

The Relationship between Myers-Briggs Personality Types of Managers and Communication Satisfaction of Employees in Different Departments of Hikma Pharmaceuticals in Amman-Jordan.

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ABSTRACT

Effective communication is paramount in a business setting and can be thought of as a continuous spectrum that ranges from the transfer of ideas, information, emotions, and attitudes (from one person to another or to a group of people) to behavioral modification. Office life in organizations entails endless internal communications. Interestingly, different employees have different relationships with their direct managers. The purpose of this research paper is to study the relationship between the Myers-Briggs personality types of the managers of different departments of Hikma Pharmaceuticals in Amman-Jordan and the communication satisfaction of employees who report directly to those managers.

To test the proposed relationship, the Myers-Briggs personality type indicator (MBTI) test was completed by using ten (10) managers of different departments of Hikma Pharmaceuticals in Jordan. Those managers are: (Regulatory Affairs managers, Quality Assurance managers, Quality Compliance managers, and Validation Departments). The MBTI results of which were (3 ENTJs, 2 ESFJs, 3 ENFJs and 2 INFGs). Afterwards, a questionnaire for the employee communication satisfaction was distributed to the employees whose direct managers filled the MBTI test (30 employees). In conclusion, the results showed a significant correlation $=0.008$ (<0.05) between the employee communication satisfaction and the MBTI personality type of managers concerning the friendliness trait (ENTJ is relatively less friendly with subordinate when compared to ESFJs, ENFJs and INFGs), and thereby the null hypotheses H_{01} and H_{02} can be rejected, whereas the null hypothesis H_{03} and H_{04} can be accepted as there was no observed influence of the demographic factors on the studied relationship.

KEYWORDS: Communication, Satisfaction, Myers-Briggs, Personality Type, Indicator, Cognitive Style.

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I. INTRODUCTION

Throughout history, topics of personality types in a work setting as well as employee satisfaction have been immensely studied. Interestingly, the Myers-Briggs test of personality types has been among the most common instruments used in cognitive styles assessments in research concerning business and management. (Erdil, G.E and Tanova, C., 2015).

As a non-evasive self-assessment tool, the MBTI has been used for the determination of cognitive styles and mental preferences. The origin of the Myers-Briggs Personality Type Indicator (commonly referred to the MBTI) has dated back to the 1900s. Originally, assessing cognitive styles associated with psychological types (expressed through dealing with oneself and others) was set forth by Carl Jung back in 1920s. Later, it ultimately evolved to the Myers-Briggs type indicator which was the work of Katherine Briggs and her daughter Isabel Myers in 1942. (Creasy, T. and Anantatmula, V.S., 2013).

To illustrate, Carl Jung initially established the concepts of extraversion and introversion and was known for his theory of psychological types in 1991. The Jungian model for personality was fundamentally based on the notion of cognitive functions. Concerning cognitive functions, two distinctive kinds of cognitive functions were pointed out by Jung, namely perception and judgment. To clarify, perception was thought of as a concept that expressed how a person perceived or take in information. On the other hand, judgment delineates decision-making. The *perception* and *judgment* concepts were broken down further by Jung; perception had two major forms: sensation and intuition. Each of these two forms differ from the other. To demonstrate, sensation referred to the physical reality while focusing on the present and past. Intuition on the other hand

concentrated on drawing patterns as well as looking for meaning and possibilities in information whilst focusing more on the future. (Mascarenas, D.D.L., 2016)

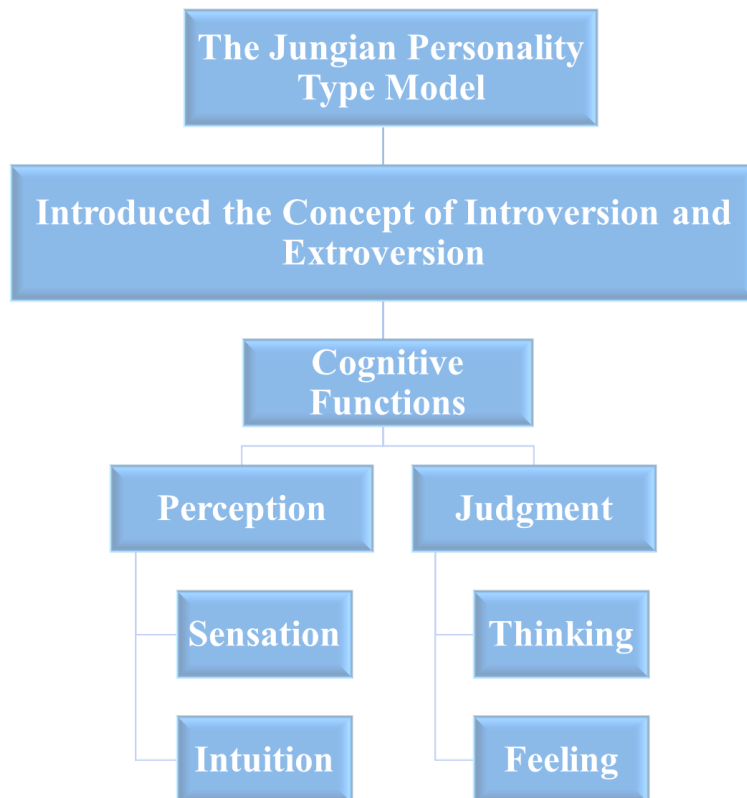


Figure (1) Clarifying the Jungian Model

Later, a model addressed by Katherine Briggs and her daughter Isabel Myer that demonstrates an interplay of the Extraversion/Introversion, being Sensual/Intuitive, Thinking type/Feeling type, being Judgmental/Perceiving was established. (Ontoum, S., & Chan, J. H. (2022)).



Figure (2): A Chart with a description of the Myers-Briggs Personality Types (Ontoum, S., & Chan, J. H. (2022))

Furthermore, owing to the significance of internal communication within an organization, communication satisfaction is crucial in business organizations. Working at corporations necessitates endless internal communications. Remarkably, different employees have different relationships with their direct managers. Therefore, it is fascinating to investigate the relationship between the Myers-Briggs personality types of the managers of different departments and the communication satisfaction of employees who report directly to those managers.

II. OBJECTIVES

This research paper intends to explore the relationship between the Myers-Briggs personality types of the managers of Hikma Pharmaceuticals (in Amman-Jordan) and the communication satisfaction of the employees who report directly to those managers.

III. RESEARCH PROBLEM

The problem that triggered this research study revolves around the need to delve into employee communication satisfaction challenges in association with the personality types of managers (Myers-Briggs personality types). In other words, the study evaluates whether the personality types of managers (Myers-Briggs personality types) influence the employee communication satisfaction.

SIGNIFICANCE

As this study evaluates the association of the personality types of managers (Myers-Briggs personality types (MBTI)) and the communication satisfaction of employees, the significance of this study is to conclude whether the personality types of managers have any impact on the communication satisfaction of their

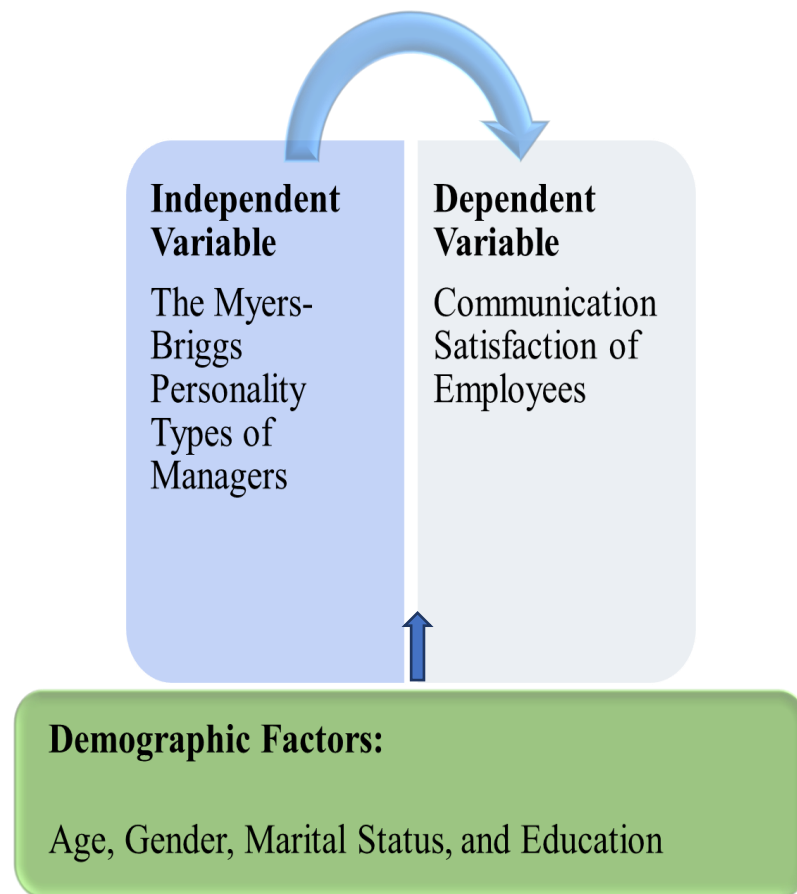
employees. Based on the concluded outcomes of this study, organizations may begin to place more emphasis on the personality types of the managers to influence the manager-employee communication satisfaction.

H₀ 1: There is no relationship between Myers-Briggs personality type of managers in the different departments of Hikma Pharmaceuticals-Amman Jordan and the communication satisfaction of employees at a significance level of 0.05.

H₀ 2: There is no difference between Myers-Briggs personality type of managers in the different departments of Hikma Pharmaceuticals in Amman Jordan and the communication satisfaction of employees at a significance level of 0.05 when it comes to demographic factors (age, gender, marital status, and education).

MODEL

Figure (3): The research model of independent and dependent variables



DEFINITIONS OF TERMS

Communication Satisfaction: is being satisfied with communication. Communication is merely the transfer of ideas and information. It also comprises a transmission of emotions and attitudes from one person to another or to a group of people. The intent of this transfer is the modification of behavior. (Verčič, A. T., Ćorić, D. S., & Vokić, N. P. (2021)).

The Myers-Briggs Personality Type Indicator (MBTI): constitutes an approach with which a person's personality traits can be deciphered and identified. It is made up of four letters representing one of two alternatives as delineated below:

Extraversion/Introversion, being Sensual/Intuitive, Thinking type/Feeling type, being Judgmental/Perceiving was established. (Ontoum, S., & Chan, J. H. (2022)).

IV. LITERATURE REVIEW

Based on the conducted literature review, the literature found on the correlation of MBTI personality types and communication satisfaction is not quite copious.

Erdil, G.E and Tanova, C., (2015) investigated how employee communication satisfaction could be influenced by the congruence of cognitive styles (concerning the analytic-intuitive dimension) of managers and employees.

Their results were logical demonstrating that generally, employee satisfaction is positively influenced by congruence between managers and employees.

Furthermore, Creasy, T. and Anantamula, V.S., (2013), explored the personality dimensions (including the Myers-Briggs personality type) and their impact on project success. In their study, emphasis was placed on the importance of managers' personality traits and dimensions in relation to successful and effective project execution. Individuals' personality traits significantly impact reactions triggered by emotions and how these reactions are expressed. Thus, personality is a key contributor in rendering individuals different in their emotions, experiences, behaviors and interpersonal matters (Chendong, Zhou and Yuanyuan, Li, 2021).

In light of this observation, personality dimensions naturally have influence on the style of project implementation, job performance and managing conflict, and this would consequently affect the success rate of handling projects. Further, soft skills and technical skills encompass the markers for determining project success. As reported in the literature, soft skills, or what is also known as competencies, lead to successful project outcomes more than technical skills do. Additionally, when comparing interpersonal skills with technical skills, the former was found to have a more significant role in project success than the latter (Creasy, T. and Anantamula, V.S., (2013)).

For achieving optimum project outcomes, project management aims for the efficient utilization of resources, and aligning project types with the proper, corresponding soft skills (competencies and personality traits) of the executing team or personnel, to eventually ensure completing the assigned project within the preset limits; time-wise, cost-wise, and importantly, scope-wise. Considering this perspective, project management success is a key indicator of the project's success itself, whereby project management success is perceived as an internal parameter of efficiency, and project success demonstrates the external aspect of effectiveness (Creasy, T. and Anantamula, V.S., (2013)).

As for organization communication satisfaction, effective internal communication in organizations can contribute to an organization's performance, productivity, and customer orientation. Due to the paramount importance of communication satisfaction, some organizations perform communication audits that aim at providing an estimation of the communication effectiveness. This is because communication is merely the transfer of ideas and information. It also comprises a transmission of emotions and attitudes from one person to another or to a group of people. The intent of this transfer is the modification of behavior. With the significance of communication in mind, it is crucial to focus on maintaining a satisfying relationship between employees and employers (or managers), thereby contributing to organizational productivity, enhanced external relations, and ultimately the organization's reputation. Furthermore, it is evident in the literature that superior internal communication satisfaction in organizations leads to positive outcomes among and is associated with organizational efficiency and effectiveness. (Verčić, A. T., Čorić, D. S., & Vokić, N. P. (2021)).

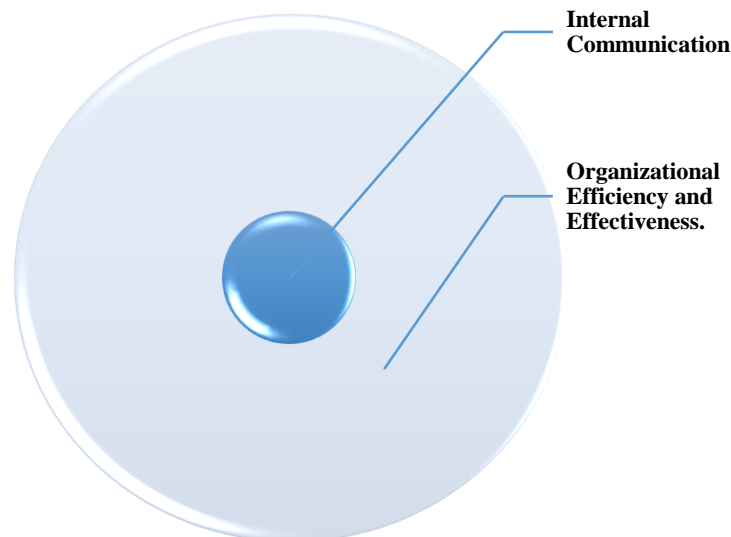


Figure (4): Internal communication lies at the heart of organizational efficiency and effectiveness.

All in all, scholars have been interested in personality traits, communication satisfaction, as well as the relation between the personality traits and the communication satisfaction.

V. RESEARCH METHODOLOGY

This research attempts to explore the relationship between the Myers-Briggs personality types of managers and the communication satisfaction of employees. Therefore, the Myers-Briggs Personality Type Indicator (MBTI) test was performed by managers of different departments of Hikma Jordan (Regulatory Affairs, Quality Assurance, Quality Compliance, and Validation Departments). Afterwards, a questionnaire was distributed to collect information about the communication satisfaction of employees using a set of nine (9) questions that aim at evaluating the level of the employees' communication satisfaction with the following questions on a 5- Likert Scale (ranging from strongly agree, agree, neutral, disagree, to strongly disagree):

1. I trust my immediate superior
2. My immediate superior is honest with me
3. My immediate superior listens to me
4. I am free to disagree with my immediate superior
5. I can tell my immediate superior when things are wrong
6. My immediate superior praises me for a good job
7. My immediate superior is friendly with his/her subordinates
8. My immediate superior understands my job needs
9. My relationship with my immediate superior is satisfying



Figure (5): Clarifying the organizational chart. MBTI was performed by the managers who have direct reports. On the other hand, the communication satisfaction questionnaire was filled by the employees whose direct managers were previously identified.

OUTCOMES

Once the initial stage of the questionnaire has been completed, the following can be concluded:

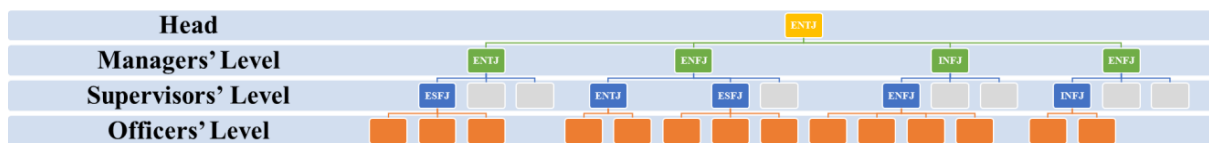


Figure (6): Clarifying the organizational chart. MBTI was performed by the managers who have direct reports. On the other hand, the communication satisfaction questionnaire was filled by the employees whose direct managers were previously identified.

SCOPE AND LIMITATIONS

The scope encompassed the following departments of Hikma Jordan: Regulatory Affairs, Quality Assurance, Quality Compliance, and Validation Departments. Interestingly, the 10 managers of Hikma Pharmaceuticals in the stated departments have similar personality types i.e. 3 ENTJs, 2 ESFJs, 3 ENFJs and 2 INFGs, even though there are 16 Myers-Briggs personality types. This could be attributed to the close nature of these departments under the quality head.

STATISTICAL ANALYSIS

There seems to be a correlation observed between the MBTI and the communication satisfaction of employees concerning the friendliness of the manager. The Anova analysis was used owing to the presence of more than one possible independent variable (3 ENTJs, 2 ESFJs, 3 ENFJs and 2 INFGs) of personality types against a dependent variable (employee communication satisfaction). Each question of the nine questions was thoroughly studied. Only one out of the 9 questions indicated significant results (<0.05) (Q7: My immediate superior is friendly with his/her subordinates with a significance level of 0.008). As part of the analysis of the

obtained data, it seems that the ENTJ type is relatively less friendly with their subordinates compared to the other studied personality types. On the other hand, there was no obvious impact of the demographic factors on the relationship between MBTI of managers and communication satisfaction of employees; the age of participants is closely related, and the gender is nearly equal (14 males and 16 females). As for the marital status and education, no significant impact was observed, as the answers of different individuals with different marital statuses and education levels (Bachelor's and Master's) did not form a trend.

Moreover, Cronbach Alpha of the questionnaire is :0.812, indicating that the questionnaire of the employee communication satisfaction is reliable. The questionnaire was based on the study conducted by Putti, J. M., Aryee, S., & Phua, J. (1990).

As for the MBTI test, an official version of the test was used for this study (<http://www.16personalities.com/free-personality-test>).

VI. CONCLUSION, RECOMMENDATIONS AND FUTURE STUDIES

This research studied the relationship of the MBTI personality traits of managers and the communication satisfaction of employees, the literature of which was relatively scarce. Moreover, the study is the first to study the relationship of the MBTI personality traits of managers and the communication satisfaction of employees in the different departments of Hikma Pharmaceuticals.

All in all, the Myers-Briggs personality type indicator (MBTI) test was completed by ten (10) managers of different departments of Hikma Pharmaceuticals in Jordan (Regulatory Affairs, Quality Assurance, Quality Compliance, and Validation Departments), the MBTI results of which were (3 ENTJs, 2 ESFJs, 3 ENFJs and 2 INFGs). Afterwards, a questionnaire for the employee communication satisfaction was distributed to the employees whose direct managers filled the MBTI test (30 employees). In conclusion, the results showed a significant correlation =0.008 (<0.05) between the employee communication satisfaction and the MBTI personality type of managers concerning the friendliness trait (ENTJ is relatively less friendly with subordinate when compared to ESFJs, ENFJs and INFGs), and thereby the null hypotheses H₀₁ and H₀₂ can be rejected, whereas the null hypothesis H₀₃ and H₀₄ can be accepted as there was no observed influence of the demographic factors on the studied relationship.



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