

# Analysis Of MBTI Personality Traits On Employee's Behaviour: A Study On Demographic, Socio, Economic And Employees Job Satisfaction

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*Abstract: Why do people behave the way they do, what induces them to behave in such a way. A key individual difference variable appears due to variations in personality in addition to that the human personality dimension also provides a means to determine why an individual or an employee appears more or less involved in work. Thus Personality is one of the most important psychological mechanism which guides behaviour and Personality traits are the distinguished qualities of an individual which are likely to influence attitudes and behaviour in human being playing a significant role in individual's development and therefore personality traits are often considered as the ability to get along with the situation, the persons type of action, reaction, opinion and mood.*

*The purpose of the study is intended to analyse the effects of MBTI personality traits on the behaviour of employees at WS Industries at Visakhapatnam with an attempt to bring out cause and effect relationship between personality traits and employee's behaviour considering the demographic, socio, economic and employees Job Satisfaction variables. The study would also highlight the typical pattern of thinking, feeling, and behaviour that make people unique and makes them whether to work or not to work.*

**Keywords:** Psychological mechanism, personality traits, qualities, attitudes, Job Satisfaction etc.

## I. INTRODUCTION

To sustain the growth and development in the era of globalization, new types of building blocks like knowledge, skills, values, interests and personality traits in human capital is required for success. They are increasingly expected to be life-long, self regulated learners and to have the ability to adapt to the changing circumstances by changing for the positive personality traits. Thus Personal characteristic describes and predict human behaviour indicating different characteristics that can contribute to inferences about behavioural results. Personality being an important factor also has the power that derives the reasons for individual

differences. They may be positive or negative depending on the situation. While, Positive personality traits lead to achievement of goals and success the negative personality traits on the other hand leads to failure or frustration. Though most of these personality traits are the results of training from parents, the community, environment and peer groups but whatever may be the reasons behind their growth they play a significant role in individual's development.

## NEED FOR THE STUDY

Most of the early personality theorists did not use standardized assessment inventories. Although Freud, Adler,

and Jung all developed some form of projective tools but none of them used the technique with sufficient precision to establish its reliability and validity. Later personality theorists especially Julian Rotter, Hans Eysenck, and the five- Factor Theorists have developed and used a number of personality measures and have relied heavily on them in constructing their theoretical models. The Myers-Briggs Type Indicator (MBTI) is one of the most popular psychological instruments in the world. Gardner and Martinko (1996) stated that three million people fill in MBTI questionnaire. Jessup (2002) opines MBTI enhances self-knowledge, interpersonal understanding and teamwork as a part of HR interventions.

According to Wang, Wu and Horng (1999) it is the ability to predict variables such as creativity and career choice. Thus this study helps to address the personality traits of employees using MBTI in an Indian Insulator Industry, W.S Industries at visakhapatnam. In adopting the MBTI for use in Organizations, HR practitioners also need to objectify employees as manifestations of the sixteen available personality types and need to take on the roles as described to them by HR professionals. This is the aspect of HR that has traditionally been under-researched. Hence the researcher has chosen this topic. The study begins with a brief outline of MBTI then the researcher describes their search site their data sources and method of analysis. The study concludes with some observations about the use of the MBTI in W.S Industries and the advantages of conceptually separating and then searching among, concepts, objects and subjects.

## OBJECTIVES OF THE STUDY

- ✓ To understand the significant relationship between socio-demographic, employment status and job satisfaction levels with personality types of employees (respondents) at W.S Industries.
- ✓ To assess the degree of association between Designation and dichotomy among the employees (respondents) at W.S Industries.
- ✓ To recommend few suggestions on employees personality type analysis and organizational Development.

## HYPOTHESES

H1: Socio- Demographic variables would not have any association with personality types of Employees.

H2: Employment Variables would not have any association with personality types of Employees.

H3: Job Satisfaction Variable would not have any association with personality types of Employees.

## II. REVIEW OF LITERATURE

Literature surveys reveal that there are many empirical studies linking individual performance with other variables like motivation (Mitchell and Biglan 1972, House and Wahba 1973), cognitive ability, job satisfaction (Jackosky 1994) and job commitment (Rabinowitz and Hall, 1977), (Wood and Vilkinsa 1994).

Attempts have also been made to link individual performance with different personality types. Though researchers were not very successful in this area, available evidence indicates that the Myers and Briggs Personality Indicator (MBTI) model has been relatively successful in linking managerial performance with personality types. The Myers and Briggs personality theory identifies 16 personality types and sorts people into valuable groups that reflect preference in their behaviour patterns.

Researchers conducted by Myers and Kirby (1994) observed the linkage between the 'Thinking judging' type, one of the types of Myers and Briggs type Indicator, and effective managerial performance and Myers and Briggs personality Types. Fleenor (1997) concluded that a relationship exists between Myers and Briggs Personality Types and the measures of performance in managerial groups.

In India, MBTI is a widely used personality measuring instrument. There are certified trainers who administer this instrument and it is the most widely used one for assessing the personality types of managers. However, research attempts linking MBTI types for individual performance have not been reported so far. Thus this study is an attempt to bring out the relationship between individual performance and MBTI personality Types as this knowledge would help in understanding the characteristics of the individuals who could perform well in the Indian context.

## III. MYERS AND BRIGGS PERSONALITY TYPES

The development of the MBTI is based on C. G. Jung's Personality theory where he attempts to explain the individual differences in personality using the concepts of Introversion (I) and Extraversion (E), which are seen as the orientations of energy (Hammer & Kummerow, 1992).

- ✓ **INTROVERSION:** In the introverted attitude, energy is drawn from the environment towards inner experience and reflection. One desires to stay focused on the internal, subjective state, to affirm its value, and to maintain this focus as long as possible.
- ✓ **EXTRAVERSION:** In the extraverted attitude, energy and attention flow out or are drawn out, to the objects and people in the environment.

Jung points out in the 'Psychological Types' that mankind is equipped with two distinct and sharply contrasting ways of 'Perceiving' (P). One means of perception is the familiar process of Sensing (S), by which we become aware of things directly through our five senses. The other is the process of Intuition (N), which is the indirect perception by way of the unconscious, incorporating ideas or associations that the unconscious tacks onto perceptions coming from outside. He also says, the basic difference in Judgment (I) arises from the existence of two distinct and sharply contrasting ways of coming to conclusions. One way is by the use of 'Thinking' (T) that is a logical process aimed at an impersonal finding. The other is by Feeling (F), which is by appreciation or bestowing a personal subjective value on things.

Myers and Briggs extensive research on Jungian Typology has led to the development of this instrument of MBTI. When people respond on the MBTI assessment tool

they are not only casting votes for Extraversion (*E*) or Introversion (*I*), Sensing (*S*) or Intuition (*N*), Thinking (*T*) or Feeling (*F*), and Judging (*J*) or Perceiving (*P*); they also provide the information needed to form a hypothesis about the personality type dynamics. Each of the four letter type stands for a complex set of dynamic relationships among the functions (*S, N, T & F*), the attitudes (*E* and *B*) and the attitude or orientation to the outside world (*J* and *P*). Jung's Type Theory was interpreted by Isabel Myers and Katherine Briggs in the Myers - Briggs Type Indicator personality inventory in the following manner.

Thus the MBTI instrument identifies four separate dichotomies: Extraversion versus Introversion, Sensing versus Intuition, Thinking versus Feeling, and Judging versus Perceiving. An individual is assumed to have a preference for one of each pair of opposites over the other. The four preferences direct the characteristic use of perception and judgment by an individual. The particular preferences that interact in a person affect not only what is attended to in any given situation but also how conclusions are drawn about what has been perceived. The MBTI classifies the first and the fourth dichotomies listed as attitudes or orientations and the middle two dichotomies as functions or processes.

THE FOUR DICHOTOMIES OF THE MBTI ARE THE FOLLOWING

- ✓ Extraversion-Introversion Dichotomy (E-I)
- ✓ Sensing-Intuition Dichotomy (S-N)
- ✓ Thinking-Feeling Dichotomy (T-F)
- ✓ Judging-Perceiving Dichotomy (J-P)

BENEFITS OF MBTI

| For organisations  | For Individuals  |
|--|--|
| ✓ Is reliable, valid, cost-effective and easy to use.                | ✓ Provides a straightforward, affirmative path for personal development. |
| ✓ Offers a logical model of consistent human behaviour.              | ✓ Offers a logical model of consistent human behaviour                   |
| ✓ Reduces conflict through applying an objective, rational framework | ✓ Helps clarify the fit between people and their jobs                    |
| ✓ Emphasises the value of diversity                                  | ✓ Provides a way to improve communication                                |
| ✓ Identifies the assets and blind spots within teams                 | ✓ Helps reduce conflict and stress by offering neutral language          |
| ✓ Builds understanding of organisational character and their jobs    |  |

#### IV. BUSINESS BENEFITS OF APPLYING TYPE KNOWLEDGE IN ORGANISATIONS

The MBTI is not a "do all be all" assessment. It was not created for making selection decisions and is not validated for this purpose. It is, however, an impactful tool when facilitated by someone who is educated on the MBTI assessment. When used appropriately, it has a myriad of applications in your organizations. The Myers- Briggs can provide individual, team and organizational impact in the following ways:

##### WORK ENVIRONMENT

Employers use the results of personality tests to improve the work environment. For example, personality tests can measure communication styles. Learning the differences among these style helps organizations develop programs and workplace rules that minimize conflict and improve communication among co-workers themselves and between workers and management.

##### HIGHER EMPLOYEE ENGAGEMENT AND MOTIVATION LEVELS

This gives the individuals self- awareness to understand what they need from the organization so they can ask it. While doing so the individuals who feel supported and valued are more likely to stay engaged with the work, their team and the organization.

##### GREATER INDIVIDUAL, TEAM AND ORGANIZATIONAL FLEXIBILITY

The assessment provides clarity in identifying individual's preferences creates quicker decision making and breaks down the interpersonal barriers.

##### TEAM EFFECTIVENESS

This helps teams to perform in a more collaborative and constructive manner. Personality types explain the dominant function of an individual and tell the employers how individual thoughts, attitudes reach conclusions and interact. The team roles in the work place helps in enhancing the strength of one employee to fill the weakness of another, developing teams can interact effectively with one another, work to deadlines and complete tasks.

##### SUCCESSION PLANNING

It drives the types of activities which best support learning for an individual. Though MBTI is not predictive of performance however, it brings awareness to prefer a style which would focus on what an individual needs to build on strengths and capitalize on learning opportunities.

##### TRAINING AND COACHING

The employers can use personality test results to develop leaders, such as executives and directors. Some personality

tests, such as the Birkman Method, help to identify candidates who need more experience or who are ready for leadership.

## V. METHOD OF STUDY

Research methodology refers to the steps, procedures and strategies for obtaining, organizing and analysing data in research investigation. The research was conducted at W.S Industries, Visakhapatnam choosing empirical design to observe the cause and effect relationship between demographic factors which are independent variables and personality Types of employees which are the dependent variable taking population size as 456 employees out of which 25 percent i.e. 100 respondents as sample size from the universe for the study was included. Data was collected both from primary sources were a structured questionnaire was personally administered to the employees (respondents) and the secondary sources were secured through Journals, Manuals, books, websites etc. Thus Myers and Briggs Type Indicator test with a 70 item standardized questionnaire was prepared. The questionnaire consisted of information on Socio- Demographic Variables and Information on Personality type which was prepared in English and vernacular local language, Telugu for easy understanding.

## VI. DATA ANALYSIS

The first objective was to understand the socio demographic and employment and job satisfaction levels of the employees at W.S. Industries. Regarding designation, majority i.e. 49% are workmen regarding gender majority i.e. 92% are males and 44% are in the age group of 18-27 years. 61% are married and 96% are Hindus among the employees. Regarding caste 56% are backward classes, 56% live in joint families and 72% have a family size of 3-5 members. According to non-technical education variable, 39% have completed secondary education and 47% have technical qualifications. According to monthly income it was found that 54% earn less than Rs.10000 and majority i.e. 60% hail from rural areas. As per number of years of service rendered, majority i.e. 68% have not received promotions so far.

In addition, the second objective was to identify the association between socio- demographic, employment and job satisfaction levels with personality types of employees at W.S. Industries and it was identified that there exists a significant association between personality types with gender, religion, age, residence and service completed in years. The significance level is shown in the form of a table

| Indicators                 |       |  | ***             |
|----------------------------|-------|--|-----------------|
| Marital Status             | 0.386 |  | Non-Significant |
| Religion                   | 0.020 |  | Significant*    |
| Caste                      | 0.904 |  | Non-Significant |
| Family Type                | 0.448 |  | Non-Significant |
| Family Size                | 0.989 |  | Non-Significant |
| Non-Technical Education    | 0.948 |  | Non-Significant |
| Technical Education        | 0.170 |  | Non-Significant |
| Monthly Income             | 0.813 |  | Non-Significant |
| Residence                  | 0.096 |  | Significant***  |
| Service Completed In years | 0.024 |  | Significant*    |
| No. of Promotions Received | 0.735 |  | Non-Significant |
| Job Satisfaction           | 0.952 |  | Non-Significant |

Table 1: Degree of association between personality type Indicators and Socio- Demographic, employment and Job Satisfaction variables

### Significance Levels

- ✓ If P- Value < 0.01, the association is significant at 1% and denoted by \*
- ✓ If P- Value < 0.05, the association is significant at 5% and denoted by \*\*
- ✓ If P- Value < 0.1, the association is significant at 10% and denoted by \*\*\*

The above table shows that there is a significant association between overall personality type indicators with socio- demographic and employment variables of gender, age, religion, residence and service completed in years where the P- Value <0.05 and the significant level is at 5%.

Significant association is also noticed between overall personality type indicators and socio-demographic and employment variables of age in years and residence where the P- Value <0.10 and the significance level is at 10%.

The above table also identifies that there is no significant association between overall personality type indicators and socio-demographic and employment variables and designation, marital status, caste, family type, family size, non –technical education, technical education, monthly income, no. of promotions received and job satisfaction.

|             | Personality Preference Dichotomy | Chi-Square P Value | Result          |
|-------------|----------------------------------|--------------------|-----------------|
| Designation | Extravert-Introvert E-I          | 0.529              | Non-Significant |
|             | Intuitive-Sensing N-S            | 0.008              | Significant**   |

|                  | Socio-demographic, Employment and Job Satisfaction variables | Chi-Square P Value | Results         |
|------------------|--|--------------------|-----------------|
| Personality Type | Designation  | 0.292              | Non-Significant |
|                  | Gender   | 0.003              | Significant *   |
|                  | Age in years   | 0.083              | Significant     |



|  |                            |       |                     |
|--|----------------------------|-------|---------------------|
|  | Feeling-<br>Thinking F-T   | 0.039 | Significant**       |
|  | Judging-<br>Perceiving J-P | 0.406 | Non-<br>Significant |

Table 2: Degree of association between Designation and Preference Dichotomy

Significance levels:

- ✓ If P- value <0.01, the association is significant at 1% and denoted by\*
- ✓ If P- value <0.05, the association is significant at 5% and denoted by\*\*
- ✓ If P- value<0.1, the association is significant at 10% and denoted by\*\*\*

The above table shows that there is a significant association between Designation and dichotomies of Intuitive (N) - Sensing and Feeling- Thinking, where the P-value < 0.05 and the significance level are at 5%.

The above table shows that there is no significant association between Designation and dichotomies of Extrovert-Introvert and Judging-Perceiving.

## VII. SUMMARY AND ANALYSIS OF HYPOTHESIS

Personality is a comprehensive construct and motivation is a fundamental aspect of behaviour. Therefore, theories of personality are in large part theories of motivation making a crucial assumption about the basic nature of human beings.

Carl Jung being the main contributor to the literature recognised various psychological types that grow out of a union of two basic attitudes- Introversion and Extroversion and four separate functions- thinking, feeling, sensing, and intuiting. Any information gathering function can be "sensing" or "intuiting". Sensing individuals utilize structured approach to make decisions whereas Intuiting individuals emphasize common sense. The intuitive approach is also characterized by, a trial and error method and the use of feedback to adjust the course of action chosen. Thus the function identified by Jung concerns the way an individual evaluated the information once it is gathered. Jung labels these differences in evaluating information as "thinking" and "feeling" respectively.

At this juncture MBTI acts as an instrument used to explain the effects that personal preferences have on decision making and problem solving. Depending on their responses to questionnaire items, individuals are identified as extroverted or introverted, sensing or intuitive and so on. They are given a four letter designation (e.g. ESTJ) that indicates their preferences and therefore indicating their personality type also.

Thus the empirical research study was considered using MBTI tool taking population size of all the employees working at W.S. Industries, Visakhapatnam taking sample size as 100 employees who were on duty at the time of gathering information out of 436 employees.

From the data collected it was found that from

**HYPOTHESES 1:** a significant association was noticed between Gender, Age, Religion, and Completed years of service and personality type Indicator. So the Researcher rejects Null hypothesis.

**HYPOTHESES 2:** Significant association was noticed between completed years of service and personality type indicators. Employment Variables would not have any association with personality types of Employees. So the Researcher rejects Null hypothesis.

**HYPOTHESES 3:** There is no significant relationship found between Job satisfaction and personality type indicators. Hence the researcher accepts the Null Hypotheses.

## VIII. CONCLUSION

Personality traits play important roles in human life outcomes such as success or failure. They reflect the typical pattern of thinking, feeling, and behaviours that make a person unique. The present study which was conducted in a labour intensive industry indicates the prominent role of personality traits with respect to employees performance that gives answer to the question why some individuals behave the way they do, what induces them to behave in such a way. It was assumed that emotional component will play a major role in personality build up but surprisingly the study shows built in mental makeup of the employees. This has happened due to improvement in educational levels. Thus it can be said that personality traits has its own relation with employees behaviour and performance too. Though the best profile of the personality traits of the employees was aptly discussed to understand why most of the employees were extroverts still there are many key factors to be explored for establishing for direct relationship between the two i.e. employees behaviour and performance.

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