similar

to the unmoderated regression patterns, showing a steady increase of the outcomes as lawyers' values were higher. The level of intention to stay at the extreme of lawyers' values was slightly higher in the moderated regression than the unmoderated, but the difference was small. The moderated regression predicting commitment confirmed the rising slope of the fit line as fitting values increased. Moderation by AS1 produced significant, but hardly useful results in survey T2.

4.2. Management values

Survey T1 indicated that high CSE-lawyers were most satisfied and committed when firm management values were moderate, but this was not reproduced by survey T2, that showed the expected saddle shape with more extreme downward wings as well as upward turns at both ends of the fit line. The moderation for AS1 also showed this pattern: at high level AS1, satisfaction rises towards both ends of the fit line, extremely so when values are low. This may be attributed to the effect of low lawyers' values. Apparently, lawyers with high application success and low management values are very appreciative of firms with loose management standards. The personal management values of lawyers with high AS have a stronger effect on commitment than value fit. The moderation for AS1 and AS2 in general shows the main effects of value fit.

4.3. Short term reward values

Lawyers with high CSE appeared more satisfied in high short term rewarding firms in survey T1; in survey T2, high CSE lawyers appeared most satisfied when firm values were moderate; satisfaction dropped with higher or lower firm values. Possibly this is related to an increased experience with firm practices in comparison to survey T1. When firm values are low, the satisfaction of lawyers with high AS1 is mainly related to their own Short values (higher personal values is lower satisfaction). When firm values are high, personal values only have a modest effect on the outcomes. AS2 moderation shows the same effects on satisfaction as the unmoderated regression, but with more extreme effects of fit and misfit, similar to the CSE moderation. Intention to stay however decreased when lawyers' values are below or above average, when moderated for AS2; for high AS2 lawyers, firm values are almost indifferent. Possibly, when they perceive firm values as low they find too little acknowledgement for their efforts, but when they perceive firm values are high they may find the wrong efforts rewarded. These results emphasize the need to consider the design of and possible effects of variable pay systems carefully.

4.4. Long term perspective values

Moderated by CSE, the effects on satisfaction of the misfit of low lawyer and high firm values are more extreme than in the unmoderated regression, at a high level of CSE. Survey T2 produced an unexpected double inverted U for the curvatures of fit as well as misfit, at high level CSE. This pattern indicated that firm values determine the satisfaction of high CSE lawyers, higher values resulting in higher outcomes but only up to a certain, moderately high level. AS1 as moderator does not result in a clear differentiation, but the lines of misfit approach a straight line, declining as firm values are lower. At a high level of firm values, outcomes are high, personal values only having a modest effect, similar to the moderated Short value pattern. AS2 as a moderator results in the expected differences between moderator levels. As in the moderated and high level AS2 regressions, commitment of low AS2 lawyers rises as fitting value levels rise, but contrary to the other regressions it also rises as fitting value levels decrease. Intention to stay is strongest when lawyers' values are about average; lawyers with high application success are more attracted to firms with high long term perspective values.

4.5. Core self-evaluations and application success

Core self-evaluations were significantly correlated with satisfaction and commitment, in both surveys, and negatively to female gender in survey T2. Young female lawyers appeared to have lower self-evaluations; this finding is also congruent with results of other studies (De Haas et al., 2002). The only significant correlation with application success is found for lawyers' long term perspective values in survey T1. Lawyers with the best résumés also have the strongest long term ambitions.

Moderation of the fit and misfit effects by core self-evaluations showed the expected more extreme effects at high level CSE. These effects are in accordance with other research results (Kristof-Brown et al., 2005). Also, it appeared that for lawyers with high CSE, the effects of either their personal values (Expertise, Short values in survey T1) or the perceived firm values (Mgmt in survey T1, Long in survey T2) dominate the fit effects. Possibly, lawyers with high self-efficacy and self-esteem are more outspoken in their reaction to the aspect of value fit that is most transparent to them.

The measures AS1 and AS2 had different effects. The effects of moderation by AS1 are mainly as expected but not very conclusive, except for the sharper misfit effect at the low VF/high VL right side, where lawyers' personal values appeared to dominate the effect, while at the high firm value side personal values had only modest effects. AS2 moderation produced

more significant and expected results. As with CSE, some outcomes showed a dominant effect of either personal or firm values. Moderated Short and Long value fit effects indicated that both low and high personal values are related to weaker intentions to stay. When Long firm values are higher, intention to stay grows at all levels of AS2, but stronger at high level AS2; this is congruent with the observed effects after moderation by AS1 when firm values are high. When Long firm values are low, these low firm values appeared to dominate the fit effect, while high personal values had the greater impact in Short value fit.

4.6. Limitations

The limitations that followed the response of the surveys were discussed in Chapter 3; the impossibility to analyze longitudinal effects also impedes the detection of chronological or causal relations between fit, value levels, CSE and human capital. Presumably, CSE and human capital are existing conditions that influence fit and fit effect, but it is also conceivable that perceived fit influences the self-confidence of young lawyers.

The measurement of application success that I developed and used for this study can be open to debate. The AS measures produces some significant and relevant results, but further testing of these measures is desirable. AS1 appeared less useful; the measure may express other factors besides human capital, such as the insight of the lawyer in labor market conditions. Also, the usefulness of the AS measures appeared to decrease during the first years of employment; possibly due to the fading recollection of their application experiences.

In this study, I only tested two of many possible factors that might influence fit and fit effects. CSE and human capital both are attributes of the lawyers. The relevant attributes of the law firm are comprised in the archetypical character that is the focus of this study. Nevertheless, it would be interesting to study the influence of specific firm attributes on fit and fit effects, such as size, national or international position. Of the lawyers' attributes, I chose CSE and human capital as the most comprehensive and promising factors, but both are aggregate constructs and may hide the effects of specific aspects such as personality factors, mental ability, education or upbringing.