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Value Assigned to Employees who Preserve the Social and Organizational Environment

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Abstract: In this study we were interested in the behaviors of individuals who preserve the social and organizational environment by ensuring sustainability. More specifically we are interested in allegiants behaviors. Numerous studies have highlighted the normative character of allegiance. To confer an object the status of social norm means to assign value (in terms of desirability and utility) to that object. Therefore we questioned the value attributed to allegiance. 170 employees were questioned on the desirability and utility they attribute to a future work colleague (future peer or future subordinate) starting from the answers the latter was supposed to have given to a questionnaire on allegiance. It was observed that desirability and utility make reference to two independent dimensions, utility being often more important. It was also noted there is greater severity assigned to endo-group targets (future peers) than to exo-group targets (future subordinates). Finally, it was noted there was not so much a valuation of allegiant targets, but rather a rejection of rebel targets, which raises the question of the bi-dimensionality of the valuation-devaluation process.

Keywords: allegiance norm; social desirability; social utility

1. Introduction

The Sustainable development is a paradigm of modern society whose central objective is to provide to everybody everywhere and at any time the opportunity to lead a dignified life in his or her respective society" [1]

Most studies have focused on the economic and environmental sustainability leaving somewhat in the shadow its social aspects [2]

Social sustainability is a complex term which would require more attention in terms of its conceptual clarification. Chiu made a review of the interpretation given to the concept of social sustainability and identifies three directions [3]:

- A development-oriented interpretation, in which sustainable social development is based on respect for social acceptability as it contributes to social relations, of customs rules and social values.
- An environment-oriented interpretation, when the social structure, social values and norms is conducive to the sustainability of the environment;
- A people-oriented interpretation, when social sustainability is based on social cohesion, integrity and social stability and prevent social polarization and exclusion.

Studies on sustainable behaviors in organizations are focused more on sustainability and sustainable leadership skills [4]. In the educational field studies aim to identify competencies that support sustainable development with particular attention to the development of these skills [5-8].

In our study we were interested in the behaviors of individuals who preserve the social and organizational environment by ensuring sustainability. More specifically we are interested in allegiants behaviors.

At the corporate level, “an organization is sustainable provided it does not destroy the conditions prevailing at the time it was established” [4] (p213). The social valuation of the non-questioning of the social structure and its hierarchy of powers is perceived as a norm of allegiance [9]. The norm of allegiance occupies a particular place in relation to other norms. Indeed, the norm of allegiance corresponds to the non-questioning of a social functioning, and we have seen that the social norms underpin this functioning. Thus allegiance can be understood as the tendency not to question other norms.

Several studies have demonstrated a professional valuation of employees who adopt allegiant conducts, that is to say a professional valuation of employees who preserve the social environment, especially the hierarchical one, from any questioning, thus ensuring its sustainability [9].

Studies in this field also show that the allegiant employees benefit from better professional success prognostics than their rebel counterparts, meaning non-allegiant [10-12], and that during the selection process, recruiters usually select the former instead of the latter (as part of a broader campaign to recruit workers from the automobile industry, after reviewing 1018 candidates) [10,12,13]. Other studies have even shown that the valuation of allegiant individuals may be doubled by a pathologization of rebels, the latter being considered to suffer from mental problems (acc. to Dagot & Castra as compared by 118 advisers for Local Missions [14] or on a pool of ANPE advisers, as compared by recruiters [15]). Moreover, if we make differentiations within allegiance itself and if we examine (by experimentally manipulating) the reasons why individuals behave in an allegiant or a rebel manner, we notice that the individuals who adopt allegiant conducts due to their ideology (due to legality, considering that they must obey their superiors because of the latter's higher status) are preferred to mercenary allegiants, who act as such due to opportunism (based on personal interests [16]). We should also note that these results, collected in France, have been supplemented by studies conducted in other countries, such as Switzerland [17] or Argentina. For example, in Argentina it has been observed that managers prefer to work with allegiant subordinates than with rebel subordinates [18], and that the subordinates are aware of this preference [19]. Numerous studies highlight the existence of an allegiance norm [10-18].

To observe that a target (here a person) is socially valued means that this target has some value, that is to say [20-23] that it is desirable (or agreeable) and useful. In this case, desirability would refer to an agreeable, attractive, pleasant nature of each characteristic of the object assessed, and utility to the ability of each of those characteristics either to allow the object to achieve its objectives (Peeters also speaks of “self profitability”) [24], or to allow society, taken as a whole, to achieve its objectives (Beauvois also speaks of “social utility») [25]. Therefore, at least in terms of utility, there would be one differentiation on the conceptual level. However, this differentiation would not be found on an empirical level: according to a study by Cambon, Djouary and Beauvois [26], the characteristics profitable for oneself would be equally useful for the society. As to the relationships between desirability and utility, they remain unknown: Le Barbenchon, Cambon and Lavigne underline that the results obtained based on such relationships are contradictory, some showing positive correlations, others negative correlations and yet others the total absence of correlations [27].

Several scales were used to measure this value. Therefore, in order to measure the value of a person characterized by certain personological features or which exercises a certain profession, Le Barbenchon, Cambon and Lavigne have used 4 scales (two for desirability and two for utility) [27]. For desirability, they asked their participants whether a target characterized by a certain adjective, “has everything they need to be loved” (vs. “has nothing they need to be loved”) and “plenty of friends” (vs. “few friends”); for utility, they asked them to indicate whether the target “has everything they need to succeed in their professional life” (vs. “has nothing they need to succeed in their professional life”) and “has a high salary” (vs. “has a low salary”). Mazilescu, Abdellaoui and Gangloff followed a different procedure in which they asked their participants to indicate the value they attributed to the fact that an individual possessed a certain personological feature referring to the Big Five dimensions [28]. These authors considered, on one hand that to measure the desirability only by the ability to be loved and by the number of friends was very restrictive (a similar point can be made to the measure of utility), and on the other hand that neither of these measures was

methodologically satisfactory considering, for example, that the opposite of "to have everything to be loved" was not "to have nothing to be loved," but rather "to have everything to be hated", or that the opposite of "to have everything to succeed his professional life" was not "to have nothing to succeed his professional life" but "to have everything to fail his professional life". To that end, they used the following two scales: "agreeable, indifferent or disagreeable" (for desirability), and "useful, useless or interfering" (for utility).

These two scales were also used in a study of Gangloff [29], which interests us directly, because it dealt with the value attributed to obtaining information on the level of allegiance (be it ideological or mercenary) of a future work colleague. More specifically, it has to do with indicating whether obtaining information regarding the level of allegiance of a colleague was perceived as agreeable or useful. And it was observed that even if such information could be unpleasant (which was to be revealed to be the case for future mercenary colleagues, be they allegiant or rebel), it was generally considered to be useful (it particularly allowed, within the framework of future interactions with that colleague, to anticipate their reactions). It also appeared that such judgements (which attest the independence between desirability and utility) varied according to whether the target to be evaluated was a future subordinate or a future peer (with judgements of agreeability being noticeably more accentuated when concerning a subordinate than when concerning a peer). A limitation of this research was the fact that it left out the study of the value attributed to allegiance: its objective was only to examine the value attributed to the fact of knowing that one will work with an allegiant *vs.* a rebel work colleague; to examine whether it was agreeable or useful to know that one will be working with an allegiant *vs.* a rebel colleague (and not to examine if working with an allegiant – or rebel – individual in itself was perceived as agreeable or useful). It also seemed pertinent to us to examine the value attributed to allegiance in itself (by examining in a differentiated manner ideological allegiance and mercenary allegiance), the question therefore being: is having to work with an allegiant (*vs.* rebel) colleague considered agreeable (or useful); or, more simply put, is an allegiant (*vs.* rebel) colleague considered to be an agreeable (or a useful) colleague? Moreover, taking into consideration that the results collected by Gangloff [29] varied according to the status of the target to be evaluated, we have also taken into consideration that the value attributed to allegiance may vary according to whether that target was a subordinate or a peer.

These elements have also led, in terms of the main hypotheses, to estimating that allegiance would be more anchored in utility than in desirability, and that rebellion would be more stigmatized when it concerned a subordinate, than when it characterized a peer.

2. Materials and Methods

170 male managers (of which 89 with subordinates and 81 without any hierarchical responsibility), contacted at their place of work, responded, voluntarily, to two items (one of desirability and the second of utility), concerning their valuation of fictitious responses which a future work colleague was supposed to have provided, during a skills assessment, to a questionnaire on allegiance.

The participants were given the following task: «In the following questionnaire, you are asked to imagine that you will soon have a new work colleague (*vs.* a new subordinate). You only have little information on that person: you do not know whether they are male or female, or their age, etc. In the following pages, you can read some of the answers that person has provided to a questionnaire during a skills assessment. For example, you find out that the person in question has said: "I am a dynamic, ambitious person, who loves challenges". You will then be required to indicate: on the one hand if such a person seems agreeable, indifferent or disagreeable to you, and then explain why; and on the other hand if you believe that such a person would be useful, not useful or, on the contrary, that they would be interfering with your work, and then explain why.»

Then followed the fictitious answers given by the future work colleague, and the questions on desirability and utility.

The questionnaire to which the future colleague was supposed to have answered is the questionnaire on allegiance/rebellion of Duchon and Gangloff [16]. It includes 12 items (3 items of

ideological allegiance, 3 items of ideological rebellion, 3 items of mercenary allegiance and 3 items of mercenary rebellion): Appendix A. Four future colleague profiles have been created: a future colleague who complied for ideological reasons, a future colleague who complied for mercenary reasons, a future rebellious colleague for ideological reasons, and a future rebellious colleague who for mercenary reasons.

Among the 89 managers with subordinates, 50 were confronted with the profile of an ideological allegiant future subordinate and with the profile of a mercenary allegiant future subordinate, and 39 with the profile of an ideological rebellious future subordinate and with the profile of a mercenary rebellious future subordinate (the order effect was neutralized). Among the 81 managers without subordinates, 40 were confronted with the profile of an ideological allegiant future peer and with the profile of a mercenary allegiant future peer, and 41 with the profile of an ideological rebellious future peer and with the profile of a mercenary rebellious future peer (the order effect was also neutralized).

After taking knowledge of those profiles, the participants had to express their appreciation of the future colleague, in terms of desirability on the one hand, and in terms of utility on the other hand, answering to the 2 following questions (coming from Mazilescu et al. [28]: cf. supra for the justification of these questions):

1. Do you believe that, while working with that person, you would consider them? (someone agreeable; someone who leaves you indifferent; someone disagreeable).
2. Do you believe that while working with that person, they would be useful, useless, or interfering? (useful; useless; interfering).

3. Results

The collected responses were analysed by ANOVA, and for effects size with the use of Cohen's *d* in which, conventionally, we considered the 3 following levels: negligible effect (0 to 0,35), intermediate effect (0,35 to 0,65) and notable effect (up to 0,65). Only statistics that led significant results are presented below. The gross results are given in Appendix B.

3.1. Effects of the type of judgment (Desirability/Utility)

We notice from the very beginning an effect of the type of judgement: desirability and utility do not lead to identical judgments. In terms of positive evaluations, the data is systematically higher for utility than for desirability, while for neutral evaluations, the reverse is valid (table 1).

Table 1 : Means and effects of the type of judgements (desirability and utility), globally.

Subjects target	Level of desirability			Level of utility			F (Snedecor) and d (Cohen)
	positive	neutral	negative	positive	neutral	negative	
sbd. global	0,26	-	-	0,63	-	-	F(1,176)=12,84 ; p=0,0004 ; d=0,54
peer global.	0,22	-	-	0,59	-	-	F(1,160)=11,76 ; p=0,0007 ; d=0,54
alleg. global.	0,26	-	-	0,67	-	-	F(1,178)=15,90 ; p=0,0001 ; d=0,59
rebel. global.	0,23	-	-	0,55	-	-	F(1,158)= 9,05 ; p= 0,003 ; d=0,47
peers global.	-	0,74	-	-	0,48	-	F(1,160)= 5,33 ; p= 0,022 ; d=0,36
alleg. global.	-	1,00	-	-	0,70	-	F(1,178)= 7,76 ; p=0,0059 ; d=0,42

alleg – allegeant; sbd – subordinate; Means were calculated by dividing the obtained occurrences by the sizes (here : 89 for the subordinates, 81 for the peers, 90 for the allegiants, and 80 for the rebels).

Finer analyses differentiate the ideological targets from the mercenary targets, reinforcing the global results. In terms of ideologists as well as of mercenaries, the positive evaluations are more numerous for utility than for desirability, and the results are reversed for neutral evaluations (for ideologists) and negative evaluations (for mercenaries) (table 2).

Table 2 : Means and effects of the type of judgements (desirability and utility), with differentiation between ideological and mercenary targets

Subjects target	Level of <i>desirability</i>			Level of <i>utility</i>			F (Snedecor) and d (Cohen)
	positive	neutral	negative	positive	neutral	negative	
id.sbd.	0,20	-	-	0,43	-	-	F(1,176)=10,95 ; p=0,001 ; d=0,49
id.peer	0,15	-	-	0,41	-	-	F(1,160)=14,62 ; p=0,0002 ; d=0,60
id. alleg.	0,19	-	-	0,47	-	-	F(1,178)=17,08 ; p=0,0001 ; d=0,62
id.rebel.	0,16	-	-	0,36	-	-	F(1,158)= 8,60 ; p=0,0038 ; d=0,46
merc. sbd.	0,06	-	-	0,20	-	-	F(1,176)= 8,76 ; p=0,0035 ; d=0,45
merc. peer.	0,07	-	-	0,19	-	-	F(1,160)= 4,50 ; p=0,0354 ; d=0,33
merc. alleg.	0,07	-	-	0,20	-	-	F(1,178)= 7,12 ; p=0,008 ; d=0,39
merc.rebel	0,06	-	-	0,19	-	-	F(1,158)= 5,85 ; p=0,0166 ; d=0,38
id.subord.	-	0,51	-	-	0,33	-	F(1,176)= 6,05 ; p=0,0148 ; d=0,37
id.peer	-	0,43	-	-	0,21	-	F(1,160)= 9,61 ; p=0,0022 ; d=0,49
ideol. alleg.	-	0,58	-	-	0,32	-	F(1,178)=12,57 ; p=0,0005 ; d=0,53
merc. sbd.	-	-	0,61	-	-	0,45	F(1,176)= 4,48 ; p=0,0350 ; d=0,32
merc.rebel	-	-	0,73	-	-	0,58	F(1,158)= 4,005 ; p=0,047 ; d=0,32

alleg – allegeant; id – ideologist; merc-mercenary; sbd – subordinate;

3.2. Effects of the level of judgement (positive, neutral, negative)

We also notice a differentiation according to the level of judgement: we observe (table 3) that negative evaluations are more numerous than neutral evaluations (except for: desirability of allegiants), which in turn are more numerous than the positive evaluations; and negative evaluations are more numerous than positive ones.

Table 3 : Means and effects of the level of judgement (positive, neutral, negative), globally

Subjects target	Level of <i>desirability</i>			Level of <i>utility</i>			F (Snedecor) and d (Cohen)
	positive	neutral	negative	positive	neutral	negative	
peers global	-	0,74	1,04	-	-	-	F(1,160)= 4,80 ; p=0,030 ; d=0,34
rebels global	-	0,45	1,21	-	-	-	F(1,158)=19,55 ; p≈0,000 ; d=0,69
alleg global	-	1,00	0,74	-	-	-	F(1,178)= 4,62 ; p=0,032 ; d=0,32
peers global	-	-	-	-	0,48	0,93	F(1,160)=13,36 ; p≈0,000 ; d=0,57
rebels global	-	-	-	-	0,45	1,00	F(1,158)=19,54 ; p≈0,000 ; d=0,69
sbd global	0,26	0,84	-	-	-	-	F(1,176)=36,70 ; p≈0,000 ; d=0,90
peers global	0,22	0,74	-	-	-	-	F(1,160)=21,89 ; p≈0,000 ; d=0,77
alleg global	0,26	1,00	-	-	-	-	F(1,178)=53,40 ; p=0,000 ; d=1,09
rebels global	0,23	0,56	-	-	-	-	F(1,158)=11,68 ; p=0,001 ; d=0,54
sbd global	0,26	-	0,90	-	-	-	F(1,176)=36,86 ; p≈0,000 ; d=0,91
peers global	0,22	-	1,04	-	-	-	F(1,160)=47,34 ; p≈0,000 ; d=1,08
alleg global	0,26	-	0,74	-	-	-	F(1,178)=21,69 ; p≈0,000 ; d=0,69
rebels global	0,23	-	1,21	-	-	-	F(1,158)=75,77 ; p≈0,000 ; d=1,38
peers global	-	-	-	0,59	-	0,93	F(1,160)=6,148 ; p=0,014 ; d=0,38
rebels global	-	-	-	0,55	-	1,00	F(1,158)=10,86 ; p=0,001 ; d=0,52

alleg – allegeant; sbd – subordinate;

In what concerns the effects of the level of judgement (positive, neutral, negative) on ideologists, we notice (table 4) that in half of the cases, the negative evaluations are more numerous than the neutral evaluations, which in turn are more numerous than the positive evaluations. Nevertheless, we also notice 6 reversed cases: therefore the positive evaluations may be more intense than the neutral ones (for the utility of peers, subordinates, allegiants and rebels) and the negative ones (for the utility of allegiants), and the neutral may prove more intense than the negative ones (for the desirability of subordinates).

Table 4 : Means and effects of the level of judgement (positive, neutral, negative) on ideologists

Subjects target	Level of <i>desirability</i>			Level of <i>utility</i>			F (Snedecor) and d (Cohen)
	positive	neutral	negative	positive	neutral	negative	
ideol. peers	-	-	-	-	0,21	0,38	F(1,160)= 5,94 ; p=0,016 ; d=0,38
ideol. rebels	-	-	-	-	0,21	0,43	F(1,158)=8,66 ; p=0,0037 ; d=0,46
ideol. subord.	0,20	0,51	-	-	-	-	F(1,176)=19,69 ; p≈0,000 ; d=0,66
ideol. peers	0,15	0,43	-	-	-	-	F(1,160)=17,36 ; p≈0,000 ; d=0,65
ideol. alleg	0,19	0,58	-	-	-	-	F(1,178)=33,89 ; p≈0,000 ; d=0,87
ideol. rebels	0,16	0,35	--	-	-	-	F(1,158)= 7,64 ; p=0,006 ; d=0,44
ideol. alleg	0,23	0,58	-	-	-	-	F(1,178)=24,97 ; p≈0,000 ; d=0,74
ideol. peers	0,15	-	0,42	-	-	-	F(1,160)=15,96 ; p≈0,000 ; d=0,63
ideol. rebels	0,16	-	0,49	-	-	-	F(1,158)=21,62 ; p≈0,000 ; d=0,74
ideol. peers	-	-	-	0,41	0,21	-	F(1,160)= 7,66 ; p=0,006 ; d=0,43
ideol. subord.	-	-	-	0,43	0,25	-	F(1,176)= 6,60 ; p=0,011 ; d=0,38
ideol. alleg	-	-	-	0,47	0,32	-	F(1,178)= 3,97 ; p=0,048 ; d=0,29
ideol. rebels	-	-	-	0,36	0,21	-	F(1,158)= 4,46 ; p=0,036 ; d=0,33
ideol. alleg	-	-	-	0,47	-	0,21	F(1,178)=13,99 ; p≈0,000 ; d=0,55
ideol. subord.	-	0,51	0,29	-	-	-	F(1,176)= 8,78 ; p=0,003 ; d=0,44

alleg – allegeant; id – ideologist; merc-mercenary; sbd – subordinate;

In what concerns the effects of the level of judgements (positive, neutral, negative) on the mercenaries, we notice (table 5) that the negative evaluations are higher than the neutral evaluations (with one exception: the utility of allegiants), which in turn are higher than the positive evaluations; and negative evaluations are more numerous than positive ones.

Table 5 : Means and effects of the level of judgement (positive, neutral, negative) on mercenaries

Subjects target	Level of <i>desirability</i>			Level of <i>utility</i>			F (Snedecor) and d (Cohen)
	positive	neutral	negative	positive	neutral	negative	
merc. sbd.	-	0,34	0,61	-	-	-	F(1, 176)= 13,85 ; p≈0,000 ; d=0,56
merc. peers	-	0,31	0,62	-	-	-	F(1,160)= 16,95 ; p≈0,000 ; d=0,65
merc. rebels	-	0,21	0,73	-	-	-	F(1,158)= 56,58 ; p≈0,000 ; d=1,19
merc. rebels	-	-	-	-	0,24	0,58	F(1,158)=21,15 ; p≈0,000 ; d=0,73
merc. peers	-	-	-	-	0,27	0,54	F(1,160)= 13,23 ; p≈0,000 ; d=0,57
merc. alleg	-	-	-	-	0,38	0,20	F(1,178)= 7,12 ; p=0,008 ; d=0,39
merc. sbd.	0,06	0,34	-	-	-	-	F(1,176)= 25,11 ; p≈0,000 ; d=0,75
merc. peers	0,07	0,31	-	-	-	-	F(1,160)= 15,61 ; p≈0,000 ; d=0,62
merc. alleg	0,07	0,42	-	-	-	-	F(1,178)= 36,75 ; p≈0,000 ; d=0,90
merc. rebels	0,06	0,21	-	-	-	-	F(1,158)= 7,86 ; p=0,006 ; d=0,44
merc. sbd.	-	-	-	0,20	0,35	-	F(1, 176)= 4,84 ; p=0,029 ; d=0,33
merc. sbd.	0,06	-	0,61	-	-	-	F(1,176)= 91,47 ; p≈0,000 ; d=1,43
merc. peers	0,07	-	0,62	-	-	-	F(1,160)= 77,44 ; p≈0,000 ; d=1,38
merc. alleg	0,07	-	0,45	-	-	-	F(1,178)= 56,33 ; p≈0,000 ; d=1,19
merc. rebels	0,06	-	0,73	-	-	-	F(1,158)=134,41 ; p≈0,000 ; d=1,83
merc. sbd.	-	-	-	0,20	-	0,45	F(1, 176)=13,15 ; p≈0,000 ; d=0,54
merc. peers	-	-	-	0,19	-	0,54	F(1,160)= 25,70 ; p≈0,000 ; d=0,79
merc. alleg	-	-	-	0,20	-	0,42	F(1,178)=10,88 ; p=0,001 ; d=0,49
merc. rebels	-	-	-	0,19	-	0,58	F(1,158)=29,90 ; p=0,006 ; d=0,86

alleg – allegeant; merc-mercenary; sbd – subordinate;

3.3. Effects of status

The evaluations also differ according to the status of the target, but only in what concerns the allegiant target (no difference is observed in terms of the rebel target): if we examine the case of the allegiant taken globally (i.e. by associating the ideological and the mercenary), as in each of its two sides (ideological as mercenary), we notice that the subordinates are subjected to less negative judgements than the peers (both in terms of desirability, as well as utility) (table 6).

Table 6 : Means and effects of status

Subjects target	negative desirability		neutral utility		negative utility		F (Snedecor) and d (Cohen)
	Sbd	Peers	Sbd	Peers	Sbd	Peers	
	alleg. global	0,56	0,98	-	-	-	
alleg. id.	0,10	0,40	-	-	-	-	F(1,88)=12,48 ; p=0,001 ; d=0,73
alleg. global	-	-	-	-	0,38	0,95	F(1,88)=12,29 ; p=0,001 ; d=0,73
alleg. id.	-	-	-	-	0,06	0,40	F(1,88)=18,20 ; p≈0,000 ; d=0,87
alleg. merc.	-	-	-	-	0,32	0,55	F(1,88)= 4, 98 ; p=0,028 ; d=0,47
alleg. global	-	-	0,84	0,53	-	-	F(1,88)=5,288 ; p=0,024 ; d=0,49

alleg – allegeant; id – ideologist; merc-mercenary;

3.4. Effects of allegiance/rebellion

The evaluations of allegiants and respectively rebels (table 7), taken on a globally level (without taking into account their ideological and mercenary dimensions), show that the rebels are subjected to more negative evaluations (and less neutral or positive evaluations) than the allegiants. We also notice, if we take into consideration the status of the target, that such differences are only observed when the target is a subordinate. We find similar data for ideological allegiance/rebellion and for mercenary allegiance/rebellion.

Table 7 : Means and effects of allegiance/rebellion desirability (globally or considering ideologist and mercenary dimensions)

Subjects target	Level of allegiants desirability			Level of rebels desirability			F (Snedecor) and d (Cohen)
	positive	neutral	negative	positive	neutral	negative	
	subjects global	-	-	0,74	-	-	
sbd global	-	-	0,56	-	-	1,33	F(1, 87)=24,26 ; p≈0,000 ; d=1,04
id.	-	-	0,23	-	-	0,49	F(1,168)=11,75 ; p=0,001 ; d=0,55
id. sbd.	-	-	0,10	-	-	0,54	F(1, 87)=25,82 ; p≈0,000 ; d=1,05
merc.	-	-	0,51	-	-	0,73	F(1,168)= 8,09 ; p=0,005 ; d=0,45
merc. sbd.	-	-	0,46	-	-	0,79	F(1, 77)=11,38 ; p=0,001 ; d=0,73
subjects global	-	1,00	-	-	0,56	-	F(1,168)=14,04 ; p≈0,000 ; d=0,59
sbd global	-	1,10	-	-	0,51	-	F(1, 87)=17,18 ; p≈0,000 ; d=0,89
id.	-	0,58	-	-	0,35	-	F(1,168)= 8,55 ; p=0,004 ; d=0,47
id. sbd.	-	0,64	-	-	0,33	-	F(1, 87)= 8,88 ; p=0,004 ; d=0,64
merc.	-	0,42	-	-	0,21	-	F(1,168)= 8,43 ; p=0,021 ; d=0,46
merc. sbd.	-	0,46	-	-	0,18	-	F(1, 77)= 8,26 ; p=0,005 ; d=0,62

id – ideologist; merc-mercenary; sbd – subordinate;

3.5. Interactions

It should also be noted that there are 6 status x allegiance interactions. They concern negative desirability taken into consideration globally and negative utility taken into consideration globally; negative desirability, positive utility and negative utility attributed to ideological targets; and finally, negative utility attributed to mercenary targets.

3.5.1. Responses of the overall negative desirability and for the overall negative utility

The responses of negative desirability differ significantly ($F(1,168)=6.631$, $p=.011$) depending on whether we examine global allegiance *vs.* global rebellion among peers or subordinates. We thus observe that if the target is a subordinate, rebellion leads to a stronger negative desirability than allegiance, whereas this difference fails to occur if the target is a peer. This interaction also means that negative desirability is stronger for peers than for subordinates, but only for allegiance (there is no significant difference in case of rebellion). acc. to figure 1a.

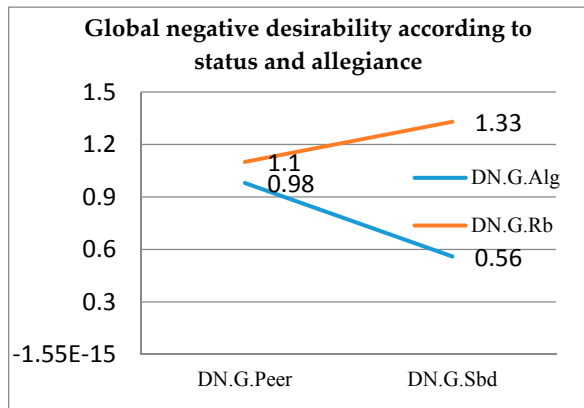


Figure 1a: Responses of global negative desirability according to status and the allegiance/rebellion variable

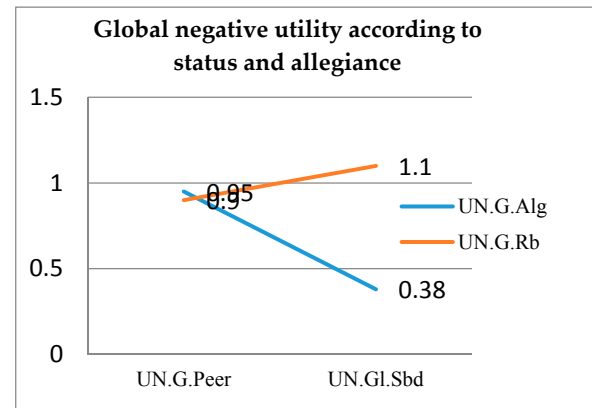


Figure 1b: Responses of global negative utility according to status and allegiance/rebellion variable

The responses of negative utility differ significantly ($F(1,168)=8.715$, $p=.004$) depending on whether we examine global allegiance *vs.* global rebellion among peers or among subordinates. We thus observe that if the target is a subordinate, rebellion leads to a stronger negative utility than allegiance, whereas this difference does not appear if the target is a peer. The second significance of this interaction is that negative utility is higher for peers than for subordinates, but solely for allegiance (there is no significant difference for rebellion). acc. to figure 1b.

3.5.2. Responses of negative desirability and of positive/negative utility of ideologists

The responses of negative desirability differ significantly ($F(1,168)=8.224$, $p=.005$) depending on whether we examine ideological allegiance *vs.* ideological rebellion among peers or among subordinates. Thus we observe a more intense negative desirability towards rebels as compared to allegiants, but solely if the target is a subordinate, and moreover the difference in terms of peer/subordinate negative desirability is significant among ideological allegiants but not among ideological rebels (acc. to figure 2a).

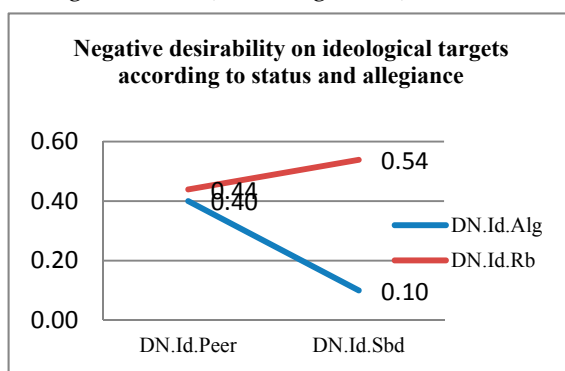


Figure 2a: Responses of negative desirability (DN) on ideological (Id) targets according to status (Peer/Sbd) and the allegiance(Alg)/ rebellion(Rb) variable

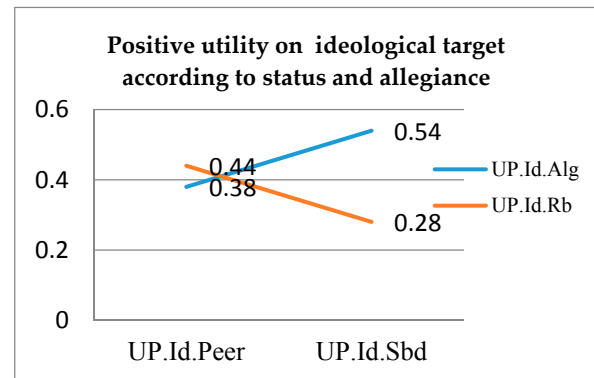


Figure 2b: Responses of positive utility (UP) on ideological (Id) targets according to status (Peer/Sbd) and the allegiance(Alg)/ rebellion(Rb) variable

The responses of positive utility differ significantly ($F(1,168)=4.551$, $p=.034$) depending on whether we examine ideological allegiance *vs.* ideological rebellion among peers or among subordinates. Thus we observe that if the target is a subordinate, ideological allegiance leads to a higher positive utility than the ideological rebellion, whereas there is no difference if the target is a peer (acc. to figure 4).

The responses of negative utility differ significantly ($F(1,168)=11.736$, $p=.001$) depending on whether we examine ideological allegiance *vs.* ideological rebellion among peers or among subordinates. Thus we observe that if the target is a subordinate, ideological rebellion leads to a stronger negative utility than ideological allegiance, whereas this difference fails to occur if the target is a peer. The second signification of this interaction is that negative utility is stronger for peers than for subordinates, but only in terms of ideological allegiance (there is no significant difference in the case of ideological rebellion) (acc. to figure 5).

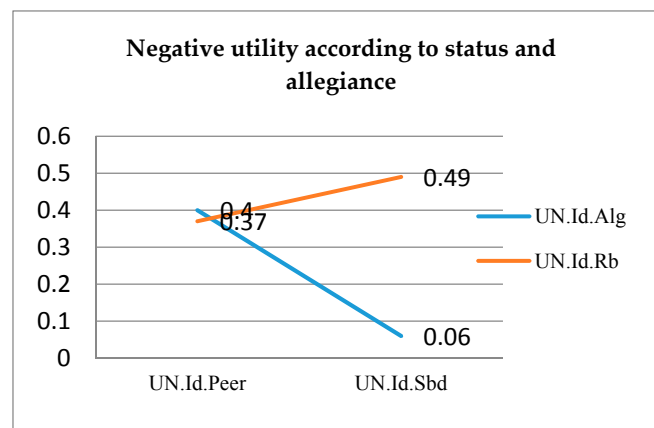


Figure 5: Responses of negative utility (UN) on ideological targets (Id) according to status (Peer/Sbd) and the allegiance (Alg)/rebellion (Rb) variable

3.5.3. Responses of negative utility in case of mercenaries

Negative utility responses differ significantly ($F(1,168)=4.143$, $p=.043$) depending on whether we examine mercenary allegiance *vs.* mercenary rebellion among peers or among subordinates. Thus we observe that if the target is a subordinate, mercenary rebellion leads to a stronger negative utility than mercenary allegiance, whereas this difference does not occur if the target is a peer. This interaction also signifies that negative utility is stronger for peers than for subordinates, but solely in terms of mercenary allegiance (there is no significant difference in terms of mercenary rebellion) (acc. to figure 6).

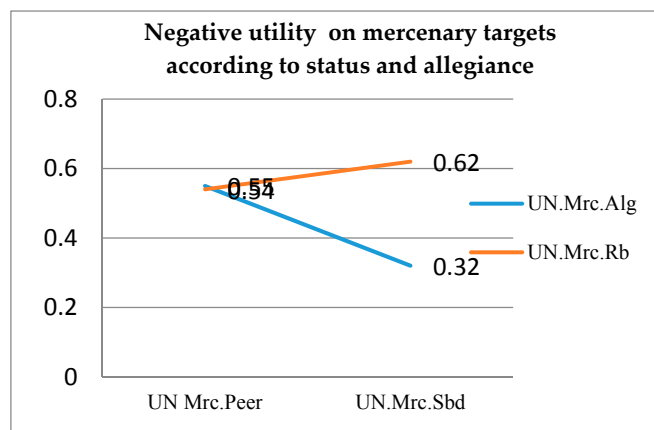


Figure 6: Responses of negative utility on mercenary targets according to status (Peer/Sbd) and the allegiance (Alg)/rebellion (Rb) variable

4. Discussion

In this article we have been interested in the social value attributed to allegiant or non-allegiant employees and whether this value is different when we speak of social desirability or social utility, when we speak of positive, neutral or negative judgments, or when we speak of a peer or subordinates allegiant (non-allegiant).

We first notice that each of our four variables has an effect, whether it is about the type or the level of judgement, status, or even allegiance/rebellion.

Several studies have shown that utility and desirability are 2 distinct dimensions. Thus, Cambon, Djouary & Beauvois, Dubois, or Testé, Joufre & Somat [26, 22, 30] noted that internality (*i.e.* the tendency to declare oneself responsible for our actions or what happens to us) [31-32] was more rooted in utility than in desirability. Cambon, Djouary & Beauvois [26] and Dubois [22] observed that this was also the case for self-sufficiency (finding in oneself the answers to the questions we ask to ourselves [33]). Conversely, Dubois found that the individual anchor norm (*i.e.* the tendency to see our psychological reality without reference to our categorical or group membership) is more rooted in desirability [22]. About allegiance, Gangloff [29] has also previously observed (but in a study on the value of information about the allegiance and not, as here, on the value assigned to the allegiance itself: *cf.* above) that utility and desirability were separated. Here it is confirmed, according to our hypothesis, which utility and desirability of allegiance (considered in itself) do not lead to identical judgements, and more particularly that positive judgements are higher for utility than for desirability. In their positive judgements, the evaluators thus attribute more importance to utility than to desirability. It is therefore interesting to observe, in terms of mercenary targets, that it is the judgement of desirability that leads to more intense negative evaluations: mercenaries are therefore further rejected based on emotional reasons than to a questioning of their utility.

We also notice, in what concerns the level of judgement (positive, neutral or negative) examined globally or regarding mercenary targets, that the negative evaluations are generally higher than the neutral evaluations, which in turn are higher than the positive evaluations. On the contrary, in what concerns the effects of the level of judgement on the ideological targets, the results are more heterogeneous, with practically as many cases in the global sense as in the reverse sense. The fact that this heterogeneity only concerns the ideological targets tends to show a preference for ideologists as compared to mercenaries: an individual that acts opportunistically, such as the mercenary, will be rejected more than the individual responding to an ideology, principles, and regardless of the direction of its behaviour (allegiant or rebel). This result joins that obtained by Duchon and Gangloff in 2008 [16].

The evaluations also differ according to the status of the target, but only in what concerns the allegiant target (no difference was observed in terms of the rebel target): whether they are ideologists or mercenaries, peers are subject to more intense negative judgements than the subordinates, both for desirability and utility. Consistent with our hypothesis, they are more severe towards the endo-group than the exo-group.

In what regards the allegiance/rebellion variable, it is observed (both globally, as well as according to their sub-dimension: ideological/mercenary) that even if the allegiant is not subjected to more positive evaluations than the rebel (except for utility), on the contrary, the rebel is always subjected to more important negative evaluations than the allegiant. The fact that the differences of judgements between allegiant targets and rebel targets come mostly from more negative judgements passed on rebels than more positive judgements passed on allegiants opens the way for an inquiry on the bipolarity of the level of judgement, meaning to a reflection on the possible absence of a corollary between valuation and devaluation. Moreover, it is also worth noting, if we take into consideration the status of the target, that such differences are only observed when the target is a subordinate. Therefore, we once more encounter more lenience towards the exo-group.

Finally, the status x allegiance interaction highlights that the responses on utility or desirability differ according to whether we are examining allegiance *vs.* rebellion among peers or among subordinates. Therefore, an allegiant subordinate obtains less negative responses, both in terms of utility and desirability, as compared to an allegiant peer or a rebel subordinate. We also observe, for

the ideological allegiance and rebellion, a stronger intensity of negative desirability and utility towards rebels as compared to allegiants, and, in reverse, a stronger intensity of positive utility for allegiants than for rebels, but in all three cases only if the target is a subordinate. Finally, if we examine the case of mercenaries, we notice that mercenary rebellion leads to a stronger negative utility than mercenary allegiance, but again only if the target is a subordinate.

However, we should indicate a certain number of limitations to these results. The first is the absence of any contextualization with regards to the function of the future collaborator. Evidently, expectations may differ according to the type of function exerted by the future collaborator, be it a future peer or a future subordinate. It would therefore be appropriate, in a subsequent study, to refine this aspect and to vary the function in order to operationalize it as an independent variable. But contextualization does not only concern the function of the future collaborator: it may reveal gender, age, etc. Also, since our participants were only male (our results are not necessarily transferable to a feminine population), it would be interesting to examine the potential effect of the gender of the target, with a factorial plan in which the participants are divided into two groups (one group of males and one group of females): it is not certain that we will obtain similar results for each of the four groups. As it can be observed, the present results open the way to numerous new questions, and therefore to numerous additional studies. However, they already have a number of practical applications. Thus, in terms of recruitment, the focus is often exclusively, at least explicitly, on the technical competences of the candidates, forgetting the relational aspect, the working atmosphere. The present results could enable recruitment officers as well as job applicants to become more aware of the importance of the relational aspect. Such awareness could enable recruitment officers to operationalize this relational aspect more explicitly, including in taking into account the allegiance criterion; corollary, such awareness and such explicitation could also enable job applicants to better prepare their selection interviews.

From the point of view of sustainable development, it can be seen that in organizations there is a social valorization of allegiant employees compared to rebellious employees who come rather from a rejection of the rebels.

The social valorization of the non-questioning of the social structure and its hierarchy of powers shows that the social structures do not want to be changed, and for this they reject the people most able to take action on change.

This social valorization of allegiants (and devalorization of the rebels) seems to contribute to organizational sustainability but the problem is open to be studied.

From the point of view of sustainable development there are several questions to be clarified: Is the allegiance a suitable behavior to sustain durable development? Is the allegiance a suitable behavior rather for the subordinates or for the leaders? The ideologues allegiants are more appropriate to support the sustainable development compared to the mercenary allegiants? Next studies could respond to these questions.

Dent, Patrick and Ye consider that the most important quality needed to deal with issues of sustainability is to be an authentic leader, which is very difficult. The temptation to live inauthentically is big, because change widens the moral gap between individual responsibility for freedom and autonomy and social responsibility to follow the shared norms of community [4] (p 198).

Author Contributions: The proposed study is part of a research carried out by all authors, within a synergic collaboration, with continuous reciprocal feedbacks during the literature studies, the writing of the text and the measurements made. All authors contributed in all phases of the work.

Conflicts of Interest: The authors declare no conflict of interest.

Appendix A: items of the questionnaire

Items of ideological allegiance: Imagine that you will soon have a new work colleague (vs. a new subordinate), and that the only information you have on that person is that they said:

1. When my boss makes a decision, I never question it, regardless of their decision: one should not argue with one's boss!
2. I never try to defend my ideas when I see that they differ from that of my boss: the boss is the boss!
3. I always follow the orders I get from my boss, even when those orders may seem idiotic: an follower has to follow and that's it!"

Items of ideological rebellion:

Imagine that you will soon have a new work colleague (vs. a new subordinate), and that the only information you have on that person is that they said:

1. When I don't agree with my boss, I always tell them: the law also grants rights to employees, which should be exerted or otherwise they will be lost!
2. When my boss makes bad decisions, I never hesitate to question them: I have principles and I don't see why I should keep silent.
3. If I disagree with the orders of my boss, I will not obey them: only because they are the boss does not mean we have to obey them like slaves!

Items of mercenary allegiance:

Imagine that you will soon have a new work colleague (vs. a new subordinate), and that the only information you have on that person is that they said:

1. Even if the orders given by my boss sometimes seem absurd, because I want to be rapidly promoted, I always obey them!
2. I always avoid defending my point of view when it contradicts my boss' point of view: it's better to act like this if I want to get a higher wages.
3. Because I want to be well-thought of by my boss, I always respect their decisions, regardless of what they are!

Items of mercenary rebellion:

Imagine that you will soon have a new work colleague (vs. a new subordinate), and that the only information you have on that person is that they said:

1. When my boss gives me orders which seem to be inadequate, if those orders interfere with me achieving my goals or receiving my bonuses, I never follow them!
2. When I see that my direct superior has bad ideas, I always inform the "big bosses": one day, I will be rewarded for it!
3. When I see that the decisions of my boss may prevent me from getting a promotion, I never hesitate to protest!

Appendix B: Gross results

Table 9: Distribution of responses provided for allegiance/rebellion taken globally (occurrences and means*)

		Desirability			Utility				
		+	0	-	total	+	0	-	total
aleg id +	Peer	6 (0,08)	35 (0,43)	39 (0,49)	80 (1)	21 (0,26)	21 (0,26)	38 (0,48)	80 (1)
merc	Sbd	17 (0,17)	54 (0,54)	29 (0,29)	100 (1)	39 (0,39)	42 (0,42)	19 (0,19)	100 (1)
	Tot	23 (0,13)	89 (0,49)	68 (0,38)	180 (1)	60 (0,33)	63 (0,35)	57 (0,32)	180 (1)
rebel	Peer	12 (0,15)	25 (0,30)	45 (0,55)	82 (1)	27 (0,33)	18 (0,22)	37 (0,45)	82 (1)
id +	Sbd	6 (0,07)	20 (0,26)	52 (0,67)	78 (1)	17 (0,22)	18 (0,23)	43 (0,55)	78 (1)
merc	Tot	18 (0,11)	45 (0,28)	97 (0,61)	160 (1)	44 (0,28)	36 (0,22)	80 (0,50)	160 (1)
	Peer	18 (0,11)	60 (0,37)	84 (0,52)	162 (1)	48 (0,30)	39 (0,24)	75 (0,46)	162 (1)
Total	Sbd	23 (0,13)	74 (0,42)	81 (0,45)	178 (1)	56 (0,31)	60 (0,34)	62 (0,35)	178 (1)
	Tot	41 (0,12)	134 (0,39)	165 (0,49)	340 (1)	104 (0,31)	99 (0,29)	137 (0,40)	340 (1)

aleg – allegeant; id – ideologist; merc-mercenary; sbd – subordinate; tot-total

* - means are indicated in parantheses

Table 10: Distribution of responses provided by allegiance/rebellion legalists (occurrences and means*)

		Desirability			Utility				
		+	0	-	total	+	0	-	total
Alleg	Peer	4 (0,10)	20 (0,50)	16 (0,40)	40 (1)	15 (0,375)	9 (0,225)	16 (0,40)	40 (1)
id	Sbd	13 (0,26)	32 (0,64)	5 (0,10)	50 (1)	27 (0,54)	20 (0,40)	3 (0,06)	50 (1)
	Total	17 (0,19)	51 (0,57)	22 (0,24)	90 (1)	42 (0,47)	29 (0,47)	19 (0,21)	90 (1)
Reb	Peer	8 (0,195)	15 (0,365)	18 (0,44)	41 (1)	18 (0,44)	8 (0,195)	15 (0,365)	41 (1)
id	Sbd	5 (0,13)	13 (0,33)	21 (0,54)	39 (1)	11 (0,28)	9 (0,195)	19 (0,49)	39 (1)
	Total	13 (0,16)	28 (0,35)	39 (0,49)	80 (1)	29 (0,36)	17 (0,23)	34 (0,43)	80 (1)
	Peer	12 (0,15)	35 (0,43)	34 (0,42)	81 (1)	33 (0,41)	17 (0,21)	31 (0,38)	81 (1)
Tot	Sbd	18 (0,20)	44 (0,50)	27 (0,30)	89 (1)	38 (0,43)	29 (0,32)	22 (0,25)	89 (1)
	Total	30 (0,18)	79 (0,46)	61 (0,36)	170 (1)	71 (0,42)	46 (0,27)	53 (0,31)	170 (1)

aleg – allegeant; id – ideologist; sbd – subordinate; tot-total

* - means are indicated in parantheses

Table 11: Distribution of responses provided by allegiance/rebellion opportunists (occurrences and means*)

		Desirability			Utility				
		+	0	-	total	+	0	-	total
Alleg	Peer	2 (0,05)	15 (0,375)	23 (0,575)	40 (1)	6 (0,15)	12 (0,30)	22 (0,55)	40 (1)
Merc	Sbd	4 (0,08)	23 (0,46)	23 (0,46)	50 (1)	12 (0,24)	22 (0,44)	16 (0,32)	50 (1)
	Tot	6 (0,07)	38 (0,42)	46 (0,51)	90 (1)	18 (0,20)	34 (0,38)	38 (0,42)	90 (1)
Reb	Peer	4 (0,10)	10 (0,24)	27 (0,66)	41 (1)	9 (0,22)	10 (0,24)	22 (0,54)	41 (1)
Merc	Sbd	1 (0,03)	7 (0,18)	31 (0,79)	39 (1)	6 (0,15)	9 (0,23)	24 (0,62)	39 (1)
	Tot	5 (0,06)	17 (0,21)	58 (0,73)	80 (1)	15 (0,19)	19 (0,23)	46 (0,58)	80 (1)
	Peer	6 (0,07)	25 (0,31)	50 (0,62)	81 (1)	15 (0,19)	22 (0,27)	44 (0,54)	81 (1)
Tot	Sbd	5 (0,06)	30 (0,34)	54 (0,60)	89 (1)	18 (0,20)	31 (0,35)	40 (0,45)	89 (1)
	Tot	11 (0,06)	55 (0,33)	104 (0,61)	170 (1)	33 (0,19)	53 (0,31)	84 (0,50)	170 (1)

aleg – allegeant; reb-rebel; merc-mercenary; sbd – subordinate; tot-total

* - means are indicated in parantheses

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