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Using the MBTI Instrument**

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Personality Type Preferences of Asian Managers: A Cross-Country Analysis Using the MBTI Instrument

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ABSTRACT

The leadership qualities required to manage successful organizations, especially in a dynamic global environment, has focused attention on the leadership styles and personality types of the managers who are entrusted with the responsibility of managing these organizations. The Myers-Briggs Type Indicator (MBTI) is a popular construct used to understand managers' cognitive and perceptual orientation. Based on Carl Jung's theory of psychological types, the MBTI provides a framework and assessment instrument for identifying personality type preferences. It is widely popular in the United States, and businesses have used it for career development, leadership training, and team building. The current study attempts to add to the personality type literature by comparing managers in four Asian countries on the MBTI personality instrument to examine differences and similarities relative to type, country, and work satisfaction.

The survey data of 1,405 managers show that, first, the overall dominant personality type preference of the four Asian country groups was extroversion, thinking, and judging. The thinking and judging preferences observed in this study are consistent with earlier research that found thinking and judging preferences among a majority of managers across a variety of cultures and types of organizations (Kirby, 1997). Second, data analysis noted cross-country differences in the managers' personality type preferences, indicating the mediating influence of culture and environment on natural, inborn preferences. Third, the managers' personality type varied according to country and demographic background. Finally, the managers' personality type preference affected satisfaction with the work through interaction with country background.

Keywords: Asian managers, Myers-Briggs Type Indicator, personality assessment, importance of country and demographic background in managerial type, leadership, managerial training, team development.

Introduction

In an increasingly globalized, intensely competitive, and interconnected environment, organizations must continually strive to align, execute, and renew themselves faster than the competition to sustain growth and remain viable. Organizational leaders and managers, who are ultimately held accountable for organizational outcomes, are therefore expected to do what they can to ensure such exceptional performance.

As they deal with a complex and ever-changing environment, modern global organizations face a myriad of issues, including a diverse workforce, a global orientation with strategic initiatives that address local markets, and the drive for increased productivity. It is therefore important to understand the personalities of those who are entrusted with managing a modern organization (Fitzgerald, 1997).

The Myers-Briggs Type Indicator (MBTI) is a popular construct used to examine managers' attitudes, cognitive abilities, and behaviors. Developed by the mother-daughter team of Katherine Briggs and Isabel Briggs Myers in 1962 as a self-reporting personality type assessment instrument, the MBTI is based on Carl Jung's theory of psychological type.

Myers-Briggs Type Indicator

Carl Jung's theory of psychological type proposed that seemingly random variations in behavior are not due to chance, whim, or personality flaw but rather to a predictable pattern based on natural, inborn differences in the way people prefer to perceive information and make decisions, as well as differences in preferred orientation and direction of energy.

Although this is a profound and important concept, its practical use was not apparent until Isabel Myers and Katharine Briggs developed the Myer-Briggs Type Indicator (MBTI) to operationalize Jung's theory of psychological types (Briggs and Myers, 1976). Psychological type theory proposes that people have four basic preferences: (1) *perception* (sensing and intuition); (2) *judgment* (thinking and feeling); (3) *attitudes* (extroversion and introversion); and (4) *orientation* (judging and perceiving). These four preferences yield sixteen possible combinations called "types" that can be used to classify individuals (Dawes 2004).

Literature Review

The purpose of the MBTI personality inventory is to make Jung's theory of psychological types understandable and useful in an organizational setting as well as in people's lives. Researchers have conducted studies using the MBTI instrument in a range of organizational situations. A majority of the studies have investigated the correlations between the MBTI and various managerial issues, such as personality types and managerial levels (Moutafi, Furnham, and Crump, 2007), personality types and leadership qualities (Gehring, 2007), personality types and managerial derailment (Gentry, Mondore, and Cox, 2007), and a few others.

The MBTI instrument has been used successfully to assess various personality preferences associated with suitability for promotion to senior managerial roles (Moutafi, Furnham, and Crump, 2007). In their study using the revised Neuroticism-Extroversion-Openness (NEO) Personality Inventory and the MBTI, Moutafi and colleagues (2007) were able to link managerial levels with MBTI-determined personality types. For example, their research showed that conscientiousness, extroversion, and MBTI intuition were positively correlated with managerial level and neuroticism. Conversely, MBTI introversion and sensing were negatively correlated with managerial level. Besides managerial issues, the MBTI has been used in technical environments such as software engineering to study the effect of personality type and methodology on team cohesion (Karn et al., 2007; Balijepally, 2006). In the area of research and development projects, the MBTI has been used to evaluate person-project fit and research and development performance (Chen et al., 2007). Other studies using the MBTI have explored the relationship between personality types and team building, how grades are affected in graduate programs, and the behavior of people in group settings.

In the area of gender-related studies, the MBTI instrument has been combined with female/male developmental theory. For example, in a study conducted by Riceout and Richardson, researchers were able to show that by combining these two concepts, especially using the thinking/feeling functions of the MBTI as a bridge to developmental themes of men and women, organizations could promote the differences to achieve performance goals (Riceout and Richardson, 1989). In a related area, researchers were able to show that the MBTI instrument is useful for understanding the behavior of librarians in groups and provides insight into self, co-workers, family, and friends (Webb, 1990).

In a study comparing the effects of top management personality types on the implementation of total quality management (TQM) practices in businesses, Yen and colleagues found that specific personality types were associated with organizational environments that were more conducive to the practice of TQM (Yen, Krumwiede, and Sheu, 2002). In a similar context related to quality of decisions, Hough and Ogilvie (2005) found that intuiting/thinking managers used their intuition to make high-quality decisions on the basis of objective information more than other managers did. In contrast, sensing/feeling types used socially acceptable decisions, which led not only to fewer decisions but also to poorer decisions, thus demonstrating how cognitive style influences actual decision outcomes (Hough and Ogilvie, 2005).

Applicability of the MBTI Instrument

A question that has often been raised regarding MBTI research in general and published studies using this instrument in particular has focused on three key issues: concerns about the theoretical foundation of the MBTI, its psychometric properties (Gentry, Mondore, and Cox, 2007), and the rigor of the research, that is, the reliability and validity of the measures (Cowan, 1989; Schweiger, 1985; Sippes and Alexander, 1987). These concerns have been adequately addressed since then, starting with the general assessment of the MBTI by Carlson and others. In his study, Carlson found a large number of studies of construct validity of the MBTI that have yielded support for research hypotheses in varied situations. The construct validity Carlson observed included studies that investigated correlations of the MBTI with a personality inventory, couples problems in a counseling setting, line judgments in groups, and others. Carlson therefore concluded that the applications of the MBTI have been broad, although somewhat unsystematic, but with generally favorable validity assessment (Carlson, 1985, 1989).

Similarly, in their study, Tzeng, Ware, and Chen found high factorial validity of unipolar ratings in separate analyses of the two alternatives of MBTI items, namely, high reliability coefficients for all eight preference poles and high convergent and discriminant validities for each of the four MBTI scales. In addition, they observed four significant factors emerging from the combined factor analysis of subjects' scores on occupational preferences and MBTI personality poles (Tzeng, Ware, and Chen, 1989). These findings were supported by other research studies, including those by Gardner and Martinko. In their extensive literature review on the MBTI, Gardner and Martinko concluded that there was sufficient evidence to show that the

MBTI has the rigor required for research and was definitely worthy to be included as an academic research instrument (Gardner and Martinko, 1996). Other researchers, such as Johnson and Saunders, 1990 Fleenor and Taylor, 1994; Harvey and Murry, 1995; Capraro and Capraro, 2002; Wheeler, Hunton, and Bryant, 2004; and Vance et al., 2007, have also concluded, based on their research, that the MBTI is a reliable instrument.

In fact, in his study, Wheeler concluded that the MBTI has been extensively tested for reliability and validity and used in a large number of basic and education research studies. Results from reliability and validity testing indicate that the MBTI reliably measures personality characteristics predicted by Jungian theory (Wheeler, 2001). Therefore, we feel strongly that the MBTI is a valid instrument and appropriate for determining the personality types of Asian managers.

The MBTI in an International Context

Because of its popularity in corporate America and the resulting research interest in academia, hundreds of papers have been published on the applications of the MBTI instrument in the United States. However, the MBTI has been used less frequently outside the United States, where there are fewer studies that compare personality type using the MBTI across countries. One study of note compared Chinese and European middle and senior management of an Asian-based international airline, showing that managerial performance was highly correlated with the four MBTI dimensions (Furnham and Stringfield, 1993). Similarly, in a large-scale study that compared Japanese and American lower-level managers, middle managers, and senior executives using the MBTI, Reynierse found a relatively high incidence of feeling and perceiving preferences for Japanese versus thinking and judging for American managers. He also observed that the type differences between Japanese and Americans were greatest for lower-level managers, but both groups became increasingly similar in preferring thinking/judging at higher levels (Reynierse, 1995).

Another research study that used a cross-country approach in studying personality type using the MBTI compared Polish university students to American students. Researchers used the MBTI (Form G) measure of psychological type and the NEO-FFI measure of the Big Five personality factors to compare the Polish students, with the same constructs reported for American students. Interestingly, four of the five significant relationships between MBTI and

NEO-FFI scales reported in the American sample were also found in the Polish sample (Tobacyk, Livingston, and Robbins, 2008). Another study that used the MBTI instrument to study the cross-country effects of personality types showed that most managers in Singapore are extroverts and prefer variety and action (Tan and Tiong, 1999). Similarly, using a Swedish industrial organization, Kuipers and colleagues used the MBTI instrument to evaluate the relationship between MBTI profiles and team processes. The results showed that only a small number of MBTI personality profiles have a significant relationship with team processes (Kuipers et al., 2009).

In an attempt to advance the literature on the MBTI in an expanding global environment and to understand managerial types in Asian countries, this study uses a large-scale managerial sample of 1,405 respondents across four countries to investigate the personality types of managers from India, Indonesia, Malaysia, and the Philippines. The Asian region is critical in the context of the global market expansion of large multinational companies, so it is important to understand the personality profiles of managers in this geographic region, which has countries that are economically vibrant and have a large and growing middle-class population.

Objectives

The present study attempts to add to the literature on understanding personality type, particularly from an international perspective, by using the MBTI instrument to compare managers from four Asian countries: India, Indonesia, Malaysia, and the Philippines. While most studies use students as their sample population, our research study uses a sample consisting of practicing managers. We hope, therefore, to provide more realistic results that might benefit senior executives of global companies working in this region. Specifically, the research attempts to answer the following four questions:

1. Is there a dominant MBTI personality type preference among managers from India, Indonesia, Malaysia, and the Philippines?
2. Are there cross-country differences among managers' MBTI personality types?
3. Is a manager's MBTI personality type selectively related to his or her demographic characteristics and work-related attributes?
4. Do a manager's country background, MBTI personality type, and interaction influence his or her satisfaction with the work?

Data Collection

The data for this study were collected from 1,405 respondents who were predominantly professional managers attending both degree programs and nondegree executive education courses at a leading graduate management school in Asia. The MBTI (Form M, Template Scorable) instrument was administered between May 2007 and November 2009. Only the MBTI “reported” types are used for this study, since data on the “verified true type” are incomplete. The demographic profile of the sample is presented in Table 1.

Table 1
Sample Characteristics

Variables		Pooled sample (n = 1,405)	Filipino (n = 1,047)	Indian (n = 250)	Indonesia (n = 65)	n Malaysian (n = 43)	Test Statistic ^a
Age	Average in years	38.85	40.68	30.66	37.96	43.60	77.68*****
Work years	Average in years	11.37	12.88	5.77	8.82	11.23	38.30*****
Gender	Male	62.6%	54.5%	90.0%	80.0%	72.1%	119.25*****
	Female	37.4%	45.5%	10.0%	20.0%	27.9%	
Degree program	Participants	33.1%	20.8%	88.4%	35.4%	7.0%	429.96*****
Full-time employment	Working over 40 hours	47.1%	43.1%	69.6%	33.9%	32.6%	65.84*****
Occupation	Business operation	4.4%	4.4%	6.0%	1.5%	0.0%	116.85*****
	Civil service	3.0%	2.1%	5.2%	4.6%	9.3%	
	Education administration	14.9%	19.6%	0.0%	1.5%	9.3%	
	Engineering	10.9%	9.1%	17.6%	13.9%	11.6%	
	Finance/Accounting	9.7%	9.6%	10.0%	9.2%	11.6%	
	Human resources	3.4%	3.2%	3.6%	4.6%	7.0%	
	Management	8.4%	7.4%	10.8%	16.9%	7.0%	
	Marketing/Sales	12.2%	11.9%	15.6%	7.7%	4.7%	
	Public official	3.0%	3.4%	1.6%	0.0%	4.7%	
	Other	30.1%	29.4%	29.6%	40.0%	34.9%	

^aANOVA was run for age and work years and chi-square test for the rest; * p < 0.10; ** p < 0.05; *** p < 0.01; **** p < 0.001; ***** p < 0.0001.

The sample was significantly different across the four countries (Philippines, India, Indonesia, and Malaysia) in all major variables: age, work years, gender, degree program, full-time employment, and occupation type. Generally speaking, the sample was deemed to appropriately represent the managerial population of each country based on many work-related aspects: age (38.85 years), work years (11.37), full-time employment (47.1 percent; most of the rest worked more than thirty hours a week), and diversity of occupations (100 percent of the sample had a job in all sorts of occupations).

Research Hypothesis

Based on the research objectives, the following four hypotheses were tested:

- H1.** There is a dominant MBTI personality type among managers from the four Asian countries.
- H2.** There is a cross-country difference in managers' MBTI personality types.
- H3.** A manager's MBTI personality type is selectively related to his or her demographic characteristics and work-related attributes.
- H4.** Country background (H4a), MBTI personality type (H4b), and their interaction (H4c) influence satisfaction with the work.

We used a chi-square analysis to test the first hypothesis, MANOVA and ANOVA to test the second and third hypotheses, and applied ANOVA to test the fourth hypothesis. Throughout the data analysis, we consistently used binary data (i.e., present or absent for each personality mode) rather than continuous data (i.e., raw scores ranging from 0 to the maximum number of question items for each personality mode) for three reasons. First, the binary categorization carries the conventional use of MBTI more closely. Second, from a methodological perspective, the binary data provide more robust results; in other words, if a hypothesis is supported by binary data, it would be more so by continuous data. Third, binary data would go well in our analysis with other qualitative data. Nevertheless, we understand that testing hypotheses by continuous data, if supported, would provide convincing evidence for the findings by binary data. The results of these tests are presented below.

Analysis and Discussion of Results

H1. *There is a dominant MBTI personality type among managers from the four Asian countries.*

Findings

In terms of attitude, the extroversion type (58.46 percent) rather than the introversion type was dominant, at the 0.0001 significance level. In the decision-making function, the thinking type (75.53 percent) rather than the feeling type was dominant, at the 0.0001 significance level. In terms of lifestyle orientation, the judging type (79.41 percent) rather than the perceiving type was dominant, at the 0.0001 significance level.

However, in the information-gathering function, there was no dominant type between sensing and intuition, which were equally shared among managers. In conclusion, the dominant personality type preference among the respondent managers was extroversion, thinking, and judging.

Conclusion

Our test supported the hypothesis that there is a dominant personality type except in the information-gathering function (sensing vs. intuition) based on the pooled sample of the four countries.

Table 2
The MBTI Personality mode of the Pooled Sample of Four Countries

Pooled sample of four country groups	Extroversion (Introversion)	Sensing (Intuition)	Thinking (Feeling)	Judging (Perceiving)
Percentage	58.46% (41.54%)	50.88% (49.12%)	73.53% (26.47%)	79.41% (20.59%)
Chi-square	40.425*****	0.442	312.968*****	488.720*****

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$; **** $p < 0.001$; ***** $p < 0.0001$

H2. *There is a cross-country difference in managers' MBTI personality types.*

Findings

Multivariate analysis of variance (MANOVA) was conducted to test the difference among four personality types. The multivariate test for the assumption of homoscedasticity was significant (Box's $M = 64.50$, $p < 0.05$), rejecting the null hypothesis of homogeneity of covariance

matrices, and in Levene's univariate test for each dependent variable, every personality type showed a significant result ($p < 0.0001$), confirming heteroscedasticity. However, such lack of homoscedasticity at the univariate and multivariate levels is common for nonexperimental data.

The multivariate test results by MANOVA clearly showed a significant country difference in personality type, supporting the research hypothesis that there is a cross-country difference in managers' MBTI personality types. Pillai's trace, Wilks' lambda, Hotelling's trace, and Roy's largest root values were significant at the 0.0001 level. Further univariate analysis confirmed the country difference in each personality type. As shown in Table 3, the analysis of variance (ANOVA) F-value was significant at 0.10 in attitude (we used a more lenient significance level because the research is exploratory) and at the 0.05 or smaller level for the rest.

A series of post hoc analyses showed detailed country differences. Specifically, Indonesians showed significantly higher scores in extroversion and sensing. Malaysians showed significantly higher scores in thinking. Filipinos showed significantly higher scores in feeling and judging. Indians showed significantly higher scores in perceiving.

Conclusion

Our test supported the existence of country differences in all personality types.

Table 3
The MBTI Personality mode by Ethnic Group

Ethnic	n (1,405)	Extroversion (Introversion)		Sensing (Intuition)		Thinking (Feeling)		Judging (Perceiving)	
		Mean	STD	Mean	STD	Mean	STD	Mean	STD
Filipino	1047	0.57	0.49	0.52	0.50	0.72	0.45	0.82	0.39
Indian	250	0.59	0.49	0.42	0.49	0.76	0.43	0.70	0.46
Indonesia n	65	0.74	0.44	0.63	0.49	0.78	0.41	0.75	0.43
Malaysian	43	0.58	0.50	0.53	0.50	0.88	0.32	0.79	0.41
F-value		2.28*		4.21***		2.72**		5.57****	

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$; **** $p < 0.001$; ***** $p < 0.0001$.

H3. *A manager's MBTI personality type is selectively related to his or her demographic characteristics and work-related attributes.*

Findings

Multivariate analysis of variance (MANOVA) was conducted to test the difference among four personality types across selected variables of country, demographics, and work. Pillai's trace, Wilks' lambda, Hotelling's trace, and Roy's largest root values were significant at the 0.01 level, confirming a significant association of the selected variables with personality type and supporting the research hypothesis that personality type is selectively related to the manager's demographic characteristics and work-related attributes.

Univariate ANOVA was run to examine the relationship of the selected variables to personality. The result was significant in every personality type: attitude (F-value = 1.55, $p < 0.10$); information-gathering function (2.41, $p < 0.001$); decision-making function (2.19, $p < 0.01$); and lifestyle orientation (3.07, $p < 0.0001$). As found in H2, there was a significant country difference in every personality type. Age was related to lifestyle orientation (the older a manager is, the more likely he or she is to show the judging type; $p < 0.0001$) and decision-making function (the older a manager is, the more likely he or she is to show the thinking type; $p < 0.10$). Gender was related to information gathering; specifically, male managers were more thinkers than their female counterparts; $p < 0.01$. Attending a master's degree program was related to the information-gathering function (degree students preferred intuition, while executive education course participants preferred sensing; $p < 0.01$) and lifestyle function (degree students preferred perceiving, while executive education course participants preferred judging; $p < 0.05$). Full-time employment was related to attitude (full-time employees preferred extroversion more than part-time employees; $p < 0.05$). Occupation was related to information gathering (business operators, financiers, and accountants preferred sensing more than those with other sorts of occupations; $p < 0.05$).

Conclusion

The test supports the stated hypothesis.

Table 4
The Relationship of MBTI Personality mode to Ethnic Background and Other Factors

Independent Variables	Df	Extroversion (Introversion)		Sensing (Intuition)		Thinking (Feeling)		Judging (Perceiving)	
		Mean Square	F Value	Mean Square	F Value	Mean Square	F Value	Mean Square	F Value
Ethnic	3	0.500	2.07*	1.165	4.74***	0.515	2.67**	0.962	5.95*****
Age	1	0.392	1.62	0.155	0.63	0.602	3.12*	3.181	19.69**** *
Male	1	0.507	2.10	0.608	2.47	1.814	9.40***	0.038	0.24
Degree program	1	0.416	1.73	0.279	1.14	1.887	9.78***	1.003	6.21**
Full-time employment	1	1.115	4.62**	0.045	0.18	0.003	0.01	0.008	0.05
Work years	1	0.048	0.20	0.258	1.05	0.058	0.30	0.106	0.65
Occupation	9	0.265	1.10	0.582	2.37**	0.142	0.74	0.135	0.83
F-value		1.55*		2.41*****		2.19***		3.07*****	

* p < 0.10; ** p < 0.05; *** p < 0.01; **** p < 0.001; ***** p < 0.0001.

H4. *Country background (H4a), MBTI personality type (H4b), and their interaction (H4c) influence satisfaction with the work.*

Findings

ANOVA was run for main and interaction effects of the target variables on satisfaction with the job. The result was significant, as evidenced with an R-square of 20.1 percent and an F-value of 9.45 ($p < 0.0001$).

- **H4a.** The country factor was a significant determinant of work satisfaction (Filipino managers reported the greatest degree of satisfaction, whereas Indians reported the least; $p < 0.0001$).
- **H4b.** Except for the information-gathering function, all other personality types were related to work satisfaction. Specifically, managers with an extroversion ($p < 0.001$), thinking ($p < 0.05$), and judging ($p < 0.0001$) type of personality were more satisfied with the work.

- **H4c.** There was a significant interactive effect of country and personality type on work satisfaction in all personality preferences except lifestyle orientation: attitude ($p < 0.01$), information gathering ($p < 0.01$), and decision making ($p < 0.10$). This interaction means that among different countries' managers, the personality operates differently. Specifically, as shown in Figure 1, Filipino managers were more satisfied with work if their attitude preference was extroversion rather than introversion ($t = 4.60$, $p < 0.0001$) or if their decision-making function was thinking rather than feeling ($t = 2.01$, $p < 0.05$); Indian managers were more satisfied with work if their information-gathering function was sensing rather than intuition ($t = 1.94$, $p < 0.10$); and Indonesian managers were more satisfied with work if their information-gathering function was intuition rather than sensing ($t = 2.80$, $p < 0.01$) or if their decision-making function was thinking rather than feeling ($t = 2.52$, $p < 0.05$).

Conclusion

The tests supported H4a, H4b except for the information-gathering function, and H4c except for the lifestyle orientation (see Figure 1).

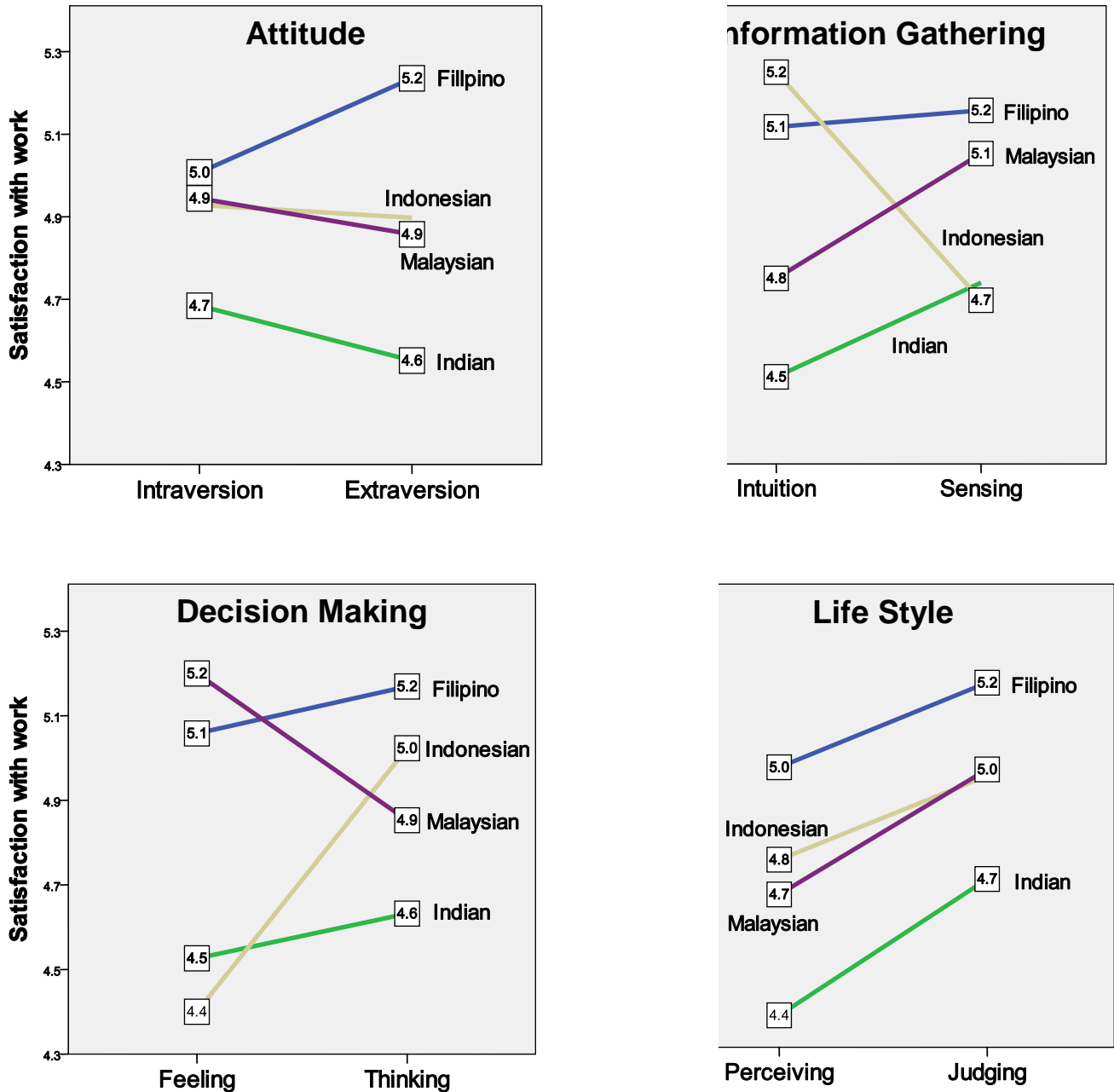
Table 5
Determinants of Satisfaction with the Work

Independent variables	df	Mean Square	F Value
Country	3	17.754	31.91*****
Extroversion	1	6.611	11.88****
Sensing	1	1.238	2.23
Thinking	1	2.852	5.13**
Judging	1	8.499	15.28*****
Country*Extroversion	3	2.148	3.86***
Country*Sensing	3	2.098	3.77***
Country*Thinking	3	1.343	2.42*
Country*Judging	3	0.179	0.32
Age	1	66.740	119.97*****
Male	1	1.716	3.09*
Degree program	1	2.343	4.21**
Full-time employment	1	1.009	1.82
Work years	1	6.233	11.21****
Occupation	9	0.637	1.15

* $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$; **** $p < 0.001$; ***** $p < 0.0001$.

Figure 1.

The Interaction Effect of Country Background and MBTI Personality mode on work Satisfaction.



CONCLUSION AND DISCUSSION

This study compares the MBTI type preferences of managers and executives from four Asian countries whose languages, history, and culture are distinctively different from one another. It is useful to corporations operating in the global marketplace to examine the distribution of managers' MBTI personality types among particular country groups.

Specifically, the survey data of 1,405 managers show that first, the overall dominant personality type of the four Asian country groups was extroversion, thinking, and judging. The overrepresentation of thinking and judging in the survey sample of Asian managers corroborates earlier studies on managers and executives across a variety of organizations in different countries and cultures (McCaulley, 1990; Kirby, 1997; Roach, 1986). This trend has been observed to remain consistent even with schools, not-for-profit institutions, and other service-oriented organizations.

Second, data analysis shows cross-country differences in managers' dominant personality type preferences. When compared at each personality type dimension, Indonesians showed significantly higher scores in extroversion and sensing, Malaysians showed significantly higher scores in thinking, Filipinos showed significantly higher scores in feeling and judging, and Indians showed significantly higher scores in perceiving.

Third, the analysis indicated that managers' personality type was significantly different in relation to selected demographic backgrounds. As indicated in the previous observation, country was the strongest determinant of each of the four personality dimensions. Other demographic variables were not influential across personality. For example, age was a significant predictor only of the judging-perceiving orientation; gender, only of the thinking-feeling function; full-time employment status, only of the extroversion-introversion attitude; and occupation, only of the sensing-intuition function. The results imply that the country background of managers is most important in predicting personality type and that other demographic aspects need to be selectively used in predicting a dominant personality type.

Fourth, managers' personality type affects work satisfaction through interaction with country background. Overall, managers with the extroversion, thinking, and judging personality type preference were more satisfied with their work. Note that the extroversion, thinking, and judging type was the dominant mode among the four Asian country groups. In fact, studies in the United States show that a typical American manager is an extroversion, thinking, sensing, and

judging type. Hence, the corresponding personality types in these four Asian countries could be used by the top management of many U.S. global companies to manage their subsidiaries in this region.

It can be concluded that managers whose personality type is the same as the society's dominant personality type are happier with work than those whose personality type is different. Exactly what type of personality provides more work satisfaction was sometimes uneven for managers from different countries. For example, Indian, Malaysian, and Filipino managers preferring sensing were happier with work than those preferring intuition. However, the opposite was true for Indonesian managers; those preferring sensing were happier with their work. Likewise, extroversion was linked to more work satisfaction only among Filipinos, not among managers from other countries.

Limitations and Future Research

There are a few limitations of the study. First, although the surveyed countries showed diversity in culture and personality type, because these countries are geographically close to one another, their cultures might reflect close ties and cross-polarization through business partnerships, travel, and cultural exchanges. This cross-country influence might enhance the similarities among the country groups. Therefore, future research needs to include more distant Asian countries, such as China, Korea, Japan, Australia, and New Zealand.

Second, related to the first limitation, future research needs to compare Asian managers to Western managers. The differences are expected to be more vivid and it will be easier to investigate the role of personality in work and management. Third, the sample was heavily biased toward Filipinos. Future research should carefully balance the sample size per country group to avoid the influence of a large sample from one country. Fourth, the study focused on recognizing the personality type differences across nations, but future research needs to investigate the impact of such differences on management issues such as employee productivity, and manager-employee relationships.

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