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The implication of personality preferences on job satisfaction

By

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 "If you can clearly articulate the dream or the goal, start" – Simon Sinek.

Abstract

This research aims to analyze the complex nature of Job Satisfaction. Through the collection of data from a sample of 210 employed individuals the research has broken job satisfaction into seven major factors and then calculated the Myers Briggs Type Indicator (MBTI) personality type for each individual, in order to investigate the correlation between personality and job satisfaction. The correlation analysis of the data gathered suggests that individuals displaying specific personality traits tend to express greater job satisfaction when those requirements are met. Individuals scoring high in the Judgment dimension, attained a high correlation with the Promotion factor of job satisfaction, while individuals scoring high with the Feeling dimension, attained a high correlation with the Coworkers factor of job satisfaction. The results and correlation conclusions are also supported by the existing literature.

Keywords: Myers and Briggs Type Indicator, MBTI, personality, preferences, job satisfaction, MBTI in the workplace

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Chapter 1: Introduction

The definition of personality has long piqued the interest of researchers. Personality influences our daily lives, from how we handle ourselves and how we treat others. It influences how individuals act and what they like and dislike in their everyday life and at work. This explains why a vast body of research has been dedicated to examining the differences and correlations between individuals in various contexts (Helmuth, 1997).

The notion of personality has been there since Hippocrates' time, who suggested the temperamental theory. Since then, several personality theories have been established, with one of the most prominent being the Myers–Briggs Type Indicator (MBTI) by Katharine Cook Briggs and her daughter Isabel Briggs Myers. The MBTI Indicator was created based on the conceptual theory proposed by Swiss psychiatrist Carl Jung (Witt & Dodge, 2018).

According to Witt & Dodge (2018) different jobs favored different personality orientations, Myers and Briggs and Jung's theory presented a theoretical association between personality and job satisfaction. More specifically, the instrument's implementations include a wide range of fields, including (a) self-awareness and growth, (b) stress management, (c) team bonding, (d) organizational development, (e) understanding learning styles, and preferred communication styles (Coe, 1992).

Jung (1971) proposed that people refer to the universe by two sets of opposing mechanisms: rational and irrational functions. Finally, one of the four roles was defined as dominant, and the other as auxiliary (Myers & McCaulley, 1985, p 13). Myers and Briggs developed the MBTI instrument by expanding on the distinguishing characteristics proposed by Jung (1971) in accordance with their own observations of individuals they considered exemplars

of 16 different types. In addition to Jung's theory, Myers and Briggs introduced the Judging-Perceiving attitudes as a way of determining which roles were dominant, auxiliary, and tertiary. Their research yielded a series of internally stable and largely uncorrelated indices that measured Extraversion-Introversion (EI), Sensing-Intuition (SN), and Thinking-Feeling (TF). They also included a Judgment-Perception component (JP). The MBTI can help a person's personal life path toward greater awareness and competence. In greater depth, the MBTI assigns inventory takers to one of sixteen personality types.

The importance of examining personality lies in its explanatory power of why individuals chose a particular career direction. Personality can influence which activities individuals like performing and which they do not, based on their organizational fit, and their performance in organizations. Furthermore, personality is one of the primary variables influencing whether individuals are satisfied or dissatisfied with their jobs.

In companies, job satisfaction is a critical indicator. Employees who are dissatisfied with their jobs tend to leave, resulting in higher turnover rates. Even if they remain at a job that does not make them happy, their performance often drops. Job satisfaction has direct effects on citizenship behavior, intention to leave the organization, absence, burnout, and counterproductive behavior (Spector, 1997). The Job Satisfaction Survey, (JSS) is one of the most well-known job satisfaction questionnaires (Spector, 1997), developed by Paul E. Spector,

This research will investigate whether personality influences job satisfaction. More precisely, it will be examined if there are any correlations between the MBTI Indicator and the various factors that influence job satisfaction. More research was required to investigate the relationship between the MBTI Indicator and job satisfaction from different angles to find

alternative explanations. Many factors influence job satisfaction, namely extrinsic (i.e., pay) and intrinsic (i.e. nature of the work) factors (Weiss, et al., 1977). Job satisfaction is multidimensional, and one individual may be satisfied with certain factors of his or her job while dissatisfied with others. Each factor of job satisfaction can be influenced differently by one's personality. As a result, each of these job satisfaction factors (facets) should be investigated in relation to the personality dimensions. Limited research has been conducted independently and in relation to the dimensions and job satisfaction factors. The study seeks to determine whether the proportion of job satisfaction explained by personality increases at the facet level rather than on the overall level.

Structure of the Research

This study is divided into five chapters. At the beginning, Chapter 1 - Introduction aims to introduce the importance of the MBTI indicator and the job satisfaction factors and the limitations at the research as to clearly define the purpose of this thesis, as well as the research questions that will be used to guide the research. Then, following a large pool of theories and studies, Chapter 2- Literature Review aims to provide a wider clarification about the theories and studies suggested by other researchers analyzing personality and job satisfaction. More specifically definitions and explanations about job satisfaction and personality have been provided. Furthermore, the usage of the MBTI indicator in the workplace is examined, as well as how personality can influence job satisfaction. Chapter 3 aims to clarify the research method chosen as the most suitable for this thesis, as well as the sample techniques and methods used to better deliver the purpose of this thesis. Furthermore, this chapter explains in depth the interpretation of data from the Quantitative research survey, as well as the ethical considerations. Chapter 4 discusses in detail the main issue that arose through analysis of the results. After the key findings that were identified through the

analysis of the data in Chapter 5 provides insight into the key problems that resulted from the in

relation to the existing research. Lastly, the thesis limitations and implications are thoroughly

discussed.

Chapter 2: Literature Review

Introduction to Job Satisfaction

Job satisfaction is one of the most integral pillars for proper workplace functionality and harmonic employee performance. Satisfied employees are employees who are willing to go the extra mile in both their work, but also in helping their co-workers and cooperate with the organization even during an emergency or a high-pressure situation (Eagley & Chaiken, 1993). Job satisfaction is very important to increase employee well-being and it could be a great factor in employee development (Landy, 1989).

Importance of job satisfaction

Numerous studies have tried to link, compare and disentangle the determinants of job satisfaction (Christiansen et al, 2015; De Fruyt & Mervielde, 1997; Edwards, 1991; Kristoff - Brown, Zimmerman & Johnson, 2005). Job satisfaction is an important factor in the workplace because it can predict employee's happiness and well-being. In other words, job satisfaction has been shown to serve as a strong predictor for such behaviours as employee commitment, motivation, absenteeism, and lower intentions. Job satisfaction is one of the crucial factors that affect the efficiency and effectiveness of business organizations (Edwards, 1991). In fact, the new managerial paradigm which posts that employees must be treated and considered as human beings who have their own wants, needs and personal desires, could be a good indicator for the necessity of job satisfaction in contemporary companies (Kristoff - Brown, Zimmerman & Johnson, 2005).

Companies really need to consider that employee job satisfaction is essential for the productivity and effectiveness of one's job. High levels of job satisfaction could help employees have better results and better results could lead to business success. In other words, it can be concluded that job satisfaction will result in positive behavior while dissatisfaction from the work will result in negative behavior of employees (Jurgensen, 1978). From the perspective of human resource management, job satisfaction is essential because employees who are also not satisfied are more likely to leave the company.

High turnover and absenteeism are very serious issues in affecting the organization in multiple areas. First, a high turnover rate could lead to financial consequences. When employees leave, recruiting, selecting and training new employees is necessary. These procedures are very costly for the company. Second, employee turnover may disrupt a company's productivity and thus performance, especially when it involves critical positions in organizations.

According to Aziri (2008) high levels of job satisfaction may be a sign of a good emotional and mental state of employees. Furthermore, job satisfaction can increase dramatically affecting people's well-being and effectiveness on their job tasks (Laughlin & Fishbein, 1980). In summary, it has been shown from this review that job satisfaction is an essential proponent for employees as it could result in improved productivity and efficiency in the organization. It is now necessary to explain the different definitions of job satisfaction that have been proposed.

Job Satisfaction definitions

Job satisfaction has been analyzed by many researchers due to the significant relationship that job satisfaction has with organizational phenomena, and it relates to many factors that are important for human resource management such as turnover, counterproductive work behavior and employee well-being. Therefore, the importance of attaining and maintaining a high

rate of job satisfaction is crucial, thus much research has been conducted trying to identify the correct definition and the main factors that affect job satisfaction. Over the years, different authors have different approaches for the definition of job satisfaction (Blegen, 1993; Brown & Peterson, 1993; Hoppock, 1935; Loher, Noe, Moeller, & Fitzgerald, 1985). In this chapter those multiple definitions of job satisfaction are going to be analysed.

Davis et al., (1985) grouped job satisfaction into two broad types: the negative or positive feelings individuals have towards their work. The term negative feeling is used here to refer to employees who have a negative attitude towards their work, those who are not satisfied. Employees who have a negative attitude toward their work tend to have high levels of stress. Accordingly, job stress is correlated with counterproductive work behaviors; and, employees who have stress at their workplace are most likely to be more unsatisfied with their job. For instance, employees who are not satisfied with their job are more likely to engage in deviant behaviors in the workplace. With respect to Hoel, Einarsen, & Cooper (2003) more difficult to quantify, the negative psychological impact of workplace deviance can translate into reduced employee morale, higher rates of absenteeism and turnover and lower productivity. In the words of Mount et al., (2006) job satisfaction has a direct effect in both interpersonal and organizational counterproductive work behaviors. It includes both breaking rules and laws, as well as social norms, where employees can do something unethical that harms the organization.

Mount et al (2006) mention that there is a negative relationship between counterproductive work behaviors and job satisfaction. Lorinkova & Perry (2014) argue that counterproductive work behavior may lead to procrastination. For instance, counterproductive work behaviors that may be linked to procrastination are using work time for personal gain, and not being present at work by

not engaging in the behaviors required. Therefore, these deviant behaviors are pervasive and costly both to organizations and to employee job satisfaction (Bennett & Robinson, 2003).

In juxtaposition to employees who have negative attitudes toward their work, employees who have positive feelings toward their work are satisfied and they can have both productivity and to each individual's well being in the workplace. It is essential for employees to enjoy their job in order to be more productive and have higher well-being. When employees are productive, they not only produce better results, but they are able to bring company success (Davis et al., 1985). In regards to Vroom (1964) the position of the employee in the workplace is central to the concept of job satisfaction. As a result, Vroom (1964) describes career fulfillment, as an individuals' affective orientation toward the employment positions they are actually occupying. Additionally, each individual's job satisfaction is oriented by their work roles that they presently occupy.

Job satisfaction can be described as a general feeling about one's job or an overall attitude toward a particular job assignment (Spector, 1997). According to Locke (1976), employment satisfaction is described as a pleasurable emotional state arising from one's view of one's job as satisfying or causing one's essential job value to be fulfilled. Employees who do not think their work is rewarding are likely to be unhappy with it because it does not provide them with much value, resulting in higher turnover and absenteeism. Blum and Naylor (1968) refer to job satisfaction as the result of many attitudes possessed by an employee. Firstly, job satisfaction refers to an individual and their job situation, therefore employee morale focuses more on how employees relate to being a part of a group and of a common purpose within an organization. According to Ibarra (1992) common purpose among employees and organization is essential. In other words, an employee who shares the same purpose and values with the company, will have more trusting and supportive relationships and greater empathy toward individuals or organizations that have the

same purpose, values and beliefs. Employees are more satisfied at their work when the company's culture is linked with and related to their own values and beliefs (Mischel & Shoda, 1995)

Job satisfaction appropriately addresses feelings depending on the nature of the job (Law, Wong, & Mobley, 1998). Similarly, Mc Namara (1998) points out that job satisfaction refers to an employee's emotions or state of mind in relation to his or her employment. Employees could have the feeling of satisfaction by seeing the importance of their job as it is and feel that their contributions to the practice result in positive outcomes that tend to bring satisfaction to employees in the workplace. Nature of the work can be considered as an intrinsic motivation toward work.

Likert (1961) observed significant differences between intrinsic and extrinsic motivation. Employees who are motivated to do things because they want to get a reward or escape retribution are extrinsically motivated; and employees who feel rewarded beyond monetary gain and any external factor such as promotion, co-workers and supervision, then the employee is satisfied with the nature of the work. These could be the key ingredients due to the fact that for the employee work is not linked to pay, but to the perceived fairness of how one feels toward the nature of the work. Last but not least, individual characteristics are considered to be an essential condition to an employee's job satisfaction. Blum and Naylor (1968) suggest that individual characteristics are diverse among individuals. Individuals may perceive the same job characteristics quite differently.

Kreitner and Kinicki (2006) state that job satisfaction encompasses a global feeling about the job and includes a related constellation of attitudes about various facets of the job. Those facets/factors which the employee responds effectively are going to be analysed in the next chapter. Similarly, Spector (2007) categorises the various factors/facets which are related to job satisfaction as being the intrinsic and extrinsic motivation.

Additionally, Spector (1997) holds the view that job satisfaction is the extent to which employees feel that they like or dislike their job, and hence includes affect, cognitions, and behavioral tendencies. More specifically, such feelings towards work are often evaluated via measures of job satisfaction, there is the positive / favorable and the negative/ unfavorable attitude. "*Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction*" (Spector, 1997, p. 2). In terms of Spector (2007), several factors are known to affect job satisfaction. These factors refer to the extrinsic motivation: appreciation, communication, co-workers, fringe benefits, job condition, nature of the work itself, organization itself, organization's policies, and procedures, pay, personal growth, promotion opportunities, recognition, security, supervision.

The facet approach is used when the underlying reasons of job satisfaction or dissatisfaction are to be examined (Spector, 1997). In other words, job satisfaction is under the influence of external and internal motivation that affect the way employees feel at their workplace (Spector, 2008). Furthermore, Spector's (2008) interpretations differ from that of Saari & Judge (2004), who argue that job satisfaction is influenced by three factors, namely culture, work situation and personality. With that being said, there are many factors affecting job satisfaction, which are going to be analysed next.

Factors that affect job satisfaction

Job satisfaction can be further analysed as the intrinsic and extrinsic motivation (McGregor, 1960). Intrinsic motivation is when an individual is energized by a task itself, for doing something for their own sake (Ryan and Deci, 2000). In other words, an individual is being motivated from within. Employees who gain pleasure from engagement with the task itself and

often from the challenges that the task presents, a sense of satisfaction comes when the task has been completed (Csikszentmihalyi, 1997). Intrinsic motivation implies that the work itself is interesting, engaging and satisfying for the individual. According to Ryan and Deci (2000) intrinsically motivating tasks are those that are interesting and enjoyable to perform irrespective of possible external rewards.

Extrinsic motivation can be energized by a number of external, socio-environmental factors as an expectation of keeping a job (McGregor, 1960). Thus, external factors have control over task engagement and job satisfaction (Deci and Ryan, 1985). Getting a promotion, receiving a good package, gaining some recognition or being well paid are some examples of an extrinsic motivator that can bring satisfaction to employees. Therefore, extrinsic motivators are setting up tasks as means to an end rather than emphasizing the enjoyable experience of the task itself (Ryan and Deci, 2000). Another analysis of job satisfaction is given by Saari & Judge (2004) who describe external factors such as culture, work situation and personality as the main factors that affect job satisfaction.

According to Saari & Judge (2004) culture is a key factor for predicting job satisfaction. There is a small, but also growing body of research on the influence of culture between employees' attitudes and job satisfaction. The most cited research regarding culture and job satisfaction is that of Hofstede (1995). More specifically, Hofstede's four dimensions have been a useful framework for understanding cross-culture differences and the importance of cultural causes on an employees' attitudes (House, Hanges, Javidan, Dorfman, & Gupta, 2004). With regards to Hofstede (1995), the four cross cultural dimensions are individualism versus collectivism, uncertainty avoidance versus risk taking, power distance or the extent to which power is unequally distributed and

masculinity versus femininity. These four dimensions are widely used for understanding how the cultural background of employees affect their behaviour within organizations.

As discussed above, Hofsteders (1995) four cultural dimensions are helpful with correlating the diversity of the employees with their capabilities shown in their workplace. Furthermore, the importance of culture has been found in understanding the employees' views and values across cultures. Practically, awareness of whenever possible adjustment to cultural factors that influence employee attitudes and job satisfaction are important for HR practitioners. This is a uniquely important and complex scenario as surveys focused on employee attitude and job satisfaction attend to cross national boundaries with an exponential rate of increase.

Another factor influencing job satisfaction based on Saari & Judge (2004), is the work situation. Researchers have treated the work situation factor in much detail. Numerous terms are used to describe work situations, the most common of which are nature of the work or "intrinsic motivation". Work situation or the nature of the work has been correlated to employment condition or quality of work. In addition, it is considered to be one of the most notable situational influences on job satisfaction. Numerous studies have been conducted in order to understand what causes people to be satisfied with their jobs, the work itself generally emerges as one of the most important job facets (Ryan and Deci, 2000). Also, the relationship between nature of the work and job satisfaction have shown that nature of the work is related to job performance and the commitment an employee has to the organization (McGregor, 1960).

Last but not least, Laari & Judge (2004), support that a factor that can influence job satisfaction is personality. According to Saari & Judge (2004) employees' personality could be a key ingredient to job satisfaction and high performance. Even though organizations cannot directly

impact employee personality, however the knowledge of employee's personality could lead to better, more appropriate, employee selection and better matches between employees and jobs. Selecting and placing employees into jobs most appropriate for them and their personality will increase employee's job satisfaction. In the following pages, I will present in greater depth how personality would influence job satisfaction in the workplace.

Job Satisfaction and Personality

Personality has been an important factor in the employees' job satisfaction, therefore the connection between job satisfaction and personality has been carefully investigated. Numerous terms are used to describe the relationship between personality and job satisfaction, the most common of which are Trait Activation theory,the Attraction, Selection, and Attrition (ASA) and the Person Environment fit model (PE) (Thomas et al., 2004; Urry, 1977). These analytical procedures and the results obtained from them are described in the next pages.

According to Tett, Simonet, Walser, & Brown (2013) who introduced Trait Activation theory, personality is an essential component in order to predict job satisfaction, since personality should align with the traits that are required for a given job. When an individual possesses a low "score" at traits vital for a certain job it might increase stress in their workplace. One of the main reasons causing an individual to have low job satisfaction is the stress that is caused by their job (Fritzche, Powell, & Hoffman, 1999).

Thomas et al., 2004 proposed a hypothesis in which most organizational effects are decided by employee behavior, and the form of employee retained is determined by three intertwined processes: attraction, selection, and attrition (ASA). Individuals seek place as a general definition.

Individuals choose positions/companies that match their personal characteristics, such as personalities (Attraction), and organizations choose individuals that compliment or share attractive characteristics with existing employees (Selection). They will become/remain a member of the business if the job is a good fit for both the employees and the organisation. If the job is not a good fit, the individual will resign (Attrition).

Personality could impact the perception of stress on an individual, for instance, two employees with different personality traits may be assigned to do an organizational task (e.g., Communicating with a customer). One employee might perceive a specific task as stressful, whereas the other employee may not (Podsakoff, LePine, & LePine, 2007). According to Urry (1977) individuals who are having high levels of some specific personality trait, may be predisposed to appraise some events as more threatening and others as less threatening.

Topolinski & Hertel (2007), uses the term Trait Activation theory to refer to the psychological approach that includes studying an individual's personality traits as relatively stable, which describe general predictable patterns of thinking and experiencing emotions that influence behavior. The lack of correspondence between characteristics of a person and their work environment results in negative psychological, physiological, and behavioral outcomes. This could affect an individual's job to a range of work-related strains, such as boredom, dissatisfaction, anxiety and even irritation.

According to Kristof-Brown et al. (2005) individuals enter in a specific environment because of their personality and remain in these environments because of the reinforcements and satisfaction obtained through the interactions in that environment. In addition, evidence suggests that to some extent person - environment (PE) is related to measures of job satisfaction. More

specifically, when an individual's personality suits that of the workplace, the probability of employee satisfaction increases. The definition of person - environment (P E) fit has been described by Kristof - Brown et al. (2005: 281) as "the compatibility between an individual and work environment that occurs when their characteristics are well matched" (Kristof-Brown et al. 2005).

Person-environment (PE) fit can be split into two categories: supplementary fit and needs supply fit (Caplan & Harrison, 1993; Holland, 1997; Pervin, 1968). Supplementary fit is where an individual complements, embellishes, or shares traits with other individuals in the workplace (Schneider, 1999). The degree to which an individual's needs, such as the ability to use their skills and abilities, are satisfied by their job environment is referred to as needs-supply fit, or complementary fit; it is the partnership between what the employee and the work environment need (Kristof-Brown & Guay, 2011).

The organization is benefitted from employee performance as they accomplish their assigned tasks and the employee's themselves are of course utilizing their skills and knowledge effectively and fulfilling (Kristof - Brown et al., 2005). This indicates that job satisfaction can be linked to employers' ability to apply their personality traits in the workplace. As a result, employees will be able to put their talents and abilities to work, while still meeting the demands of the company, as they gain from the employee's experience, skills, and abilities (Scholz & Schuler, 1993).

This section has analysed the causes of job satisfaction and has argued that there are various factors that can influence job satisfaction and that employee satisfaction has important implications for organizational productivity and effectiveness. Job satisfaction influences the extent to which

an individual works to their fullest potential towards organizational goals and collaborates with colleagues. A greater analysis has been conducted to identify the relationship between job satisfaction and personality. Furthermore, personality has been considered an important factor when it comes to influencing job satisfaction. The next part of this paper will focus on Personality. First the history of personality will be introduced.

Introduction to Personality

Personality refers to the long - standing traits and patterns that propel individuals to consistently think, feel, and behave in specific ways (Lecci & Magnavita, 2013). Our personality is what makes us unique individuals. Each person has an idiosyncratic pattern of enduring, long - term characteristics and a manner in which he or she interacts with other individuals and the world around them. An Individual's personality is thought of as long - term, stable and not easily changed (Fazeli, 2012).

Before proceeding to examine personality theories, it is important to mention that the word personality comes from the ancient Greek word "prosopio" that later Latins translated into the word persona. In the ancient world, a persona was a mask worn by an actor (Matthews et al. 2012). While it is a common belief that a mask was worn to conceal one's identity, the theatrical mask was originally used to either conceal one's identity, or to either represent or project a specific personality trait of a character (Adlin and Pruitt, 2010).

Much research has been done analysing personality (Botwin & Buss, 1989; Hakel, 1974; Hogan, 1983; Howarth, 1976; McCrae & Costa, 1985; Noller et al., 1987; Norman, 1963; Smith, 1967). Though the structure of personality goes back to ancient times (Noga, 2007), Hippocrates

was curious about personality and how some people are acting in a similar way with others and other people in a completely different way (Merenda, 1987). Therefore, he identified four distinctive personality traits, which later have been given the name humours (Clark & Watson, 2008). The names of the four humors are, choleric, melancholic, sanguine, and phlegmatic. Each humor refers to a kind of fluid or flow in the body. More specifically, Hippocrates believed that they were never intended to directly refer to physical body substances but rather were linked to energies that ebb and flow in harmony or competition in the body, influencing all kinds of mind and body functions (Eysenck & Eysenck, 1985, 2009).

Hypocrates theory had been developed by the Roman physician Galen and attributed a specific reason to each of the four distinct categories of people, based on the predominance of specific bodily humours. Furthermore, he categorizes the hypothesis into one of two divisions, into which any individual may be categorized, with no chance of duplication or modification, which contradicts fact. The sanguine person's constant excitement was attributed to the blood's strength; the melancholic's depression was attributed to the over functioning of black bile; the choleric's irritability was attributed to the predominance of yellow bile in the body; and the phlegmatic person's noticeable slowness and apathy were attributed to the phlegm's impact (Eysenck & Eysenck, 1985)

The famous German philosopher Immanuel Kant accepted this theory and he was attributed by a widely read textbook of psychology, which he entitled *Anthropologie* (Fancher, 2000). In regard to Eysenck & Eysenck (1985) Kant was not only Europe's most famous philosopher, but also a brilliant physicist, and in this book, he practically provides us with a psychology textbook. In Europe, his chapter on temperament was widely read and accepted. As a result, his definition

of the four temperaments could serve as a kind of foundational and fundamental theoretical stance. In regard to Eysenck & Eysenck (1985) there are compound temperaments, such as sanguine-choleric, but there are only four temperaments in all, each of which is basic, and it is difficult to imagine a person who mixes them in any way. Kant categorizes temperaments into one of two types which any individual may be sorted, with no chance of overlap or modification, which contradicts fact; as distinct and unrelated entities.

Wundt (1923) was the first physicist to reject the categorical form of explanation used by the ancient Greeks and Kant in favor of a dimensional one. Wundt (1923) suggested that a better description of personality could be achieved by using two orthogonal dimensions of personality, along which individuals could be distributed continuously. Wundt (1920) expanded on the distinction between the four temperaments, which originated from in-depth emotional studies of people that varied from one another. Since the time of the ancient philosophers, psychologists have been observing personality distinctions between individuals.

According to Wundt (1920) a better description of personality could be achieved using two major axes. More specifically, a breakdown of four temperaments was used to help define and categorize each personality trait. The segmentation is based on two concepts: the first determines the severity of emotions and thoughts, while the second governs the pace at which they change. In other words, the first principle dictates the strength of emotions and feelings while the second one to their speed of change.

One dimension is about segregating the strong or emotional (the melancholic and choleric temperaments) from the weak emotions or non-emotional (phlegmatic and sanguine) and the other dimension separates the changeable (choleric and sanguine) from the unchangeable (melancholic

and phlegmatic). According to Wundt (1920), in a transition division of the temperaments, Cholerics and Sanguines, temperaments with a high degree of change person feelings, are more sensitive to current impressions and incidents. As a result, it is easier for them to respond to new scenarios and concepts, while the other refers to strength. In other words, Phlegmatics and Melancholics, on the other hand, are interested in the consequences of their actions and how they could affect the future. As such, each action is taken much more seriously and meticulously (Eysenck, 1985; Eysenck, 1967). Figure 1 shows in diagrammatic form this combination of the theories of Kant and Wundt.
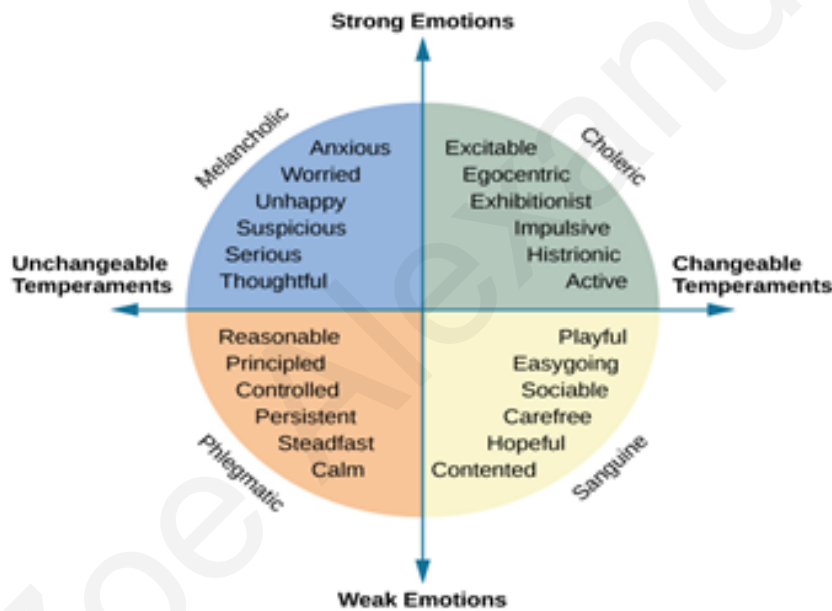
Figure 1:

This figure is the combination between the theories of Hippocrates, Galen, Kant and Wundt. (Eysenck,1967).

What is more, Wundt (1920) developed a list of traits that could be used to describe the personality of a person from each of the four temperaments. Wundts's two-dimensional system has been verified in many studies (Stelmack & Stalikas, 1991; Wundt, 1920/1923). The two dimensions labelled in the above figure have been given different names through the years. Therefore, we would accept that a person who has a melancholic temperament, and is characterized as anxious also to be worried, unhappy, introverted.

Melancholic personalities feel extremely uncomfortable around people who they do not know, and they will never express their feelings or even show their true power, which is the main reason that they tend to have few friends (Eysenck & Eysenck, 1985). It can be very difficult for them to befriend someone, however, when they do become closer, they are able to free themselves, make jokes, laugh, dance or be cheerful. When they get to know someone better, they get comfortable, and it becomes easier for them to relax and open. For sure they prefer to be around people who are serious and calm rather than cheerful and outgoing people, hence they may also consider playful individuals to be irresponsible and childish (Eysenck & Eysenck, 1985).

They like to observe, think, and analyze before acting since they are introverts. In other words, they do not want to be in the spotlight, instead they prefer to be in a more reserved and quieter place. They prefer to listen rather than to talk, since through listening they can analyze, observe, and comprehend situations (Eysenck & Eysenck, 1985). They are calm, withdrawn, introspective and they often prefer reading books and other "lonely" pursuits rather than socializing.

Moving forward, we would expect a person who has phlegmatic temperaments to be calm, steadfast, persistent, hopeful, and content (Eysenck & Eysenck, 1985). Phlegmatic personalities tend to be compassionate and caring; enjoying a loving and warm environment with people close to them. Phlegmatic people can be quite introverted who hate conflicts, and as such enjoy time alone. However, they are much 'nicer' and more friendly and social than the melancholics, as they are unburdened by 'perfectionism' and as such do not judge others.

They are quiet and keep their feelings and thoughts to themselves, preferring not to argue since they hate quarreling over anything. The introverted aspect of the phlegmatic personality makes it harder for them to express themselves (Eysenck & Eysenck, 1985). They are family and friend-oriented people, enjoying a warm and friendly environment. They want to please others and the only attention they seek is from the ones they consider to be close to them. Their emotions can control their actions since they are very emotional, even when sometimes they do not really understand that this could be a great weakness (Eysenck & Eysenck, 1985). However, they are extremely trustworthy; if they make a promise, it's very likely that they will keep it since they care about people's feelings.

Choleric personalities can be warm and gentle but also, they can burn and destroy everything in their path. They want to be in charge and have control, are aggressive, and get mad in order to be heard. They are born leaders and directors. They want to be the best and they are doing their best to achieve their goals. They use imperative, commanding language, wording things as orders rather than requests. They get extremely motivated when competition arises since they are extremely competitive as personalities. They want to be the best and they can be very aggressive in order to win. Sometimes they might seem to others that they act arrogantly due to

their high self-esteem. In general, they are confident doing things and challenging themselves (Eysenck & Eysenck, 1985).

Choleric personalities tend to be proud. They want to be right and often they do not admit their mistakes. They are dominant and they want to have control over situations. In certain conditions subconsciously, they might be "louder and better" than those around them, or more "restrained and therefore superior" to those who get angry and increase their voice. They do not mind being in the spotlight as long as they look greater than others. They possess strong personalities and do not mind showing their strength. People tend to respect them or be afraid of them since they can be very imposing.

Last but not least, sanguine personalities are people who go with the flow and love to be involved with everything and everyone. They feel comfortable being around other people and being playful (Eysenck & Eysenck, 1985). Their way of thinking is to always look at the positive side of things in any situation they come across. They are very extroverted therefore absorb energy from people around them. In other words, they need the world in order to recharge, hence they are very sociable people. Sanguines are very active and always chase change; they love to take challenges and risks (Eysenck & Eysenck, 1985).

They can easily be content, and due to the fact that they have high social skills they can possess likable personalities. They have extremely enthusiastic personalities and through their enthusiasm they motivate others to do things that they love. They influence others to see the positive side, since they have an optimistic way of thinking. Furthermore, they do not like complaining about their problems. Sanguine individuals tend to be influenced not only by their enthusiasm and positive thinking but also with their need to find quick solutions. Also, sanguine

people tend not to take things seriously and be more playful and fun, they easily forgive and forget because they like to live in the present (Eysenck & Eysenck, 1967). Having defined what Hippocrates' theory meant by analysing the four humours: sanguine, choleric, phlegmatic, melancholic and, also how Hippocrates' theory has been developed from Galen, Kant, and Wundt (See figure 1), I will now move on to discuss Eysenck's personality theory, the PEN model.

Eysenck personality theory

Eysenck believed that biological factors, including cortical arousal and hormone levels, along with environmental factors, such as behavior learned through conditioning, influence a person's score on personality dimensions. With respect to Eysenck (1967) changeable and unchangeable factors consist of individual traits called primary and secondary traits. Changeable and unchangeable factors are being separated in two dimensions called Introversion - Extroversion and Neuroticism - Stability dimensions (figure 1). Furthermore, the terms extroversion and introversion are used; for the changeable and unchangeable dimension.

According to Eysenck & Eysenck (1985), Wundt proposed a connection between the strength of any perception and its proclivity to continue secondarily and influence the direction of subsequent mental associations. According to Eysenck & Eysenck (1985) Wundt, the most painful and energy-draining experiences and concepts were intensely affective and emotional, and this would be accompanied by a long secondary function during which the mental information would be affected and in part dictated by the primary function's persistent consequences (Eysenck & Eysenck, 1985) .

Combining all the dimensions together, Eysenck has a comprehensive model for analysing and understanding human personality types, called the PEN model. The PEN model has been

focused on three broad personality factors: psychoticism, extraversion and neuroticism. What is more, Eysenck created the personality questionnaire (EPQ) in order to find the way to gauge a person's personality. What follows is an account of Eysenck's PEN model

According to Eysenck (1985), the description of extrovert and introvert individuals is:

> *The typical extrovert is sociable, likes parties, has many friends, needs to talk to people and does not like to read or study alone. He is risky, acts improvised and is generally an impulsive person. He / She likes jokes, always has a ready answer and generally likes changes. He / She is carefree, condescending, optimistic and likes to laugh and have fun. He / She prefers to stay busy and tends to lose his / her nerves quickly. Overall, his / her feelings are not under strong control and he / she is not always a reliable person.*
>
> *The typical introvert is calm, withdrawn, introspective and likes books more than people. He / She is reserved and distant except with close friends. He / She tends to plan everything, thinks twice before acting and does not trust momentary impulses. He / She takes things seriously every day and likes an orderly way of life. Keeps his / her feelings under control and does not lose his / her temper easily. He / She is reliable, somewhat pessimistic and gives great value to ethical standards.”* (Eysenck & Eysenck, 1985, 2008, p. 45)

Another significant dimension of Eysenck's theory is the neuroticism/stability, people high on neuroticism tend to be anxious; they tend to experience higher levels of stress and anxiety. Therefore, they are prone to stimuli and individuals who score high in neuroticism, are more worried and get angry more easily than others. They worry about relatively insignificant issues and they feel unable to cope with their stress. In contrast, individuals who score high on stability

tend to need more stimulation to activate their reactions and are therefore more emotionally stable.

Eysenck (1992) proposed a third dimension which is psychoticism. Individuals who are high on psychoticism tend to be independent thinkers, cold, nonconformist, impulsive, antisocial, and hostile. What is more, psychotic individuals tend not to conform to the "norms" of others. They are the standouts, relying on their own internal compasses instead of socially acceptable standards. In contrast, individuals who are high in normality tend to have high impulse control. They are more altruistic, empathetic, cooperative, and conventional. Therefore, they tend to be more focused on others rather than themselves. Eysenck & Eysenck (1985) defined the High and Low Psychotic individual as follows:

A person who scores High on Psychotic is a person that is lonely. He / She is often problematic and does not fit anywhere. He / She can be cruel and inhuman and lacks feelings and empathy. He / She can be described generally as insensitive. He / She is hostile to others and aggressive, even with those who love him / her. He / She likes unusual and strange things and does not worry about danger. He / She likes to embarrass other people and to oppose them. Socialization is a concept relatively alien to the high scorers in Psychotic. Empathy, feelings of guilt or sensitivity towards other people are strange notions that are not familiar to them. These people also tend to stand out for their high creativity.

On the other hand, a person who scores low on psychoticism, can control his / her impulses, is characterized as an individual who is altruistic, highly socialized, empathetic,

conventional, thoughtful, warm, kind, responsible and not very aggressive (Eysenck & Eysenck, 1985, 2008, p. 48).

This section has attempted to provide a brief summary of the literature relating to Eysenck' personality theory called the PEN model. Furthermore, terms like extroversion and introversion are often linked with Swiss psychiatrist Carl Jung, who is frequently credited with having proposed these terms and having discovered the personality variable denoted by them. It is now necessary to explain the course of Jung and MBTI personality theories.

Jung Personality theory

Carl Jung is a psychologist who published the book *Psychological types.* The book was based on his clinical observation that differences in human behavior are a product of differences in personality types. Jung proposed that personality is determined by what individuals can hope to be as well as by what they have been. In relation to personality, Jung believed individuals develop and grow regardless of age and are always moving towards a more complete level of self-realization (Jung, 1930).

According to Jung (1971), acknowledging and understanding yourself is an essential part of every individual's life. Individuals are motivated to grow and develop in order to improve and extend themselves. Specifically, Jung said that people tend to exhibit a preference for one of two personality attitudes and one of four functions. The two attitudes are Extraversion (often spelled extroversion) and Introversion (see Figure 2). Also, Jung (1971) identified four functions: sensation, thinking, feeling, and intuition. Jung (1971) further divided the functions into two categories: rational, and irrational. He considered thinking and feeling to be rational and sensation

and intuition to be irrational. Although all individuals use all the functions at any given time, an individual usually emphasizes one over the other.

In fact, Jung (1971) claimed that individuals emphasized two functions, usually one rational and one irrational. Still, one of these would be the individual's primary function and the other would be an auxiliary function. Therefore, Jung (1971) saw the rational functions, thinking and feeling, as opposites. The same is true of the irrational functions, sensation and intuition.

*"The four functions are somewhat like the four points of the compass; they are just as arbitrary and just as indispensable. Nothing prevents our shifting the cardinal points as many degrees as we like in one direction or the other or giving them different names…but the one thing I must confess: I would not for anything dispense with this compass on my psychological voyages of discovery." (*Jung, 1930, p. 199)

A Brief History of the MBTI

Myers and Briggs recognised that Jung personality theory could have real world applications. Therefore, they developed an indicator that could be utilized to help understand personality differences (Fleenor, 2001). Furthermore, Myers and Briggs attempted to operationalize Jung's theory in ways that were inconsistent with his theory (Gardner and Stevens, 1992).

Isabel Briggs Myers shared her mother's interest in type theory and began to create the Myers - Briggs Type Indicator (MBTI) in the early 1940s in order to show how personality type differences can be used constructively in making individual decisions, interacting, understanding

and communicating with others, and helping groups be more or less productive (Coe, 1992). Also, Myers believed that different occupations favored different personality orientations, and that Jung's theory provided a theoretical link between personality and job performance. More specifically, the instrument's applications cut across many areas including (a) self-understanding and development, (b) stress management, (c) team building, (d) organization development, and (e) understanding learning styles, and preferred communication styles. Based on Jung's premise that people have preferences and that there are two opposing behavioral dichotomies for each of four basic preferences (energizing, attending, deciding, living), the MBTI identifies and measures eight mental or psychological preferences for performing certain tasks (see Figure 2).

As mentioned previously, Jung (1971) postulated that individuals relate to the world through two sets of opposed functions: the rational, and the irrational functions. Finally, one of the four functions was seen as the dominant, and a second as the auxiliary function (Myers & McCaulley, 1985, p 13). Therefore, Myers and Briggs created the MBTI instrument by elaborating on the distinctive traits suggested by Jung (1971) in coherence with their own observations of individuals they considered exemplars of 16 different types. In addition to Jung's theory Myers and Briggs added the Judging-Perceiving attitudes as a means to determine what functions were the dominant, auxiliary, tertiary, and inferior. Their work produced a set of internally consistent and relatively uncorrelated indices measuring Extraversion-Introversion (EI), Sensing-Intuition (SN), and Thinking-Feeling (TF) and Judgment- Perception (JP).

As indicated previously, the MBTI is about developing strengths and knowing an individual's abilities. What is more, the MBTI can help an individual's life journey towards increasing consciousness and competence. In greater depth the MBTI classifies inventory takers

as 1 of 16 personality types. The patterns of personality organization represented by those 16 personality types is readily observable. The instrument uses a dichotomized scale that gives a four-letter type of classification and a numeric score that indicates the strength of the classification (Coe, 1992). Those four letters are called dichotomies that make up one's Myers -Briggs personality type. The inventory is based on cognitive actions that individuals are predisposed to use. Each personality type is a code for the cognitive function that makes up an individual's personality (Fleenor, 2001).

Namely, the 16 personality types can be generated and the individuals in these types are presumed to differ in their preferences and personality characteristics (Ross, 1963). Having applied the theory, Mylers and Briggs also added to the existing theory of personality. The result was the development of the Myers Briggs Type Indicator (MBTI), a world renowned and respected questionnaire that indicates personality type. The MBTI evaluates the tendency of individuals on extraversion/introversion, sensing/intuitive, thinking/feeling, perceiving/judging (Coe, 1992). In greater depth, Jung's model

Jung suggested that the mind has four functions: hearing, reasoning, feeling, and intuiting. He also discovered that although each person exhibits all of the personality traits, one of them usually dominates. In greater depth, the Jung's Model and the Myers - Briggs Indicator is: "*The model of psychological types uses four bipolar preferences: (a) extraversion or introversion, (b) sensing or intuition, (c) thinking or feeling, (d) judging or perceiving. It assumes that every human goes back and forth between each pole of each preference (i.e., sometimes extraverts and sometimes introverts). All individuals are born with the capacity to use all poles, but each person has a (probably inborn) preference for one pole of each preference over the other. In normal*

development, a person finds one pole more interesting and is motivated to spend more energy on the activities for that pole. This focused energy leads to the expertise, habits of mind, and characteristics associated with the chosen preferences. The important point is that the preferences lead to qualitative differences. A sensing type is not simply nonintuitive. A sensing type will-indeed, must-use both sensing and intuition, but will develop a whole set of characteristics different from another person who has followed the intuitive path". (Myers 1980, 2–9).

Personality type	Basic definition and the preference	Personality type
Extraversion	Where they prefer to focus their attention	Introversion
Sensing	The way they prefer to take in information	Intuitition
Thinking	The way they prefer to make decisions	Feeling
Judging	How they orient themselves to the external world	Perceiving

Figure 2. The Four MBTI Preferences and the Basic definition of the Preference (Mi-Ran & Su-Jeong, 2014)

The Four Myers-Briggs Dichotomies

Extroversion / Introversion

Extraversion/introversion dimension reflects the perceptual orientation of an individual. In other words, it is the tendency of individuals to draw energy; extroverts drive energy from being with other people. Furthermore, they are primarily oriented to social settings, focusing their energy on objects and people (Witt & Dodge, 2018). Introverts look inward to their internal and subjective reactions to their environment; they derive energy from being alone. Spending much time with others can sap their energy, which can be restored by solitude. In other words, introverted individuals have more interest in an internal environment, prefering to listen and reflect (Behaz & Djoudi, 2012).

However, it is important to mention a misconception of extroversion and introversion; individuals who need to be alone are not necessarily introverts and individuals who need to be around other people, they are extroverts (Behaz & Djoudi, 2012). This perception is incorrect because all individuals need their time alone and also need to be around people. According to Jung (1923) while people have a tendency to prefer either their inner world (introversion) or the external (extroversion) environment, it is unhealthy for an introvert to spend all day alone or for an extrovert to only spend time with other people without taking time to reflect (Myers & Myers 1980). Therefore, balance in an individual's life is the healthiest choice.

Sensing/ Intuiting

Sensing/ intuiting is about the way an individual details information. Sensing individuals differ from intuiting individuals in a number of important ways (Behaz & Djoudi, 2012). More

specifically, individuals who score high in sensing prefer perceptions observable by way of the senses, taking in information through the five senses. In other words they focus on the present and they see things as they are because they are concrete and literal thinkers (Witt & Dodge, 2018). Intuitives value the more theoretical and abstract part of the learning process; their focus is on the meaning of things. Additionally, they are more possibility oriented, and are more likely to question things in life rather than accepting reality for what it is, the way a sensor would (Witt & Dodge, 2018). Intuitives look at reality for what it could be, and they are able to see possibilities in the future (Behaz & Djoudi, 2012).

As a result, sensing versus intuition dichotomy is concerned with how individuals learn and perceive the world around them. For instance, sensing individuals prefer to deal with facts, details and in general they are being more pragmatic. On the contrary, intuitive individuals are more inventive, open - minded and they focus on the future.

Thinking/Feeling

Moving forward, *Thinking/Feeling* refers to how individuals make decisions, either objectively or with a preference to place an emphasis on personal values and needs. Thinkers prefer to use impersonal metrics to objectively evaluate information and feelers prefer to use personal, human based considerations to subjectively evaluate information (Witt & Dodge, 2018). Essentially, thinkers prefer to use impersonal data to make decisions whereas feelers prefer to use subjective information that considers people's feelings. Feeling individuals are motivated by the desire to understand and help others, relationships are incredibly important to them. They make decisions based on their personal value system and social considerations (Behaz & Djoudi, 2012).

A misconception concerning the thinking versus feeling tendency is that due to the fact that thinkers do not feel, and feelers do not think. This information is completely incorrect since all thinkers feel and all feelers think. The true distinction between the thinker versus feeler is that thinkers use impersonal data whereas feelers use human - based considerations, meaning they rely on an understanding of personal and group values (Witt & Dodge, 2018).

Judging/ Perceiving

Last but not least, Junding is different from Perceiving in a number of respects. Judging/ Perceiving refers to how people deal with the external world. It concerns how people either prefer a planned approach to life or prefer a more flexible and spontaneous approach to life (Myers & Myers, 1980, Witt & Dodge, 2018). The judging versus perceiving dichotomy explains how one wants to organise their world. Judgers want to organise their outer and inner world in order to be more productive. For them planning and being prepared is essential. They desire structure and organization in order to have control of a situation; they need to control the external environment in order to have control of their inner world (Witt & Dodge, 2018).

Perceivers are the opposite. They prefer to be more flexible and open to possibilities. They want to be more spontaneous since they perceive structure as limiting and seek flexibility in their lives (Witt & Dodge, 2018). They prefer to keep their options open than making plans. Perceivers a sense of control by making choices only when they are necessary. At their workplace they are relaxed and adaptable and they are always seeking new options and opportunities (Witt & Dodge, 2018).

As it has been discussed, there are many researchers analysing personality in order to understand people's point of view. Each of the theories have different ways of measuring a person's

personality that can take different forms. In addition to that, one more trait theory, similar to Myers- Briggs is the Big Five theory focusing on people's temperaments or abilities that are lasting and enduring about them.

Big Five and MBTI

The Big Five and the MBTI, two of the most prominent personality defining patterns, will be discussed in the following segment. Extroversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience are the main dimensions of personality, according to the Big Five taxonomy. The Big Five taxonomy clearly has a significant positive effect on current uses of personality (Hough et al., 1990). MBTI taxonomy, unlike the Big Five, describes an individual's preferences in four planes. Introversion vs. Extroversion, Intuitive vs. Sensing Experience, Thinking vs. Feeling, and ultimately Perceiving vs. Jungling are the distinctions (Fleenor, 2001). The two taxonomy studies, according to Furnham et al., (2003), have several differences, but recent literature has focused on their similarities.

The Big Five model was developed by Costa and McCrae (1992) and measures five higher - order dimensions of personality, namely the Five Factor Model (FFM). According to Furnham et al., (2003) individuals who score high in Extroversion are more active, sociable and have a tendency to experience positive emotions. Individuals who score high in Openness to Experience are open to new experience and have a tendency to involve in intellectual activities. Agreeableness refers to friendly, considerate, and modest behavior, while Conscientiousness is correlated with persistence, self-discipline, and need for achievement (Furnham et al., 2003). Last but not least, Neuroticism *may be described as the tendency to experience negative emotions, notably anxiety, depression and anger* (Furnham et al., 2003 pp. 577).

As previously mentioned, Myers (1985) developed the MBTI as an empirical indicator of Jung's psychological styles theory. In four flights, the MBTI describes a person's interests. Extroversion vs. Introversion, Intuitive vs. Sensing, Thinking vs. Feeling, and ultimately Judging vs. Perceiving. (see Figure 2). Extroversion and introversion are terms that describe how a person manages and receives energy. The way a person absorbs knowledge is referred to as intuitive and sensing. Thinking and Feeling refers to how an individual decides and comes to conclusions and last but not least Judging and Perceiving refers to how an individual approaches the outside world (see Figure 2). McCrae and Costa (1989) attempted to reinterpret the MBTI from the perspective of the Five Factor Model (FFM) in two analyses. The first was, considering the MBTI scale as discrete and the second was considering them as continuous variables. According to Furnham et al. (2003) the four MBTI indices measure aspects of four of the Big 5 dimensions of personality.

In greater depth, Furnham et al (2003) found that Extroversion and Introversion of the MBTI indicator are correlated with Extroversion of the Big Five model. Sensing and Intuition of the MBTI indicator are correlated with the openness to experience, with the Intuition to be positively correlated with openness to experience. Thinking and Feeling of the MBTI indicator with Agreeableness of the Big Five model, with the Feeling dimension to be positively correlated with Agreeableness. Furthermore, Judging and Perceiving of the MBTI indicator are correlated with Conscientiousness of the Big Five model, with the Judging dimension to be positively correlated with Conscientiousness.

Furnham et al. (2003) also considered that Neuroticism is being correlated to both Extroversion - Introversion and Thinking - Feeling. Furthermore, Furnham et al. (2003) looks at the correlations between the MBTI scales and the 30 subfactors of the Big Five model. Taken

together, these results suggest that Neuroticism was negatively correlated with MBTI Extroversion and positively correlated with Introversion. However, this correlation was not very high in comparison to the other correlations.

In summary, it has been shown from this review that the NEO-PI-R and the MBTI models have been correlated. More specifically, the four MBTI indices measure aspects of four of the Big Five dimensions of personality. Extroversion, Openness to Experience, Agreeableness and Conscientiousness of the Big Five model are positively correlated with the Extroversion, Intuition, Feelings and Judging tendencies of the MBTI indicator.

MBTI in the workplace

The purpose for the chapter is to examine the MBTI model and how it is applied in the workplace. Only a limited number of studies exist on the use of the MBTI personality indicator in the workplace, since the MBTI model was not as widely accepted in the workplace as other theories such as the Big Five model. According to Järlström (2000), who reported the relationship between MBTI dimensions and its use in the workplace, mentioned that human resources have been using MBTI personality tests designed for the recruitment and selection process. Increasingly, they are also used in the training and development spectrum of the HR (Furnham, 2008).

According to Lundgren et al. (2017), the MBTI was originally used in the workplace from personnel selection since personnel wanted to assess an individual's personality before the hiring process. According to Holland (1997) an individual's personality needs to fit with the environment context. In other words an employee who has similar characteristics with the job description is

more likely to be more productive with his work, this also refers to the PE model that it has been analysed above. According to Smith & Smith (2005) the MBTI can be used by companies in order to find best employees for the job in which they are best suited and with which they will be most satisfied.

Smith & Smith (2005) claim that understanding a person's type is one of the most important factors to consider when recruiting a candidate (Freeman, et al., 2010). In fact, as it has been mentioned MBTI indicators have been used not only at the recruitment process, but also increasingly human resource managers are using the MBTI indicator in the workplace in the training and development (Michael, 2003).

It has been used in particular to assess personality traits in order to determine the most approachable way to train employees in the workplace. Human resource managers often use the MBTI as a feedback tool to gather valuable information on employees' personalities since the results are subject to a variety of environmental variables (Mi-Ran & Su-Jeong, 2014). Since a variety of variables affect MBTI results, such as work assignments, organizational context, and values, meanings must be treated with caution and checked separately (Lundgren et al., 2017).

The MBTI has been used in preparation and learning to help employees improve their self-awareness in greater detail (Lundgren et al., 2017). In other words, if participants use the MBTI in a more constructive manner, they will gain a better sense of self-awareness through the MBTI. Employees could gain an understanding of their behavior and motive towards others. Also, the MBTI indicator could help the trainers to access better educational programs. In other words the trainer needs to know the personality types of employees in order to create more appropriate and

effective training programs based on each individual's needs. The MBTI can help the trainer to develop employees' skills and increase their knowledge more effectively (Michael, 2003).

However, there is a challenge in using the MBTI because there is a limitation in the available data and trainers in understanding the interactions between needs and types (McGonagill, 2002). According to Lundgren et al., (2017) trainers often are accustomed to brainstorming, model building and hypothesis testing with employees as a means to obtain additional insights into their behavior. It is essential to increase understanding on how the interaction of needs and type may affect behavior. With that being said, a study by Lundgren et al., (2017) has pointed out that there is a limitation on the research conducted between the MBTI and the workplace due to the wide utilization of the successful "Big Five" model. There is empirical evidence to support its construct validity and predictive validity in the workplace (Costa & McCrae, 1985).

There is, however, a problem with using the Big Five model of personality. On the question of Lundgren et al., (2017) unlike the MBTI which provides positive feedback across the 16 types, using the Big Five in work settings, such as in training and development, tends to be evaluative in nature. Employees may not want to learn that they are neurotic or lack agreeableness, however, the MBTI requires more research to determine the validity of the test (Yukl & Taber, 2002).

Problems in respect of MBTI

Before proceeding with the examination of the correlation between job satisfaction and the MBTI, it is important to critically review psychometric adequacy. According to Boyle (1983) there are a number of psychometric limitations of the MBTI which raises concerns about its use in the workplace. The limitations are about the reliability and the validity of the MBTI test. Therefore, a

meta - analysis of Harvey (1996) has been contacted and showed that those limitations have been eliminated.

To begin, researchers have always checked, documented, and interpreted the reliability of data (Pittenger, 1993). According to Gronlund and Linn (1990), reliability is determined by the outcomes of an appraisal tool, rather than a property imbued at the time of its construction. Greater overall variance leads to a more precise score for each person due to the increased probability that an individual's rank within the poll does not change if calculated again (Thompson, 1994). As Dawis (1987) pointed out, "Reliability is a property of sample as well as instrument, [reliability] should be tested on a sample from the expected target population—and clear yet ignored point" (p. 486).

The consistency with which a test is measured is referred to as its reliability (Dawis, 1987). Highly reliable tests are favored because we can be confident that we will get the same result each time we measure the same thing. If the test is not trustworthy, it is not known if the changes in the score are due to changes in the person being measured or to some kind of testing error. According to Pittenger (1993) for a variety of reasons, the MBTI must be accurate. "The Type to which you are born will be the one you take to your grave," (p.5). To put it another way, once an INTJ, always an INTJ. As a result, it can be anticipated that the MBTI's reliability is exceptionally high and that people's types would not alter.

According to Boyle (1983), the MBTI test has suffered from two problems, regarding the reliability of the instrument. First of all, as it was pointed out by Boyle (1983), the MBTI showed a low reliability; more specifically it scores 0.78 (E-I), 0.78 (S-N), 0.69 (T-F), and 0.74 (J-P). Based on Boyle (1983), the following range values, 0.8 to 0.9 should define stability for

personalities with enduring disposition. In other words, the research has shown that if an individual takes the test the chances of getting one four digit code and if the individual takes the test again in a few weeks or a few months there is a great chance that a person could get different results.

Secondly, Boyle (1983) claims that the average scores on these dimensions were pretty low and were almost identical to the standard deviation. According to Pittenger (1993) the standard error of measurement is influenced by two factors: the standard deviation and the test's test-retest reliability. If the test's standard deviation is small and its reliability is high, small differences in scores may indicate large differences among the objects measured, which in this case are individuals' personalities. Wiggins (1989) posed the following argument. The argument was that no evidence supports Jung's theory of bimodal distributions of preference scores, and that evidence of stability of types is insufficient. In the case of Wiggins (1989) "*The principal stumbling block to more widespread acceptance of the MBTI lies in the structural model of bipolar discontinuous types to which the test authors are firmly committed*" (p. 538). Additionally, the four-variable types do not remain stable across measurement, in other words respondents do show a change in type when they repeat the test.

According to Pittenger (1993) each of the four dimensions has a pretty substantial standard error of measurement. Unfortunately, the MBTI scoring procedure obscures this critical distinction. It divides individuals into two categories. As a result, two individuals may have raw scores that are similar but identify different classifications. This happens when the dimensions are split by cutoff points. When the score is higher than the cutoff, one classification is assigned; when the score is lower than the cutoff, the opposite classification is assigned. In regards to Pittenger (1993) some MBTI users attempt to interpret how close the score is to the cutoff, and this practice

contradicts MBTI theory. Pittenger (1993), for example, claims that raw scores are overused and that "it is actually safer to use dichotomometry" (p.6).

In conclusion, Pittenger (1993) claims that the distinctions between the two-letter categories are not as sharp and distinct as they appear. Because the MBTI uses an absolute classification scheme for individuals, people with comparable scores can be branded with very distinct personalities. Further to the arguments mentioned above, a meta-analysis conducted by Harvey (1996) used data provided by gender (sample of 102,174 individuals). Harvey (1996) gave corrected split-half estimates on men and women, respectively: 0.82 (E) and 0.83 (I); 0.83 (S) and 0.85 (N); 0.82 (T) and 0.80 (F); 0.87 (J) and 0.86 (P). The meta-analysis results provide some great statistical evidence in regard to the existence of correlation between behaviors reflective of MBTI constructs, persons' self-assessment of their own MBTI type and MBTI scores.

MBTI and Job Satisfaction

As previously mentioned, several experiments have been performed in order to establish the association between personality and job satisfaction. In general, it seems that personality has an effect on job satisfaction. However, the study that has been contacted so far indicates that personality is just a minor factor in job satisfaction. More precisely, when personality is added as an independent variable or when it is paired with other variables such as age and gender, it moderately describes the difference. As a result, further research is needed to examine the association between personality and job satisfaction from various perspectives in order to find alternative explanations.

Misfit in attitude and job is one of the causes of poor job satisfaction linked to personality. First of all, as it has been mentioned in a previous chapter about personality and job satisfaction, Trait Activation theory and the Person - Environment fit model (PE) explain how a person can end up being dissatisfied. More specifically, when an individual is low on a trait or preference vital for a certain job, this misfit could affect an individual by causing stress and as a result low satisfaction or even dissatisfaction. Furnham & Crump (2015) showed that Extroversion, Sensing, Feeling and Judging results in higher job satisfaction while their opposites Introversion, Intuition, Thinking and Perceiving results in lower job satisfaction.

Extroversion is thought to be one of the most successful dimensions predicting job satisfaction. In other words, individuals expressing the preference of extraversion have been documented to display higher levels of job satisfaction than people expressing the introversion trait; this is due to the very fundamental force driving the two polar traits (Harari, et al., 2018). Extroverts utilize and absorb positive thoughts and energy from their surroundings. These positive signals are acting as a mental stimulant that enhances work performance (Judge & Illies, 2002; Rahim, 1981). Due to their high energy levels, superiority, and exhibitionism nature, another significant result is in relation to occupational friends and socialization.

Watson & Clark (1997) have suggested that extroverts tend to have more friends than introverts in the workplace and as a direct result spend more time socializing. Extroverts are able to transform the environment surrounding them, in order to better accommodate their needs and in a workplace environment this awards them with higher productivity and job satisfaction (Judge et al., 2002). Furthermore, a very common association is between extroversion and enthusiasm. Enthusiasm can be defined as the amount of enjoyment experienced by close interpersonal

relations and the tendency to display affection, friendliness, and a general positive demeanor (Depue & Collins, 1999). It also includes traits such as sociability, positive emotions, friendliness and warmth, traits encompassed in the dimension of extroversion.

Enthusiastic people could positively affect various aspects of their jobs that others might find cumbersome or be dissatisfied with (Connolly & Viswesvaran, 2000). Studies suggest that Enthusiasm is the most prominent one when it comes to positive emotion promotion (Sun, Kaufman, & Smillie, 2017). The presence of such positive emotions tends to further promote stimulus of similar mental range and the grander picture of such an emotionally positive environment affects one's view in regards to their job and furthermore job satisfaction (Creasy & Anantatmula, 2013). Based on the above it is safe to assume that people possessing a higher extraversion score are at their best performance and find it more satisfactory when interacting with people.

Besides the relationship between Extraversion and job satisfaction the relationship between job satisfaction and Sensing - Intuition, Feeling - Thinking and Judging- Persuasive have not been adequately researched (Furnham & Crump, 2015). However, a study by Henderson & Nutt (1980) examined the relationships between the MBTI and job satisfaction and have suggested that people scoring high on the sensing, feeling and judging dimensions report higher job satisfaction. Feeling dimension relates to happiness and individuals with a high score on this trait tend to be approachable and friendly. This is supported by the logic that friendly and approachable people are more likely to fulfill their social needs from their jobs, thus, they are more inclined to exert higher job satisfaction (McCrae and Costa, 1991).

Continuing with the results of the same study, it has been indicated that Judging dimensions have been positively connected with job satisfaction (Henderson & Nutt, 1980). According to Henderson & Nutt (1980) being judgmental is related to high job performance by way of self-set goals. Individuals who score high in the junging dimension are more deeply involved with work and have greater chances of being rewarded for their work, thus having greater job satisfaction overall.

Overall, the relationship between MBTI inventory and job satisfaction have not been extensively studied in the field due to two reasons. Firstly, according to Furnham & Stringfield (1993) Myelrs and Brigers did not investigate the concept of personality in the job satisfaction context. They preferred to apply their theory in other contexts, such as in investigating and discovering the fundamentals of personality and behaviors, so that they can help people to understand themselves. Myers and Briggs believed that they could help people select occupations that were best suited to their personality types. Another reason for limited existing studies, is the introduction of the famous Big Five, which succeeded MBTI in popularity, in a period that many studies have been investigating the concept of job satisfaction. Therefore, there are many studies analysing the Big Five and job satisfaction (Bui, 2017; Creasy & Anantatmula, 2013; Furnham, et al., 2002; Hurtz & Donovan, 2000; Mathieu, 2013).

Few hypotheses were entertained because of the limited and equivocal previous research. First, it was assumed that MBTI scores would be modestly related to job satisfaction. Second, it was hypothesized that Introversion and Extroversion would be the most strongly linked with job satisfaction, with Extroversion being positively correlated and Introversion being negatively correlated. Third, the other MBTI dimensions were considered to be reliably related to job

satisfaction. On the one hand, Sensing, Feeling, and Judging scores were shown to be positively linked. In contrast, Intuitive, Thinking, and Persuasive scores are negatively related.

A variety of questionnaires and methods have been developed to measure job satisfaction. Some surveys, such as the Michigan Organizational Assessment Questionnaire, assess overall job satisfaction, whilst others, such as Paul Spector's Job Satisfaction Survey (JSS; Spector, 1985), assess satisfaction on aspect scales. Job Satisfaction Survey is one of the most frequently used job satisfaction instruments. An advantage of using the JSS is that it includes more specific scales than other questionnaires. For instance, the nature of the work is divided into facets such as independence, utilization and variety (Sprctor, 1997).

The Job Satisfaction Survey of Paul Spector (JSS)

The Job Satisfaction Survey (JSS) was developed by Paul Spector, it was designed to measure satisfaction among employees who work in the human services, public and nonprofit sectors (Spector, 1985). The JSS is much shorter than other surveys, with 36 items in total. Each item is a statement, and the employee must show their level of agreement or disagreement. More specifically, there is a scale from 1 to 6, where 1 indicates: "disagree very much" and 6 indicates: "agree very much". The 36 items map onto 9 different dimensions, and responses to each subscale are summed (Spector, 1985).

Each of the items is a statement that is either favorable or unfavorable about an aspect of the job. The first items, the response range is from strongly disagree to strongly agree. The nine facets are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance-based

rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work, and Communication. Many studies have confirmed the validity and reliability of the questionnaire (Spector, 1987).

According to Gholami Fesharaki et al., (2012) there are a number of important differences between the Job Satisfaction Survey and other questionnaires. Firstly, JJS besides measuring overall job satisfaction investigates the sub domains of job satisfaction as well. Furthermore, unlike the Minnesota questionnaire (long one) with 20 items, Job Descriptive Index (JDI), with the 72 items, or the index of organizational reactions (IOR), that has a large number of questions, the JSS has a smaller number of questions in a larger number of fields. Additionally, unlike most work satisfaction questionnaires, the JSS uses a Likert scale with six alternatives, which indicates more states of replier (Spector, 1985).

The Job Satisfaction Survey (JSS) was created to meet the need for a human resources instrument. This scale assesses nine facets of work satisfaction that were selected from a survey of job satisfaction metrics in the literature. It was designed with human service, community, and nonprofit organizations in mind, so it could also be beneficial to others (Gholami Fesharaki et al., 2012). Despite the possibility that an existing scale was used in this study, a new scale was developed for three reasons. According to the JSS (Spector, 1985), Job satisfaction is defined as an affective or attitudinal reaction to a job.

Chapter 3: Methodology

Introduction

This chapter aims to define the research methods used to conduct the study. Quantitative research has been used and more specifically an online survey questionnaire. The questionnaire was divided into two parts and google forms were used; the first part, was about job satisfaction, and the second one it was about personality. The survey was addressed to the working population 18 and over. This chapter explains how the necessary data and information to address the research objectives and questions were collected, presented, and analysed. Reasons and justifications for the research design, research instruments, data sources, and data collection techniques used are given.

Purpose of the research

The aim of this study is to discover new information and relationships between employee personality types and job satisfaction. Personality types have been accessed through the sixteen combinations of the MBTI. More specifically, the purpose of the research is to investigate which personality preferences (Introvert - Extrovert, Sensing - Intuitive, Thinking - Feeling, Perceiving - Judging) could be a greater predictor of satisfaction in the workplace. The research aims to examine if personality preferences can implicate job satisfaction and if they do, to which extent. Following the above-mentioned purpose, the following research questions will guide the research:

➢ Can personality preferences affect job satisfaction?

➢ What are the personality preferences affecting job satisfaction?

Participants

Participants were gathered through snowball sampling techniques in order for the researcher to gather data from a much wider population. The snowball sampling approach is entirely dependent on referrals, and this is how the researcher generated the sample. The survey was circulated by tapping into the author's existing network to obtain access to individuals who were working at the time. It was also chosen to ensure that, since individuals may be uninspired to take the survey because they knew the person conducting it; in other words, participants were encouraged to share the survey with their friends and relatives.

Primary data are preferred over secondary data because primary data can be used and studied in the researcher's preferred manner. This sampling process requires a primary data source nominating other possible data sources that will be eligible to engage in the research studies. The questionnaire was developed using the English language, to encourage people from different cultural backgrounds to participate. Participants had to be over 18 and had to have experience in a working environment (Table 3). The total number of the participants was 150.

Instruments

Myers-Briggs Type Indicator (MBTI): The MBTI questionnaire was used to measure the personality part of the survey (Myers & Myers, 1980). The questionnaire consists of 94 items that correspond to 4 scales. The scales that are measured in the questionnaire are Extraversion - Introversion, Sensing - Intuition, Thinking - Feeling, Judging - Perceiving. The results reflect individuals' preferences, not abilities, and provide a distinctive but understandable perspective on how people perceive the world.

The MBTI employs a forced choice format to evoke a type representing one pole, in each of the four dichotomies. The MBTI type inventory has been rigorously checked for reliability and validity, including percentage of accuracy for personality assessment, standard deviation between people of the same personality and detailed confirmatory factor analysis (Wheeler, 2001). In order for the questionnaire results to be validated and its accuracy confirmed, a small sample of fifteen participants which were aware of their MBTI profile, were asked to provide the researcher with that information in advance, before the completion of the survey. These personality trait results were then combined in the data-spreadsheet to yield a complete MBTI code, such as ISTJ. The researcher who knew the prior personality type then tested the validity of the personality questionnaire's result by cross-referencing the survey produced MBTI code and the code provided beforehand.

Spector Job Satisfaction Survey (JSS): The Job Satisfaction Survey is a 36 item, nine facet instrument to assess employee attitudes about their job. Each facet is assessed with four items, and a total score is computed from all items (Spector, 1895). A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions, so approximately half must be reverse scored. Moving on now to consider the validity and reliability of the Job Satisfaction Survey, the JSS findings present evidence for the scale's reliability and construct validity (Spector, 1985).

According to Spector (1985), the JSS appears to be a reasonable satisfaction scale for human resources employees. Furthermore, it appears that satisfaction levels with the factors studied extend to human resources as well. JSS questionnaire responses are measured with a five-item scale (Disagree very much, disagree moderately, neither agree nor disagree, agree

moderately, agree very much). The quantity of overall satisfaction in the JSS questionnaire can be calculated by adding the amounts of the nine subdomains. Previous research has found a reliability coefficient ranging from 0.6 to 0.91 (Spector, 1985).

For the proper analysis of the questionnaire the SPSS program was used. Using the tools offered by the system, the following values were calculated and analyzed. The overall score was acquired using Alpha Cronbach and test-retest methods based on Spector's analysis (Spector, 1985). The validity of the questionnaire was investigated using the parallel approach and the Job Descriptive Index questionnaire (JDI), and a coefficient of 0.80 was determined for each of the sub-domains of this questionnaire for the JDI questionnaire, indicating that this questionnaire has strong validity (Drasgow, 1984).

Procedures

The purpose of the study and the anonymity of the questionnaire were explained to all survey participants. The information was gathered from an online survey and therefore did not come from a specific place. The incentive given to people participating in the survey was the opportunity for the researcher to provide them with an assessment of their personality if they agreed. This was accomplished by optionally providing their email, in which to receive the personality assessment results. The questionnaire starts with demographic questions such as gender, age and nationality. Following that, participants were asked to complete the two questionnaires, after being informed of the duration of the test.

A linear type scale was chosen for the JSS questionnaire, Job Satisfaction. Participants were asked to answer the questions on a scale of 1 to 5, with 1 being "strongly disagree" and 5 being "strongly agree". For the MBTI questionnaire multiple-choice questions were chosen.

Participants were asked to choose between two responses and if they couldn't determine between the two, they were told to choose the one that was more applicable for them. According to Adam et al. (2014), the online survey questions must be simple and unambiguous. Inturn, the aim was for the questions to be straightforward and each question with a simple answering mechanic. Furthermore, the questions did not lead respondents to a preferred answer.

Research Method

A quantitative research method has been selected as the most appropriate method to accomplish the purpose of the research. In regards to Creswell (1994), quantitative research takes results from a variety of individuals or settings that can be used to develop an explanatory model. Quantitative methods have a number of standard approaches to collecting and interpreting qualitative data that exist (Bogdan & Biklen, 1997). According to Drisko (2020), quantitative analysis is decided by the researcher conducting the study; that is, the researcher decides the type of data gathered as well as the methods used to analyze the data.

Aside from quantitative research, the wide range of statistical tools at their disposal motivates researchers to develop explanatory models that might aid in the understanding of events in similar contexts. In contrast to qualitative data, which aims to comprehend and explain an individual's motivations and reasons for their conduct, quantitative research seeks to both understand and explain an individual's motivations and rationale behind their acts (Bengtsson, 2016). For example, qualitative analysis has been utilized in direct observation, personal experience, and ethnography. Tools for qualitative research aid researchers in learning and evaluating people's points of view in order to evaluate and examine a certain process (Borzooei & Asgari, 2013)

According to Bowling (2005), qualitative data is rich in details and context, interpretations are directly related to the data source, and research validity and reliability are determined by the logic of the study interpretations rather than statistical tests. Differently from qualitative research, in terms of Bowling (2005), quantitative research provides a window into a new contextual setting and a logical picture of events within that setting. Basically, a quantitative method is a mathematically based method that has to be in a numerical form. According to Bogdan & Biklen (1992), it can provide statistical analysis that, although not completely free of subjectivity, is usually independent of the researcher's personal beliefs; in other words, it can provide statistics from data analysis and the researcher's personal beliefs do not have a large impact on study's findings (Miles & Huberman, 1994).

According to Bryman and Cramer (2005), the quantitative approach requires the researcher to determine where the dependent variables are and how the variables will be measured. A variable is something that can be measured in quantitative research; for example, work satisfaction is a variable in this study. Because variables are often well defined statistically, quantitative research usually offers validity and reliability.

Two kinds of variables: independent and dependent (Pierce, 2013) were used for this research. An independent variable is one that has the potential to affect the measurement of the dependent variable. Personality preferences were the independent variable in this study, which looked at how personality affects job satisfaction, and job satisfaction was the dependent variable. However, there is still a degree of measurement error, regardless of how measurements are taken. Error in quantitative research can come from several sources such as instrumental or human error (Drisko, 2020).

When researchers have influence over the order in which questions are answered and no check on incomplete answers or even incomplete questionnaires, problems may arise as to the statistical significance of the results (Oppenheim, 1992). As a result, the researcher on this study exercises extreme caution in order to minimize the risk of mistakes. More specifically, the researcher has set all of the questions to be answered mandatorily, as such participants cannot leave any question unanswered. Each question provided the researcher with a score value, which is later on summed up in order to produce the appropriate MBTI personality trait. Completion of the survey with a set of missing questions, and as an extended score, would very much affect the test accuracy and validity as it could possibly point to wrong personality traits and the generation of wrong results by the data analysis.

Data Collection Method

According to Couper (2000) numerous benefits exist in using online surveys. One advantage that the online surveys provide to the researcher is that it can reach many people from all around the world who can be useful to the research in a short amount of time. Taking advantage of the Internet's ability to research individuals from all around the globe that otherwise would be almost impossible. Concentrating a group of people or having face-to-face conversations may be time intensive and impossible in certain instances where individuals are far away from the researcher (Taylor, 2000).

Regarding Couper (2000), through online surveys, the researcher can include individuals in distant locations and also online surveys could provide the researcher with the convenience of having automated data collection, which helps in reducing participants' time and effort. In other words, online surveys may also save time by allowing the researcher to collect data while working

on other tasks (Llieva et al., 2002). More specifically for this study an invitation to complete the questionnaire was sent to participants while the researcher was writing this research

In regards to Llieva et al. (2002), another important feature of online surveys is the use of free tools, while paper surveys are expensive, particularly by using a very limited sample size. According to Adam et al. (2014) the use of online surveys circumvents this problem by eliminating the need for paper and other costs. Therefore, online survey researchers can also save money by moving from a paper format to an electronic medium. Furthermore, the online surveys can attract individuals to answer the questionnaire more easily than the paper form of the questionnaire; online surveys are easier to use (Couper, 2000). One of the primary benefits of an online survey is its simplicity for both researchers and participants. The researcher can easily create the questionnaire and send invites to participants; many participants can take the online test at the same time. Participants can take the test online in the meantime. According to Adam et al. (2014), questionnaires will also be performed in less time while participants are more comfortable. The participants can do the test at their leisure, on their own computers, which is more convenient for them.

The researcher wanted to be sure that the questionnaire would not be a barrier in the process therefore an easy to use online survey has been selected; the online survey was developed and distributed to the participants through google forms. Google forms surveys provides a variety of options in terms of presenting the questions. Also, google forms surveys can be answered via mobile phone. In this way, the researcher provided the participants with the flexibility to answer the questions at any time and place that participants wanted to (Llieva et al., 2002). What is more, Google Forms can export data to excel, which can then be used for data analysis in SPSS.

The researcher wanted to ensure that the questions had been piloted and understood, therefore a small group of people had been used in order to test the questionnaire. Furthermore, the researcher wanted participants to engage with the survey and answer the questions honestly. For that reason, the researcher informed the participants that by answering the questionnaire their personality type would be assessed. If they wanted, the results of their personality test could be shared with them. The competed online surveys were transmitted to the researcher immediately via email. With respect to Andrews et al. (2003) online surveys allow researchers to conduct preliminary analyses on collected data, while waiting to get the desired number of responses.

Ethical Considerations:

The researcher must consider all ethical issues that might impact the study of any research effort (Bell, Bryman & Harley, 2018). Scholars accept that it is important for any researcher to be conscious of ethical issues and their effect on the overall study process. Confidentiality and anonymity, according to Longhurst (2003), are extremely essential. As a consequence, in order to perform experiments in an ethical way, the completion of a consent form was mandatory (Lawson & Adamson, 1995). Generally, participants were expected to consent on the selection, encoding, and use of their data at the beginning of the online survey (GDPR compliant). Similarly, the researcher included on the first page of the survey a section named "Terms and Conditions" on the online survey informing participants that their data would only be used for research purposes and that their identities would be kept anonymous. To ensure that all applicable information was conveyed to the participants, the "Terms and Conditions" section was presented to the participants and a tick box was used to ensure acceptance. It should be noted that, in this study there was little

contact between the researcher and the participants, which may also adversely affect response rates since a participant could not understand a question and consequently may answer incorrectly. By misunderstanding the exact meaning of a question, an unwanted answer might be given by the participant; this could be considered as a human error.

Chapter 4: Results - Analysis

Introduction

The aim of this chapter is to present, analyze, and examine in depth the data gathered from the quantitative research survey in relation to the established literature review. For further identification, a broader description of the research's results will be thoroughly explained below.

A total of 210 people participated in the survey. 23 entries had to be removed from the analyzed data set as 22 individuals were not working at the time of the survey and 1 was a retiree. Their working status was a fundamental requirement for including participants in order to obtain reliable work satisfaction outcomes and to gain a more precise view of the current job satisfaction levels in the market.

The survey results were made up by 37.4% men and 60.5% women (see Figure 1).

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	127	60.5	60.5	60.5
	Male	83	39.5	39.5	100.0
	Total	210	100.0	100.0	

Figure 1: Categorization of the survey participants in relation to their gender

The majority of the participants, 86.2% were Cypriots, while the remaining 9.6% were not. The rest of the participating nationalities range from Greek, 4.8% participants, Filipino, 4.3%

participants, Russian 0.5% participant, Ukrainian 0.5% participant, British 1.9% participants and

1.9% participants from America (see Figure 2).

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American	4	1.9	1.9	1.9
	British	4	1.9	1.9	3.8
	Cypriot	181	86.2	86.2	90.0
	Filipino	9	4.3	4.3	94.3
	Greek	10	4.8	4.8	99.0
	Russian	1	.5	.5	99.5
	Ukrainian	1	.5	.5	100.0
	Total	210	100.0	100.0	

Figure 2: Displays the categorization of the survey participants in relation to their

nationality.

In terms of employment, 75.2% were working full-time, 1.9% were employed part-time,

4.3% were self-employed, and the remaining 16% were working students.

What is your current employment status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed full time	158	75.2	75.2	75.2
	Employed part time	4	1.9	1.9	77.1
	Retired	1	.5	.5	77.6
	Self – employed	9	4.3	4.3	81.9
	Unemployed (currently looking for a job)	5	2.4	2.4	84.3
	Unemployed (currently not looking for a job)	17	8.1	8.1	92.4
	Working student	16	7.6	7.6	100.0
	Total	210	100.0	100.0	

Figure 3: Categorization of the survey participants in relation to their employment status.

The majority of the participants' age ranged from 18 to 28, which made up 43.3% of the survey entries. The second largest group that participated in the survey was between the ages of 40-50 and made up 21.4% of the results (see Figure 4).

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	91	43.3	43.3	43.3
	29-39	33	15.7	15.7	59.0
	40-50	45	21.4	21.4	80.5
	51 - 61	37	17.6	17.6	98.1
	62+	4	1.9	1.9	100.0
	Total	210	100.0	100.0	

Figure 4: Categorization of the survey participants in relation to their age group.

Principal factor analysis was used to analyze the 36 variables of the Job Satisfaction Survey, JSS (Spector, P.E., 1895). The Kaiser – Meyer – Olkin Measure of Sampling Adequacy was 0.809, which is significantly higher than the suggested criterion of 0.6 (Kaiser, 1974) and the Bartlett's Test of Sphericity achieved statistical significance. As a result, the correlations were strong enough to warrant an exploratory factor analysis. The KMO value was 0.809 which can be interpreted as adequate to predict each factor. The Bartlett test conducted is significant if the value is less than 0.005. In this study, the finding indicated that all the items measured were highly correlated to provide reasonable bases for factor analysis. The rotated factor matrix is key to understanding the results of the analysis. From the analysis of the 36 items of variables to job satisfaction is divided into seven constructs (see Figure 5).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	1736.067
	df	231
	Sig.	.000

Figure 5: KMO and Bartlett's Test Statistics

The final seven principal components (PCs) extracted, explained 68% of the variance. The PCs were rotated using Varimax rotation. The seven components were decided based on their eigenvalues, that were above the recommended 1, and the scree plot (see Figure 6).

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.076	27.617	27.617	6.076	27.617	27.617	2.670	12.136	12.136
2	2.148	9.764	37.381	2.148	9.764	37.381	2.563	11.649	23.786
3	1.981	9.003	46.385	1.981	9.003	46.385	2.371	10.776	34.562
4	1.339	6.084	52.469	1.339	6.084	52.469	2.142	9.739	44.301
5	1.300	5.907	58.376	1.300	5.907	58.376	2.071	9.413	53.714
6	1.171	5.324	63.699	1.171	5.324	63.699	1.753	7.970	61.684
7	1.062	4.827	68.527	1.062	4.827	68.527	1.505	6.843	68.527
8	.748	3.402	71.929						
9	.691	3.139	75.068						
10	.664	3.020	78.087						
11	.604	2.747	80.834						
12	.581	2.641	83.475						
13	.535	2.433	85.908						
14	.518	2.353	88.261						
15	.465	2.112	90.373						
16	.377	1.714	92.087						
17	.358	1.629	93.717						
18	.341	1.550	95.267						
19	.308	1.402	96.669						
20	.278	1.264	97.933						
21	.247	1.124	99.057						
22	.207	.943	100.000						

Extraction Method: Principal Component Analysis.

Figure 6: Displays the components detected by the analysis and statistics attached such as variance.

Originally the principal component analysis showed 9 components but because some of the questions were excluded from the analysis, the final analysis showed seven components. Items were excluded because they did not provide correlation values greater than 0.5 in relation to the components categorized by SPSS. The questions removed due to this issue were the following: 3, 5, 6, 9, 15, 16, 18, 19, 26, 18, 29, 32,34,36. The questions were removed by methodically running the analysis and each time re-evaluating the components and the items enhancing their significance. With each removal the data set was analyzed again with the new parameters until reaching the final seven component form (see Figure 7).
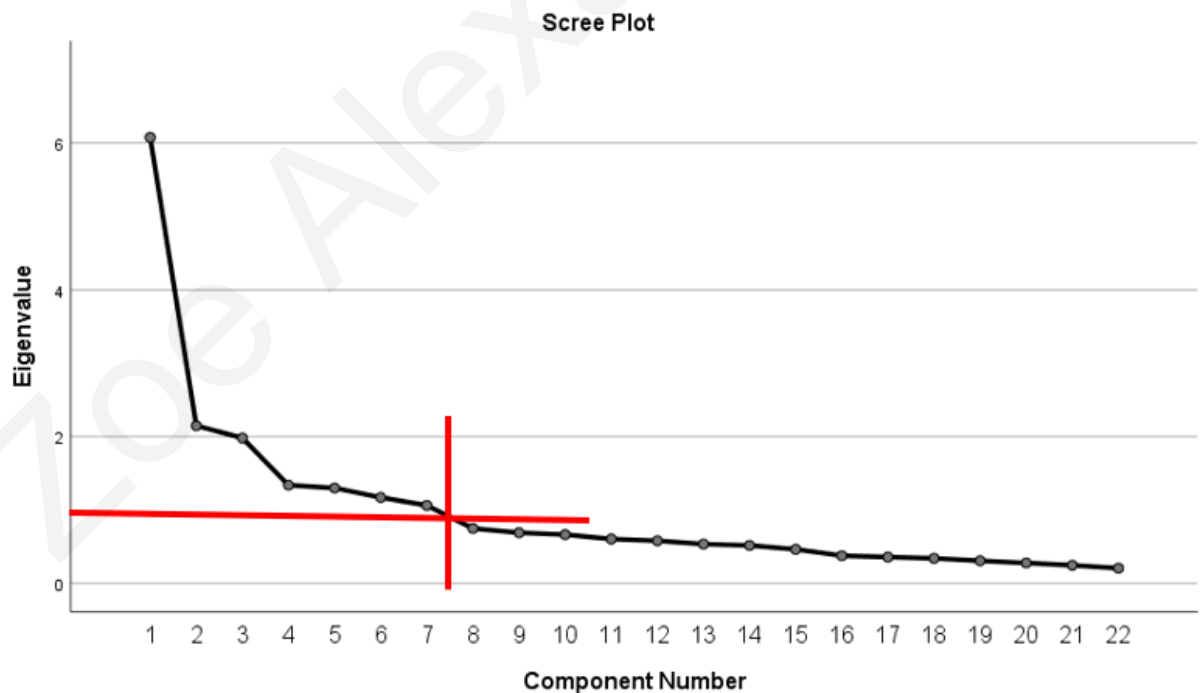
Figure 7: The component Eigenvalues and the clear cut of the seven-component selection.

The final seven components (see below Figure 8) were given the names based on their items and previous research.

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
17 I like doing the things I do at work	.843	.040	-.068	.163	.112	.097	-.020
35 My job is enjoyable	.760	.205	.103	.121	.118	.250	.094
27 I feel a sense of pride in doing my job	.709	.088	.043	.239	.121	.127	-.206
8 I sometimes feel my job is meaningless	.582	.282	.447	-.153	.064	.084	.145
12 My supervisor is unfair to me	-.035	.808	.172	.023	.049	.139	-.051
21 My supervisor shows too little interest in the feelings of subordinates	.212	.757	.023	.009	.191	.060	.124
30 I like my supervisor	.292	.708	.032	.148	.046	.216	-.004
14 I do not feel that the work I do is appreciated	.071	.607	.342	.245	.094	.159	.181
10 Raises are too few and far between	.187	-.007	.714	.214	.045	-.062	.162
4 I am not satisfied with the benefits I receive.	.018	.305	.683	.231	-.050	-.015	.034
23 There are not many rewards for those who work here	-.031	.033	.669	.102	.173	.257	.045
2 There is really too little chance for promotion on my job.	-.023	.247	.566	-.213	.461	-.081	-.059
22 The benefits package we have is equitable	.009	.018	.204	.795	.213	.139	-.089
13 The benefits we receive are as good as most other organizations offer	.202	.144	.076	.782	.076	-.036	.030
1 I feel I am being paid a fair amount for the work I do	.390	.142	.176	.581	.179	.032	-.012
11 Those who do well on the job stand a fair chance of being promoted	.108	.149	.080	.036	.791	.203	.033
20 People get ahead as fast here as they do in other places	.149	.036	-.036	.329	.723	-.091	.046
33 I am satisfied with my chances for promotion	.195	.110	.380	.258	.676	.088	.042
25 I enjoy my coworkers	.220	.207	.108	-.051	.043	.860	-.051
7 I like the people I work with	.214	.231	.005	.146	.092	.812	.066
24 I have too much to do at work	-.080	.058	.136	.018	-.084	-.061	.826
31 I have too much paperwork	.031	.061	.040	-.059	.154	.074	.804

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Figure 8: Final Questions picked which clearly define our categories and provide the highest significance.

The components are described below, and the questions that contribute to each component may be found in Table 1 later in the document. The questions are listed in descending order by importance to the specific component. Component 1 was named "Nature of Work", Component 2 represents "Supervision", Component 3 is "Combination of pay, benefits, rewards, promotion", Component 4 can be identified as "Benefits and Compensation", Component 5 identified as "Promotion", Component 6 is "Coworkers" and Component 7 "Operating Conditions".

We have identified the following components through our survey:

Category	Questions
Nature of Work	17, 35, 27 ,8
Supervision	12, 21, 30, 14
Combination of pay, benefits, rewards, promotion	10, 4, 23, 2
Benefits and Compensation	22, 13, 1
Promotion	11, 20, 33
Coworkers	25, 7

Operating Conditions	24, 31

Table 1: The categories that have been identified through the survey and data analysis.

As it can be clearly seen from Figure 6, Component 1 accounted 27.615% of the variance, Component 2 was 9.764%, Component 3 was 9.003%, Component 4 was 6.084%, Component 5 was 5.907%, Component 6 was 5.324% and Component 7 was 4.827%.

Component 1, which was named "Nature of Work", is the facet of job satisfaction about the aspects of the task that is performed by the employee, which includes task variety and autonomy. As shown on Table 1, the loadings of the items (Questions 17, 35, 27, 8) on this factor ranged from 0.582 to 0.843.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.795	4

Figure 9: Cronbach's alpha for Component 1

The reliability of this component was tested using Cronbach's alpha, which was quite high, a= 0.782 (see below Figure 9).

Inter-Item Correlation Matrix

	17 I like doing the things I do at work	27 I feel a sense of pride in doing my job	35 My job is enjoyable	8 I sometimes feel my job is meaningless
17 I like doing the things I do at work	1.000	.560	.631	.390
27 I feel a sense of pride in doing my job	.560	1.000	.555	.341
35 My job is enjoyable	.631	.555	1.000	.476
8 I sometimes feel my job is meaningless	.390	.341	.476	1.000

Figure 10: Inter-item correlation for Component 1

The inter item correlation was from 0.341 to 0.631 and interestingly it was observed that with the removal of question 8 there is an increase by 0.024 (see below Figure 10). Studies (Duraisingam, Pidd & Roche, 2009; Lee & Rwigema, 2007) have identified that the nature of work is an important facet of job satisfaction.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
17 I like doing the things I do at work	11.10	7.478	.647	.468	.704
27 I feel a sense of pride in doing my job	11.13	7.580	.581	.384	.733
35 My job is enjoyable	11.32	6.965	.696	.502	.674
8 I sometimes feel my job is meaningless	11.45	6.918	.474	.243	.806

Figure 11: Displays Cronbach's alpha variations based on item removal.

Component 2, which was named "Supervision" measured the satisfaction by providing a secure, welcoming environment for individuals to participate in reflective thinking in order to raise

concerns, discuss challenges, and find new ways of dealing with both the situation and oneself. As shown on Table 1, the loadings of the items (Questions 12, 21, 30, 14) on this factor ranged from 0.607 to 0.808.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.789	.790	4

Figure 12: Displays Cronbach's alpha for Component 2

The reliability of this component was tested using Cronbach's alpha, which was quite high, a= 0.789.

Inter-Item Correlation Matrix

	12 My supervisor is unfair to me	21 My supervisor shows too little interest in the feelings of subordinates	30 I like my supervisor	14 I do not feel that the work I do is appreciated
12 My supervisor is unfair to me	1.000	.514	.443	.517
21 My supervisor shows too little interest in the feelings of subordinates	.514	1.000	.555	.417
30 I like my supervisor	.443	.555	1.000	.461
14 I do not feel that the work I do is appreciated	.517	.417	.461	1.000

Figure 13: Displays the inter-item correlation for Component 2

The inter item correlation ranges from 0.443 to 0.555 and the removal of none of the items contributes to the increase of Cronbach's alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
12 My supervisor is unfair to me	10.49	8.557	.612	.384	.729
21 My supervisor shows too little interest in the feelings of subordinates	10.86	8.180	.611	.402	.730
30 I like my supervisor	10.56	9.061	.603	.380	.736
14 I do not feel that the work I do is appreciated	11.03	8.559	.567	.340	.752

Figure 14: Displays Cronbach's alpha variations based on item removal.

Supervision has been identified as an integral part of job satisfaction by various studies (Duraisingam, Pidd & Roche, 2009; Lee & Rwigema, 2007).

Component 3, which was named "Combination of pay, benefits, rewards, promotion", is a corner case of our study, as it seems that various components identified in previous studies have merged into a single category. What is however extremely interesting is the nature of the fused categories. Questions 10, 4, 23, 2 all have to do with the employee's fruit of labour. This can be interpreted both on a mental as well as physical level. As such it is harder to define this component with a single word. As shown on Table 1, the loadings of the items (Questions 10, 4, 23, 2) on this factor ranged from 0.566 to 0.714.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.684	.685	4

Figure 15: Displays Cronbach's alpha for Component 3

The reliability of this component was tested using Cronbach's alpha, which was a= 0.684.

Inter-Item Correlation Matrix

	2 There is really too little chance for promotion on my job.	4 I am not satisfied with the benefits I receive.	10 Raises are too few and far between	23 There are not many rewards for those who work here
2 There is really too little chance for promotion on my job.	1.000	.349	.260	.320
4 I am not satisfied with the benefits I receive.	.349	1.000	.413	.396
10 Raises are too few and far between	.260	.413	1.000	.378
23 There are not many rewards for those who work here	.320	.396	.378	1.000

Figure 16: Displays the inter-item correlation for Component 3

The inter item correlation was from 0.26 to 0.413 and the removal of none of the items contributes to the increase of Cronbach's alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
2 There is really too little chance for promotion on my job.	8.63	8.300	.402	.167	.662
4 I am not satisfied with the benefits I receive.	8.25	7.548	.521	.274	.581
10 Raises are too few and far between	8.73	8.493	.463	.231	.621
23 There are not many rewards for those who work here	8.61	8.297	.486	.239	.607

Figure 17: Displays Cronbach's alpha variations based on item removal.

Studies (Duraisingam, Pidd & Roche, 2009; Lee & Rwigema, 2007) have identified that benefits, rewards and in general the correlation between work and reward is an inseparable part of job satisfaction.

Component 4, which was named "Benefits and Compensation", is another fused category that the analysis brought up. It is a combination of the Benefits and Compensation categories. Again, it is very easy to see how the two can be correlated as both affect the employee's gain either from being part of a company or successfully completing their work. As shown on Table 1, the loadings of the items (Questions 22, 13, 1) on this factor ranged from 0.581 to 0.795.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.737	3

Figure 18: Displays Cronbach's alpha for Component 4

The reliability of this component was tested using Cronbach's alpha, which was quite high, a= 0.733.

Inter-Item Correlation Matrix

	1 I feel I am being paid a fair amount for the work I do	13 The benefits we receive are as good as most other organizations offer	22 The benefits package we have is equitable
1 I feel I am being paid a fair amount for the work I do	1.000	.448	.437
13 The benefits we receive are as good as most other organizations offer	.448	1.000	.566
22 The benefits package we have is equitable	.437	.566	1.000

Figure 19: Displays the inter-item correlation for Component 4.

The inter item correlation was from 0.437 to 0.566 and the removal of none of the items contributes to the increase of Cronbach's alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1 I feel I am being paid a fair amount for the work I do	6.54	3.857	.500	.250	.718
13 The benefits we receive are as good as most other organizations offer	6.83	3.626	.592	.370	.603
22 The benefits package we have is equitable	6.69	4.157	.588	.362	.619

Figure 20: Displays Cronbach's alpha variations based on item removal.

Studies (Munir & Rahman, 2016; Furnham & Zacherl, 1986) have identified that benefits and compensation are an important facet of job satisfaction.

Component 5, which was named "Promotion", Companies may use promotions to reward highly active employees, providing an opportunity for employees to work harder. Promotions can only be a successful tool for motivating employees to work harder if they put a high priority on the promotion itself (Brown et al 2008). As shown on Table 1, the loadings of the items (Questions 11, 20, 33) on this factor ranged from 0.676 to 0.791.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.737	.739	3

Figure 21: Displays Cronbach's alpha for Component 5

The reliability of this component was tested using Cronbach's alpha, which was quite high, a= 0.737.

Inter-Item Correlation Matrix

	11 Those who do well on the job stand a fair chance of being promoted	20 People get ahead as fast here as they do in other places	33 I am satisfied with my chances for promotion
11 Those who do well on the job stand a fair chance of being promoted	1.000	.423	.551
20 People get ahead as fast here as they do in other places	.423	1.000	.483
33 I am satisfied with my chances for promotion	.551	.483	1.000

Figure 22: Displays the inter-item correlation for Component 5

The inter item correlation was from 0.341 to 0.631 and the removal of none of the items contributes to the increase of Cronbach's alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
11 Those who do well on the job stand a fair chance of being promoted	5.48	4.193	.573	.335	.637
20 People get ahead as fast here as they do in other places	5.51	5.122	.516	.269	.709
33 I am satisfied with my chances for promotion	5.50	3.667	.615	.379	.588

Figure 23: Displays Cronbach's alpha variations based on item removal.

Component 6, which was named "Coworkers", employees' satisfaction with colleagues provides the foundation for problem management, dispute resolution, and innovation development at the workplace, and it predicts an employee's loyalty to a team and organization, which increases

an employee's job satisfaction (Haider, Fernandez-Ortiz, & de Pablos, 2017; Kim, Lee, & Wong, 2016; Obschonka & Silbereisen, 2015),.As shown on Table 1, the loadings of the items (Questions 25 ,7) on this factor ranged from 0.812 to 0.86.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.815	2

Figure 24: Displays Cronbach's alpha for Component 6

The reliability of this component was tested using Cronbach's alpha, which was quite high, a= 0.812.

Inter-Item Correlation Matrix

	7 I like the people I work with	25 I enjoy my coworkers
7 I like the people I work with	1.000	.687
25 I enjoy my coworkers	.687	1.000

Figure 25: Displays the inter-item correlation for Component 6.

The inter item correlation was from 0.687 to 1 and the removal of none of the items contributed to the increase of Cronbach's alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
7 I like the people I work with	3.88	.775	.687	.473	.
25 I enjoy my coworkers	3.98	.952	.687	.473	.

Figure 26: Displays Cronbach's alpha variations based on item removal.

Studies (Kim, Lee, & Wong, 2016; Obschonka & Silbereisen, 2015) have identified that coworkers are an important facet of job satisfaction.

Component 7, which was named "Operating Conditions". As shown on Table 1, the loadings of the items (Questions 24, 31) on this factor ranged from 0.804 to 0.826.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.559	.577	2

Figure 27: Displays Cronbach's alpha for Component 7.

The reliability of this component was tested using Cronbach's alpha, was a= 0.559.

Inter-Item Correlation Matrix

	24 I have too much to do at work	31 I have too much paperwork
24 I have too much to do at work	1.000	.406
31 I have too much paperwork	.406	1.000

Figure 28: Displays the inter-item correlation for Component 7.

The inter item correlation was from 0.406 to 1 and the removal of none of the items contributes to the increase of Cronbach's alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
24 I have too much to do at work	2.71	1.901	.406	.165	.
31 I have too much paperwork	2.17	1.039	.406	.165	.

Figure 29: Displays Cronbach's alpha variations based on item removal.

Sudies (Dalton & Todor, 1979; Lok & Crawford, 2004) have identified that Operating Conditions are an important facet of job satisfaction.

Below follows the analysis of the Personality test section of the questionnaire. The researcher has analyzed the results of the test and produced the appropriate MBTI personality for each entry of the survey.

Following are the tables produced using the data gathered.

As one can see from Figure 30, the majority of the entries were from female participants. To be more precise, 127 female (60.5%) and 83 Male (39.5%). Gender was one of the main factors by which the researcher compared the acquired data against. This was done in order to extrapolate any significant statistical results between gender, personality preferences and job satisfaction.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	127	60.5	60.5	60.5
	Male	83	39.5	39.5	100.0
	Total	210	100.0	100.0	

Figure 30: Displays the percentage of questionnaire entries based on gender.

Figure 31 presents the first interesting finding. The Introversion - Extroversion entries are very close percentage wise with the Introverted personalities being a slight 6.6% more than the Extroverted ones.

Gender * Introversion - Extroversion

Gender

Introversion - Extroversion	N	% of Total N
E	98	46.7%
I	112	53.3%
Total	210	100.0%

Figure 31: Displays the percentage of questionnaire entries based on Introversion - Extroversion.

Figure 32 shows that the overwhelming majority of the Extroverts belong to the Female population with 31.9%, with a difference of 17.1% from their Male counterparts. However, in the case of Introversion there is a balance gender-wise with a small 3.8% difference between female and male entries, respectively.

Employment Status * Introversion - Extroversion * Gender

Employment Status

Introversion - Extroversion	Gender	N	% of Total N
E	Female	67	31.9%
	Male	31	14.8%
	Total	98	46.7%
I	Female	60	28.6%
	Male	52	24.8%
	Total	112	53.3%
Total	Female	127	60.5%
	Male	83	39.5%
	Total	210	100.0%

Figure 32: Displays the percentage of questionnaire entries between gender and Introversion - Extroversion.

Figure 33 presents the second interesting finding. The Sensing - Intuition entries display an extreme difference. Sensing personalities are by 61% more than the Intuition ones.

Gender * Sensing - Intuition

Gender

Sensing - Intuition	N	% of Total N
N	41	19.5%
S	169	80.5%
Total	210	100.0%

Figure 33: Displays the percentage of questionnaire entries based on Sensing - Intuition.

Figure 34 shows that more than half of the Intuitive personalities are Female while in the case of Sensing personalities Female entries were more than 13.8% from their Male counterparts.

Employment Status * Sensing - Intuition * Gender

Employment Status

Sensing - Intuition	Gender	N	% of Total N
N	Female	28	13.3%
	Male	13	6.2%
	Total	41	19.5%
S	Female	99	47.1%
	Male	70	33.3%
	Total	169	80.5%
Total	Female	127	60.5%
	Male	83	39.5%
	Total	210	100.0%

Figure 34: Displays the percentage of questionnaire entries between gender and Sensing - Intuition.

Figure 35 presents the third interesting finding. The Thinking - Feeling entries display an extreme difference as well. Thinking personalities overcome by 38% the Feeling ones.

Gender * Thinking - Feeling

Gender

Thinking - Feeling	N	% of Total N
F	65	31.0%
T	145	69.0%
Total	210	100.0%

Figure 35: Displays the percentage of questionnaire entries based on Thinking- Feeling.

Figure 36 shows that from the total Feeling entries, Females are four times more than the Male ones, 24.8% to 6.2% to be more precise. In regard to the Thinking population, we can see that the gender difference is quite small, with the Female population being a mere 2.4% more "Thinking" than the male one.

Employment Status * Thinking - Feeling * Gender

Employment Status

Thinking - Feeling	Gender	N	% of Total N
F	Female	52	24.8%
	Male	13	6.2%
	Total	65	31.0%
T	Female	75	35.7%
	Male	70	33.3%
	Total	145	69.0%
Total	Female	127	60.5%
	Male	83	39.5%
	Total	210	100.0%

Figure 36: Displays the percentage of questionnaire entries between gender and Thinking - Feeling.

Figure 37 presents the fourth interesting finding. The Perception - Judgment entries display a large difference as well. Judging personalities overcome by 57.2% the Perception ones.

Gender * Perception - Judgment

Gender

Perception - Judgment	N	% of Total N
J	165	78.6%
P	45	21.4%
Total	210	100.0%

Figure 37: Displays the percentage of questionnaire entries based on Perception - Judgment.

Figure 38 shows that from the total Judgment entries, Females are 19.5% more than the Male ones. In regards to the Perception population, we can see that the gender difference is quite small again, with the Female population being a mere 1.4% more "Perceptive" than the Male one.

Employment Status * Perception - Judgment * Gender

Employment Status

Perception - Judgment	Gender	N	% of Total N
J	Female	103	49.0%
	Male	62	29.5%
	Total	165	78.6%
P	Female	24	11.4%
	Male	21	10.0%
	Total	45	21.4%
Total	Female	127	60.5%
	Male	83	39.5%
	Total	210	100.0%

Figure 38: Displays the percentage of questionnaire entries between gender and Perception - Judgment.

Following is a breakpoint of the MBTI personalities extracted by the questionnaire. By inspecting Figure 39 below, one can easily detect that the four most common personality types are: ISTJ with 28.1%, ESTJ with 21.4%, ESFJ with 9.5% and ISFJ with 8.6%.

Report

Gender

Personality	N	% of Total N
ENFJ	6	2.9%
ENFP	4	1.9%
ENTJ	7	3.3%
ENTP	3	1.4%
ESFJ	20	9.5%
ESFP	6	2.9%
ESTJ	45	21.4%
ESTP	7	3.3%
INFJ	3	1.4%
INFP	3	1.4%
INTJ	7	3.3%
INTP	8	3.8%
ISFJ	18	8.6%
ISFP	5	2.4%
ISTJ	59	28.1%
ISTP	9	4.3%
Total	210	100.0%

Figure 39: Displays the percentage of the MBTI personalities extracted by the survey

By inspecting Figure 40 below, the breakdown between gender and the MBTI personalities types can be seen.

Gender * Personality Crosstabulation

Count

		ENFJ	ENFP	ENTJ	ENTP	ESFJ	ESFP	ESTJ	Personality ESTP	INFJ	INFP	INTJ	INTP	ISFJ	ISFP	ISTJ	ISTP	Total
Gender	Female	6	2	5	1	15	4	30	4	3	2	5	4	16	4	23	3	127
	Male	0	2	2	2	5	2	15	3	0	1	2	4	2	1	36	6	83
Total		6	4	7	3	20	6	45	7	3	3	7	8	18	5	59	9	210

Figure 40: Displays a breakdown between gender and the MBTI personalities types

In the following section we have analyzed the correlation between Personality Traits and the detected Pillars of Job Satisfaction extracted from our results.

In order to acquire the necessary information, the researcher used the Bivariate Correlation method of SPSS and then proceeded to analyze the correlation between each personality trait and job satisfaction category. Correlational analysis is concerned with developing relationships between two or more variables in the same population or between two populations with the same variables (Leedy and Ormrod 2010); in this case we wanted to see; how personality preferences correlated with job satisfaction. The analysis configuration used the Pearson method for the generation of correlation coefficients with the two-tailed test of significance.

It is also important to note that due to the data modification performed on the data results are identified as follows. Positive Pearson Correlation values dictate a positive correlation with the Personality Trait marked with the value of 1, while negative Pearson Correlation values dictate a negative correlation with the Personality Trait marked with the value of 0.

The Personality Traits have been marked as follows:

- Introversion: 0 - Extroversion: 1
- Intuition: 0 - Sensing: 1

- Feeling: 0 - Thinking: 1

- Perception: 0 - Judgment: 1

In order to signify the correlation between our variables the researcher used the two-tail test of significance values which generate a "star" symbol next to each correlation based on its significance, if any. The symbols are generated as follows: Values 0.05 or below 0.02 => * p < 0.05. Values between 0.05 and 0.01 => ** p < 0.01. Values equal or below 0.001 => *** p < 0.001

As shown in Figure 41 below, the correlation analysis between Introvert - Extrovert Personality Traits and Nature of Work Category has shown that Question 27: I feel a sense of pride doing my job, has a high positive correlation for people displaying the Extrovert personality trait. This was signified through the 0.007 2-tailed significance value and the two-star symbols next to the pearson correlation value: .185

Correlations

		I0_E1	@8Isometim esfeelmyjobis meaningless	@17Ilikedoin gthethingsIdo atwork	@27Ifeelasen seofprideindo ingmyjob	@35Myjobise njoyable
I0_E1	Pearson Correlation	1	.071	.017	.185**	.129
	Sig. (2-tailed)		.305	.803	.007	.063
	N	210	210	210	210	210
@8Isometimesfeelmyjobi smeaningless	Pearson Correlation	.071	1	.390**	.341**	.476**
	Sig. (2-tailed)	.305		.000	.000	.000
	N	210	210	210	210	210
@17Ilikedoingthethingsld oatwork	Pearson Correlation	.017	.390**	1	.560**	.631**
	Sig. (2-tailed)	.803	.000		.000	.000
	N	210	210	210	210	210
@27Ifeelasenseofpridein doingmyjob	Pearson Correlation	.185**	.341**	.560**	1	.555**
	Sig. (2-tailed)	.007	.000	.000		.000
	N	210	210	210	210	210
@35Myjobisenjoyable	Pearson Correlation	.129	.476**	.631**	.555**	1
	Sig. (2-tailed)	.063	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 41: Correlation between Introversion - Extroversion Personality Traits and the Nature of Work Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 42 below no significant correlation was found between the Intuition - Sensing Personality Traits and Nature of Work Category

Correlations

		N0_S1	@17Ilikedoin gthethingsIdo atwork	@35Myjobise njoyable	@27Ifeelasen seofprideindo ingmyjob	@8Isometim esfeelmyjobis meaningless
N0_S1	Pearson Correlation	1	.120	.033	.133	.088
	Sig. (2-tailed)		.083	.633	.053	.206
	N	210	210	210	210	210
@17IlikedoingthethingsId oatwork	Pearson Correlation	.120	1	.631**	.560**	.390**
	Sig. (2-tailed)	.083		.000	.000	.000
	N	210	210	210	210	210
@35Myjobisenjoyable	Pearson Correlation	.033	.631**	1	.555**	.476**
	Sig. (2-tailed)	.633	.000		.000	.000
	N	210	210	210	210	210
@27Ifeelasenseofpridein doingmyjob	Pearson Correlation	.133	.560**	.555**	1	.341**
	Sig. (2-tailed)	.053	.000	.000		.000
	N	210	210	210	210	210
@8Isometimesfeelmyjobi smeaningless	Pearson Correlation	.088	.390**	.476**	.341**	1
	Sig. (2-tailed)	.206	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 42: Correlation between the Intuition - Sensing Personality Traits and the Nature of Work Category

As shown in Figure 43 below no significant correlation was found between the Nature of Work Category questions and the Feeling - Thinking Personality Trait.

Correlations

		F0_T1	@17Ilikedoing thethingsIdo atwork	@35Myjobise njoyable	@27Ifeelasen seofprideindo ingmyjob	@8Isometim esfeelmyjobis meaningless
F0_T1	Pearson Correlation	1	-.047	-.046	-.036	-.055
	Sig. (2-tailed)		.501	.507	.600	.426
	N	210	210	210	210	210
@17Ilikedoingthethingsld oatwork	Pearson Correlation	-.047	1	.631**	.560**	.390**
	Sig. (2-tailed)	.501		.000	.000	.000
	N	210	210	210	210	210
@35Myjobisenjoyable	Pearson Correlation	-.046	.631**	1	.555**	.476**
	Sig. (2-tailed)	.507	.000		.000	.000
	N	210	210	210	210	210
@27Ifeelasenseofpridein doingmyjob	Pearson Correlation	-.036	.560**	.555**	1	.341**
	Sig. (2-tailed)	.600	.000	.000		.000
	N	210	210	210	210	210
@8Isometimesfeelmyjobi smeaningless	Pearson Correlation	-.055	.390**	.476**	.341**	1
	Sig. (2-tailed)	.426	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 43: Correlation between the Feeling - Thinking Personality Traits and the Nature of Work Category

As shown in Figure 44 below no significant correlation was found between the Nature of Work Category questions and the Perception - Judgment Personality Trait.

Correlations

		P0_J1	@17Ilikedoin gthethingsIdo atwork	@35Myjobise njoyable	@27Ifeelasen seofprideindo ingmyjob	@8Isometim esfeelmyjobis meaningless
P0_J1	Pearson Correlation	1	.076	-.026	.011	-.019
	Sig. (2-tailed)		.273	.710	.872	.787
	N	210	210	210	210	210
@17Ilikedoingthethingsld oatwork	Pearson Correlation	.076	1	.631**	.560**	.390**
	Sig. (2-tailed)	.273		.000	.000	.000
	N	210	210	210	210	210
@35Myjobisenjoyable	Pearson Correlation	-.026	.631**	1	.555**	.476**
	Sig. (2-tailed)	.710	.000		.000	.000
	N	210	210	210	210	210
@27Ifeelasenseofpridein doingmyjob	Pearson Correlation	.011	.560**	.555**	1	.341**
	Sig. (2-tailed)	.872	.000	.000		.000
	N	210	210	210	210	210
@8Isometimesfeelmyjobi smeaningless	Pearson Correlation	-.019	.390**	.476**	.341**	1
	Sig. (2-tailed)	.787	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 44: Correlation between the Perception - Judgment Personality Traits and the Nature of Work Category

As shown in Figure 45 below, the correlation analysis has shown that Question 14: I do not feel that the work I do is appreciated, has a positive correlation for people displaying the Extrovert personality trait. This was signified through the 0.013 2-tailed Significance value and the one-star symbol next to the Pearson Correlation value: .172.

Correlations

		I0_E1	@12Mysuperv isorisunfairto me	@14Idonotfee lthatthework!d oisappreciate d	@21Mysuperv isorshowstoo littleinterestint hefeelingsofs u	@30Ilikemys upervisor
I0_E1	Pearson Correlation	1	-.110	.172*	.009	.046
	Sig. (2-tailed)		.112	.013	.897	.509
	N	210	210	210	210	210
@12Mysupervisorisunfair tome	Pearson Correlation	-.110	1	.517**	.514**	.443**
	Sig. (2-tailed)	.112		.000	.000	.000
	N	210	210	210	210	210
@14Idonotfeelthatthewor kldoisappreciated	Pearson Correlation	.172*	.517**	1	.417**	.461**
	Sig. (2-tailed)	.013	.000		.000	.000
	N	210	210	210	210	210
@21Mysupervisorshowst oolittleinterestinthefeeling sofsu	Pearson Correlation	.009	.514**	.417**	1	.555**
	Sig. (2-tailed)	.897	.000	.000		.000
	N	210	210	210	210	210
@30Ilikemysupervisor	Pearson Correlation	.046	.443**	.461**	.555**	1
	Sig. (2-tailed)	.509	.000	.000	.000	
	N	210	210	210	210	210

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 45: Correlation between the Introvert - Extrovert Personality Traits and the Supervision Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 46 below no significant correlation was found between the Supervision Category questions and the Intuition - Sensing Personality Trait.

Correlations

		N0_S1	@12Mysuperv isorisunfairto me	@21Mysuperv isorshowstoo littleinterestint hefeelingsofs u	@30Ilikemys upervisor	@14Idonotfee lthattheworkld oisappreciate d
N0_S1	Pearson Correlation	1	-.002	.026	.064	-.043
	Sig. (2-tailed)		.974	.709	.356	.534
	N	210	210	210	210	210
@12Mysupervisorisunfair tome	Pearson Correlation	-.002	1	.514**	.443**	.517**
	Sig. (2-tailed)	.974		.000	.000	.000
	N	210	210	210	210	210
@21Mysupervisorshowst oolittleinterestinthefeeling sofsu	Pearson Correlation	.026	.514**	1	.555**	.417**
	Sig. (2-tailed)	.709	.000		.000	.000
	N	210	210	210	210	210
@30Ilikemysupervisor	Pearson Correlation	.064	.443**	.555**	1	.461**
	Sig. (2-tailed)	.356	.000	.000		.000
	N	210	210	210	210	210
@14Idonotfeelthatthewor kldoisappreciated	Pearson Correlation	-.043	.517**	.417**	.461**	1
	Sig. (2-tailed)	.534	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 46: Correlation between the Intuition - Sensing Personality Traits and the Supervision Category

As shown in Figure 47 below no significant correlation was found between the Supervision Category questions and the Feeling - Thinking Personality Trait.

Correlations

		F0_T1	@12Mysupervisorisunfairtome	@21Mysupervisorshowstoolittleinterestinthefeelingsofsu	@30llikemysupervisor	@14Idonotfeelthattheworkldoisappreciated
F0_T1	Pearson Correlation	1	-.038	-.116	-.020	-.080
	Sig. (2-tailed)		.579	.095	.777	.246
	N	210	210	210	210	210
@12Mysupervisorisunfairtome	Pearson Correlation	-.038	1	.514**	.443**	.517**
	Sig. (2-tailed)	.579		.000	.000	.000
	N	210	210	210	210	210
@21Mysupervisorshowstoolittleinterestinthefeelingsofsu	Pearson Correlation	-.116	.514**	1	.555**	.417**
	Sig. (2-tailed)	.095	.000		.000	.000
	N	210	210	210	210	210
@30llikemysupervisor	Pearson Correlation	-.020	.443**	.555**	1	.461**
	Sig. (2-tailed)	.777	.000	.000		.000
	N	210	210	210	210	210
@14Idonotfeelthattheworkldoisappreciated	Pearson Correlation	-.080	.517**	.417**	.461**	1
	Sig. (2-tailed)	.246	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 47: Correlation between the Feeling - Thinking Personality Traits and the Supervision Category

As shown in Figure 48 below no significant correlation was found between the Supervision Category questions and the Perception - Judgment Personality Trait.

Correlations

		P0_J1	@12Mysuperv isorisunfairto me	@21Mysuperv isorshowstoo littleinterestint hefeelingsofs u	@30Ilikemys upervisor	@14Idonotfee lthattheworkld oisappreciate d
P0_J1	Pearson Correlation	1	-.058	-.004	-.044	-.068
	Sig. (2-tailed)		.405	.955	.528	.323
	N	210	210	210	210	210
@12Mysupervisorisunfair tome	Pearson Correlation	-.058	1	.514**	.443**	.517**
	Sig. (2-tailed)	.405		.000	.000	.000
	N	210	210	210	210	210
@21Mysupervisorshowst oolittleinterestinthefeeling sofsu	Pearson Correlation	-.004	.514**	1	.555**	.417**
	Sig. (2-tailed)	.955	.000		.000	.000
	N	210	210	210	210	210
@30Ilikemysupervisor	Pearson Correlation	-.044	.443**	.555**	1	.461**
	Sig. (2-tailed)	.528	.000	.000		.000
	N	210	210	210	210	210
@14Idonotfeelthatthewor kldoisappreciated	Pearson Correlation	-.068	.517**	.417**	.461**	1
	Sig. (2-tailed)	.323	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 48: Correlation between the Perception - Judgement Personality Traits and the Supervision Category

As shown in Figure 49 below no significant correlation was found between the Combination of Pay, Benefits, Rewards and Promotion Category questions and the Introvert - Extrovert Personality Trait.

Correlations

		I0_E1	@10Raisesar etoofewandfa rbetween	@4Iamnotsati sfiedwiththeb enefitsIreceiv e	@23Thereare notmanyrewa rdsforthosew howorkhere	@2Thereisre allytoolittlecha nceforpromoti ononmyjob
I0_E1	Pearson Correlation	1	.078	.055	.029	-.029
	Sig. (2-tailed)		.259	.431	.681	.672
	N	210	210	210	210	210
@10Raisesaretoofewand farbetween	Pearson Correlation	.078	1	.413**	.378**	.260**
	Sig. (2-tailed)	.259		.000	.000	.000
	N	210	210	210	210	210
@4Iamnotsatisfiedwithth ebenefitsIreceive	Pearson Correlation	.055	.413**	1	.396**	.349**
	Sig. (2-tailed)	.431	.000		.000	.000
	N	210	210	210	210	210
@23Therearenotmanyre wardsforthosewhoworkh ere	Pearson Correlation	.029	.378**	.396**	1	.320**
	Sig. (2-tailed)	.681	.000	.000		.000
	N	210	210	210	210	210
@2Thereisreallytoolittlec hanceforpromotiononmyj ob	Pearson Correlation	-.029	.260**	.349**	.320**	1
	Sig. (2-tailed)	.672	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 49: Correlation between the Introvert - Extrovert Personality Traits and the Combination of Pay, Benefits, Rewards and Promotion Category

As shown in Figure 50 below no significant correlation was found between the Combination of Pay, Benefits, Rewards and Promotion Category questions and the Intuition - Sensing Personality Trait.

Correlations

		N0_S1	@10Raisesar etoofewandfa rbetween	@4Iamnotsati sfiedwiththeb enefitsIreceiv e	@23Thereare notmanyrewa rdsforthosew howorkhere	@2Thereisre allytoolittlecha nceforpromoti ononmyjob
N0_S1	Pearson Correlation	1	.048	-.023	-.002	-.002
	Sig. (2-tailed)		.491	.739	.977	.982
	N	210	210	210	210	210
@10Raisesaretoofewand farbetween	Pearson Correlation	.048	1	.413**	.378**	.260**
	Sig. (2-tailed)	.491		.000	.000	.000
	N	210	210	210	210	210
@4Iamnotsatisfiedwithth ebenefitsIreceive	Pearson Correlation	-.023	.413**	1	.396**	.349**
	Sig. (2-tailed)	.739	.000		.000	.000
	N	210	210	210	210	210
@23Therearenotmanyre wardsforthosewhoworkh ere	Pearson Correlation	-.002	.378**	.396**	1	.320**
	Sig. (2-tailed)	.977	.000	.000		.000
	N	210	210	210	210	210
@2Thereisreallytoolittlec hanceforpromotiononmyj ob	Pearson Correlation	-.002	.260**	.349**	.320**	1
	Sig. (2-tailed)	.982	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 50:** Correlation between the Intuition - Sensing Personality Traits and the Combination of Pay, Benefits, Rewards and Promotion Category

As shown in Figure 51 below no significant correlation was found between the Combination of Pay, Benefits, Rewards and Promotion Category questions and the Feeling - Thinking Personality Trait.

Correlations

		F0_T1	@10Raisesar etoofewandfa rbetween	@4Iamnotsati sfiedwiththeb enefitsIreceiv e	@23Thereare notmanyrewa rdsforthosew howorkhere	@2Thereisre allytoolittlecha nceforpromoti ononmyjob
F0_T1	Pearson Correlation	1	.000	.025	.009	.035
	Sig. (2-tailed)		.995	.719	.902	.617
	N	210	210	210	210	210
@10Raisesaretoofewand farbetween	Pearson Correlation	.000	1	.413**	.378**	.260**
	Sig. (2-tailed)	.995		.000	.000	.000
	N	210	210	210	210	210
@4Iamnotsatisfiedwithth ebenefitsIreceive	Pearson Correlation	.025	.413**	1	.396**	.349**
	Sig. (2-tailed)	.719	.000		.000	.000
	N	210	210	210	210	210
@23Therearenotmanyre wardsforthosewhoworkh ere	Pearson Correlation	.009	.378**	.396**	1	.320**
	Sig. (2-tailed)	.902	.000	.000		.000
	N	210	210	210	210	210
@2Thereisreallytoolittlec hanceforpromotiononmyj ob	Pearson Correlation	.035	.260**	.349**	.320**	1
	Sig. (2-tailed)	.617	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 51:** Correlation between the Feeling - Thinking Personality Traits and the Combination of Pay, Benefits, Rewards and Promotion Category

As shown in Figure 52 below no significant correlation was found between the Combination of Pay, Benefits, Rewards and Promotion Category questions and the Perception - Judgment Personality Trait.

Correlations

		P0_J1	@10Raisesar etoofewandfa rbetween	@4Iamnotsati sfiedwiththeb enefitsIreceiv e	@23Thereare notmanyrewa rdsforthosew howorkhere	@2Thereisre allytoolittlecha nceforpromoti ononmyjob
P0_J1	Pearson Correlation	1	.121	.001	.019	.087
	Sig. (2-tailed)		.079	.993	.781	.208
	N	210	210	210	210	210
@10Raisesaretoofewand farbetween	Pearson Correlation	.121	1	.413**	.378**	.260**
	Sig. (2-tailed)	.079		.000	.000	.000
	N	210	210	210	210	210
@4Iamnotsatisfiedwithth ebenefitsIreceive	Pearson Correlation	.001	.413**	1	.396**	.349**
	Sig. (2-tailed)	.993	.000		.000	.000
	N	210	210	210	210	210
@23Therearenotmanyre wardsforthosewhoworkh ere	Pearson Correlation	.019	.378**	.396**	1	.320**
	Sig. (2-tailed)	.781	.000	.000		.000
	N	210	210	210	210	210
@2Thereisreallytoolittlec hanceforpromotiononmyj ob	Pearson Correlation	.087	.260**	.349**	.320**	1
	Sig. (2-tailed)	.208	.000	.000	.000	
	N	210	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 52:** Correlation between the Perception - Judgment Personality Traits and the Combination of Pay, Benefits, Rewards and Promotion Category

As shown in Figure 53 below, the correlation analysis has shown that Question 13: The benefits we receive are as good as most other organizations, has a high positive correlation for people displaying the Extrovert personality trait. This was signified through the 0.009 2-tailed Significance value and the two-star symbols next to the Pearson Correlation value: .182

Correlations

		I0_E1	@22Thebene fitspackagew ehaveisequita ble	@13Thebene fitswereceive areasgoodas mostotherorg anizatio	@1lfeellambe ingpaidafaira mountforthew orkldo
I0_E1	Pearson Correlation	1	.119	.181**	.086
	Sig. (2-tailed)		.085	.009	.213
	N	210	210	210	210
@22Thebenefitspackage wehaveisequitable	Pearson Correlation	.119	1	.566**	.437**
	Sig. (2-tailed)	.085		.000	.000
	N	210	210	210	210
@13Thebenefitswereceiv eareasgoodasmostother organizatio	Pearson Correlation	.181**	.566**	1	.448**
	Sig. (2-tailed)	.009	.000		.000
	N	210	210	210	210
@1lfeellambeingpaidafai ramountfortheworkldo	Pearson Correlation	.086	.437**	.448**	1
	Sig. (2-tailed)	.213	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 53:** Correlation between the Introvert - Extrovert Personality Traits and the Benefits and Compensation Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 54 below, the correlation analysis has shown that Question 1: I feel I am being paid a fair amount for the work I do, has a high positive correlation for people displaying the Sensing personality trait. This was signified through the 0.009 2-tailed Significance value and the two-star symbols next to the Pearson Correlation value: .180

Correlations

		N0_S1	@22Thebene fitspackagew ehaveisequita ble	@13Thebene fitswereceive areasgoodas mostotherorg anizatio	@1Ifeellambe ingpaidafaira mountforthew orkIdo
N0_S1	Pearson Correlation	1	-.025	.043	.180**
	Sig. (2-tailed)		.720	.539	.009
	N	210	210	210	210
@22Thebenefitspackage wehaveisequitable	Pearson Correlation	-.025	1	.566**	.437**
	Sig. (2-tailed)	.720		.000	.000
	N	210	210	210	210
@13Thebenefitswereceiv eareasgoodasmostother organizatio	Pearson Correlation	.043	.566**	1	.448**
	Sig. (2-tailed)	.539	.000		.000
	N	210	210	210	210
@1Ifeellambeingpaidafai ramountfortheworkIdo	Pearson Correlation	.180**	.437**	.448**	1
	Sig. (2-tailed)	.009	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 54:** Correlation between the Intuition - Sensing Personality Traits and the Benefits and Compensation Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 55 below no significant correlation was found between the Benefits and Compensation Category questions and the Feeling - Thinking Personality Trait.

Correlations

		F0_T1	@22Thebene fitspackagew ehaveisequita ble	@13Thebene fitswereceive areasgoodas mostotherorg anizatio	@1Ifeellambe ingpaidafaira mountforthew orkIdo
F0_T1	Pearson Correlation	1	-.050	-.087	.008
	Sig. (2-tailed)		.469	.209	.914
	N	210	210	210	210
@22Thebenefitspackage wehaveisequitable	Pearson Correlation	-.050	1	.566**	.437**
	Sig. (2-tailed)	.469		.000	.000
	N	210	210	210	210
@13Thebenefitswereceiv eareasgoodasmostother organizatio	Pearson Correlation	-.087	.566**	1	.448**
	Sig. (2-tailed)	.209	.000		.000
	N	210	210	210	210
@1Ifeellambeingpaidafai ramountfortheworkIdo	Pearson Correlation	.008	.437**	.448**	1
	Sig. (2-tailed)	.914	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 55:** Correlation between the Feeling - Thinking Personality Traits and the Benefits and Compensation Category

As shown in Figure 56 below, the correlation analysis has shown that Question 1: I feel I am being paid a fair amount for the work I do, has a high positive correlation for people displaying the Judgment personality trait. This was signified through the 0.008 2-tailed Significance value and the two-star symbols next to the Pearson Correlation value: .183

Correlations

		P0_J1	@22Thebene fitspackagew ehaveisequita ble	@13Thebene fitswereceive areasgoodas mostotherorg anizatio	@1Ifeellambe ingpaidafaira mountforthew orkIdo
P0_J1	Pearson Correlation	1	.036	.000	.183**
	Sig. (2-tailed)		.602	1.000	.008
	N	210	210	210	210
@22Thebenefitspackage wehaveisequitable	Pearson Correlation	.036	1	.566**	.437**
	Sig. (2-tailed)	.602		.000	.000
	N	210	210	210	210
@13Thebenefitswereceiv eareasgoodasmostother organizatio	Pearson Correlation	.000	.566**	1	.448**
	Sig. (2-tailed)	1.000	.000		.000
	N	210	210	210	210
@1Ifeellambeingpaidafai ramountfortheworkIdo	Pearson Correlation	.183**	.437**	.448**	1
	Sig. (2-tailed)	.008	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 56:** Correlation between the Perception - Judgment Personality Traits and the Benefits and Compensation Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 57 below, the correlation analysis has shown that Question 33: I am satisfied with my chances for promotion, has a high positive correlation for people displaying the Extrovert personality trait. This was signified through the 0.002 2-tailed Significance value and the two-star symbols next to the Pearson Correlation value: .213

Correlations

		I0_E1	@11Thosewh odowellonthej obstandafairc hanceofbeing pro	@20Peopleg etaheadasfas thereastheyd oinotherplace s	@33Iamsatisf iedwithmycha ncesforpromo tion
I0_E1	Pearson Correlation	1	.069	.126	.213**
	Sig. (2-tailed)		.321	.069	.002
	N	210	210	210	210
@11Thosewhodowellont hejobstandafairchanceof beingpro	Pearson Correlation	.069	1	.423**	.551**
	Sig. (2-tailed)	.321		.000	.000
	N	210	210	210	210
@20Peoplegetaheadasfa sthereastheydoinotherpla ces	Pearson Correlation	.126	.423**	1	.483**
	Sig. (2-tailed)	.069	.000		.000
	N	210	210	210	210
@33Iamsatisfiedwithmyc hancesforpromotion	Pearson Correlation	.213**	.551**	.483**	1
	Sig. (2-tailed)	.002	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 57:** Correlation between the Introvert - Extrovert Personality Traits and the Promotion Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 58 below no significant correlation was found between the Promotion Category questions and the Intuition - Sensing Personality Trait.

Correlations

		N0_S1	@11Thosewh odowellonthej obstandafairc hanceofbeing pro	@20Peopleg etaheadasfas thereastheyd oinotherplace s	@33Iamsatisf iedwithmycha ncesforpromo tion
N0_S1	Pearson Correlation	1	.043	.045	.078
	Sig. (2-tailed)		.533	.516	.261
	N	210	210	210	210
@11Thosewhodowellont hejobstandafairchanceof beingpro	Pearson Correlation	.043	1	.423**	.551**
	Sig. (2-tailed)	.533		.000	.000
	N	210	210	210	210
@20Peoplegetaheadasfa sthereastheydoinotherpla ces	Pearson Correlation	.045	.423**	1	.483**
	Sig. (2-tailed)	.516	.000		.000
	N	210	210	210	210
@33Iamsatisfiedwithmyc hancesforpromotion	Pearson Correlation	.078	.551**	.483**	1
	Sig. (2-tailed)	.261	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 58:** Correlation between the Intuition - Sensing Personality Traits and the Promotion Category

As shown in Figure 59 below no significant correlation was found between the Promotion Category questions and the Feeling - Thinking Personality Trait.

Correlations

		F0_T1	@11Thosewh odowellonthej obstandafairc hanceofbeing pro	@20Peopleg etaheadasfas thereastheyd oinotherplace s	@33Iamsatisf iedwithmycha ncesforpromo tion
F0_T1	Pearson Correlation	1	-.110	-.116	-.096
	Sig. (2-tailed)		.111	.093	.167
	N	210	210	210	210
@11Thosewhodowellont hejobstandafairchanceof beingpro	Pearson Correlation	-.110	1	.423**	.551**
	Sig. (2-tailed)	.111		.000	.000
	N	210	210	210	210
@20Peoplegetaheadasfa sthereastheydoinotherpla ces	Pearson Correlation	-.116	.423**	1	.483**
	Sig. (2-tailed)	.093	.000		.000
	N	210	210	210	210
@33Iamsatisfiedwithmyc hancesforpromotion	Pearson Correlation	-.096	.551**	.483**	1
	Sig. (2-tailed)	.167	.000	.000	
	N	210	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 59: Correlation between the Feeling - Thinking Personality Traits and the Promotion Category

As shown in Figure 60 below, the correlation analysis has shown that all the questions which belong to the Promotion Category (questions: 11, 20 and 33) have shown a high correlation with the Judgment personality trait.

For question 11 the 2-tailed Significance value was 0.024 and the Pearson Correlation value: .146. For question 20 the 2-tailed Significance value was 0.004 and the Pearson Correlation

value: .200. And for question 33 the 2-tailed Significance value was 0.003 and the Pearson

Correlation value: .206.

Correlations

		P0_J1	@11Thosewh odowellonthej obstandafairc hanceofbeing pro	@20Peopleg etaheadasfas thereastheyd oinotherplace s	@33Iamsatisf iedwithmycha ncesforpromo tion
P0_J1	Pearson Correlation	1	.146*	.200**	.206**
	Sig. (2-tailed)		.034	.004	.003
	N	210	210	210	210
@11Thosewhodowellont hejobstandafairchanceof beingpro	Pearson Correlation	.146*	1	.423**	.551**
	Sig. (2-tailed)	.034		.000	.000
	N	210	210	210	210
@20Peoplegetaheadasfa sthereastheydoinotherpla ces	Pearson Correlation	.200**	.423**	1	.483**
	Sig. (2-tailed)	.004	.000		.000
	N	210	210	210	210
@33Iamsatisfiedwithmyc hancesforpromotion	Pearson Correlation	.206**	.551**	.483**	1
	Sig. (2-tailed)	.003	.000	.000	
	N	210	210	210	210

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 60:** Correlation between the Perception - Judgment Personality Traits and the Promotion

Category

As shown in Figure 61 below no significant correlation was found between the Coworkers

Category questions and the Introvert - Extrovert Personality Trait.

Correlations

		I0_E1	@25Ienjoymy coworkers	@7Ilikethepe oplelworkwith
I0_E1	Pearson Correlation	1	-.036	-.016
	Sig. (2-tailed)		.602	.814
	N	210	210	210
@25Ienjoymycoworkers	Pearson Correlation	-.036	1	.687**
	Sig. (2-tailed)	.602		.000
	N	210	210	210
@7Ilikethepeoplelworkwith	Pearson Correlation	-.016	.687**	1
	Sig. (2-tailed)	.814	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 61:** Correlation between the Introvert - Extrovert Personality Traits and the Coworkers Category

As shown in Figure 62 below no significant correlation was found between the Coworkers Category questions and the Intuition - Sensing Personality Trait.

Correlations

		N0_S1	@25Ienjoymy coworkers	@7Ilikethepe oplelworkwith
N0_S1	Pearson Correlation	1	-.080	-.074
	Sig. (2-tailed)		.246	.287
	N	210	210	210
@25Ienjoymycoworkers	Pearson Correlation	-.080	1	.687**
	Sig. (2-tailed)	.246		.000
	N	210	210	210
@7Ilikethepeoplelworkwith	Pearson Correlation	-.074	.687**	1
	Sig. (2-tailed)	.287	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 62:** Correlation between the Intuition - Sensing Personality Traits and the Coworkers Category

As shown in Figure 63 below, the correlation analysis has shown that all the questions which belong to the Coworkers Category (questions: 25 and 7) have shown a high correlation with the Feeling personality trait.

For question 25 the 2-tailed Significance value was 0.000 and the Pearson Correlation value: -.267. And for question 7 the 2-tailed Significance value was 0.002 and the Pearson Correlation value: -.217.

Correlations

		F0_T1	@25Ienjoymy coworkers	@7Ilikethepe oplelworkwith
F0_T1	Pearson Correlation	1	-.267**	-.217**
	Sig. (2-tailed)		.000	.002
	N	210	210	210
@25Ienjoymycoworkers	Pearson Correlation	-.267**	1	.687**
	Sig. (2-tailed)	.000		.000
	N	210	210	210
@7Ilikethepeoplelworkwith	Pearson Correlation	-.217**	.687**	1
	Sig. (2-tailed)	.002	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 63:** Correlation between the Feeling - Thinking Personality Traits and the Coworkers Category

As shown in Figure 64 below, the correlation analysis has shown that Question 25: I enjoy my coworkers, has a high positive correlation for people displaying the Perception personality trait. This was signified through the 0.006 2-tailed Significance value and the two-star symbols next to the Pearson Correlation value: -.190.

Correlations

		P0_J1	@25Ienjoymy coworkers	@7Ilikethepe oplelworkwith
P0_J1	Pearson Correlation	1	-.190**	-.132
	Sig. (2-tailed)		.006	.056
	N	210	210	210
@25Ienjoymycoworkers	Pearson Correlation	-.190**	1	.687**
	Sig. (2-tailed)	.006		.000
	N	210	210	210
@7Ilikethepeoplelworkwit h	Pearson Correlation	-.132	.687**	1
	Sig. (2-tailed)	.056	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 64:** Correlation between the Perception - Judgment Personality Traits and the Coworkers

Category

The rest of the values were not shown to be significant as seen from their correlation values.

As shown in Figure 65 below no significant correlation was found between the Operating

Conditions Category questions and the Introvert - Extrovert Personality Trait.

Correlations

		I0_E1	@24Ihavetoo muchtodoatw ork	@31Ihavetoo muchpaperw ork
I0_E1	Pearson Correlation	1	.081	.017
	Sig. (2-tailed)		.240	.805
	N	210	210	210
@24Ihavetoomuchtodoat work	Pearson Correlation	.081	1	.406**
	Sig. (2-tailed)	.240		.000
	N	210	210	210
@31Ihavetoomuchpaper work	Pearson Correlation	.017	.406**	1
	Sig. (2-tailed)	.805	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 65:** Correlation between the Introvert - Extrovert Personality Traits and the Operating Conditions Category

As shown in Figure 66 below, the correlation analysis has shown that all the questions which belong to the Operating Conditions Category (questions: 24 and 31) have shown a high correlation with the Intuition personality trait.

For question 24 the 2-tailed Significance value was 0.003 and the Pearson Correlation value: -.203. And for question 31 the 2-tailed Significance value was 0.008 and the Pearson Correlation value: -.183.

Correlations

		N0_S1	@24Ihavetoo muchtodoatw ork	@31Ihavetoo muchpaperw ork
N0_S1	Pearson Correlation	1	-.203**	-.183**
	Sig. (2-tailed)		.003	.008
	N	210	210	210
@24Ihavetoomuchtodoat work	Pearson Correlation	-.203**	1	.406**
	Sig. (2-tailed)	.003		.000
	N	210	210	210
@31Ihavetoomuchpaper work	Pearson Correlation	-.183**	.406**	1
	Sig. (2-tailed)	.008	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 66: Correlation between the Intuition - Sensing Personality Traits and the Operating Conditions Category

As shown in Figure 67 below no significant correlation was found between the Operating Conditions Category questions and the Feeling - Thinking Personality Trait.

Correlations

		F0_T1	@24Ihavetoo muchtodoatw ork	@31Ihavetoo muchpaperw ork
F0_T1	Pearson Correlation	1	.039	-.014
	Sig. (2-tailed)		.576	.839
	N	210	210	210
@24Ihavetoomuchtodoat work	Pearson Correlation	.039	1	.406**
	Sig. (2-tailed)	.576		.000
	N	210	210	210
@31Ihavetoomuchpaper work	Pearson Correlation	-.014	.406**	1
	Sig. (2-tailed)	.839	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 67:** Correlation between the Feeling - Thinking Personality Traits and the Operating Conditions Category Questions

As shown in Figure 68 below no significant correlation was found between the Operating Conditions Category questions and the Perception - Judgment Personality Trait.

Correlations

		P0_J1	@24Ihavetoo muchtodoatw ork	@31Ihavetoo muchpaperw ork
P0_J1	Pearson Correlation	1	.029	.042
	Sig. (2-tailed)		.681	.549
	N	210	210	210
@24Ihavetoomuchtodoat work	Pearson Correlation	.029	1	.406**
	Sig. (2-tailed)	.681		.000
	N	210	210	210
@31Ihavetoomuchpaper work	Pearson Correlation	.042	.406**	1
	Sig. (2-tailed)	.549	.000	
	N	210	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

F**igure 68:** Correlation between the Perception - Judgment Personality Traits and the Operating Conditions Category

Chapter 5: Discussion

Introduction

Taking into consideration the overall purpose of this study as well as the research questions that carefully guided the research, the following chapter aims to present the conclusions drawn from the above-mentioned quantitative research. Furthermore, the research's limitations and implications will be explained.

As discussed in the above chapters, the purpose of the research is to investigate the relationship between personality and job satisfaction from different angles. More specifically, the research aims to examine the sixteen combinations of personality types (MBTI) and the relationship to job satisfaction. The study's main goal is to determine which personality preferences (Introvert - Extrovert, Sensing - Intuitive, Thinking - Feeling, Perceiving - Judging) are correlated more highly with job satisfaction. The research aims to examine if personality preferences can influence job satisfaction and, if so, to what extent. Following the above mentioned purpose, the following research questions have guided the research:

➢ Can personality preferences affect job satisfaction?

➢ What are the personality preferences affecting job satisfaction?

The results demonstrate that three of the eight personality dimensions namely Intuition (N) Feeling (F), Judgment (J) of the Myers–Briggs Type Indicator (MBTI) predict job satisfaction. The MBTI personality dimensions were analyzed in correlation with the Job Satisfaction categories extracted by the survey results. The categories identified are as follows: Nature of Work,

Supervision, Combination of Pay, Benefits Rewards and Promotion, Benefits and Compensation, Promotion, Coworkers and Operating Conditions.

As mentioned in the literature review, the most popular theory used to characterize the association between personality and job satisfaction are three: the Trait Activation theory, Attraction, Selection, and Attrition (ASA), and Person Environment fit model (PE) (Thomas et al., 2004; Urry, 1977). Based on those three theories and according to Fritzche, Powell, & Hoffman (1999) when an employee has a low "score" at a specific trait (for instance Extroversion or Introversion) that is important for a specific job, it can cause tension in the workplace. Personality traits may influence an individual's stress at the workplace; In the organization, for example, two individuals with opposing personality traits may be assigned to complete the same task (e.g., Communicating with a customer). An employee with a high extroversion score may find this assignment more motivating, whereas an employee with a high interviersion score may find this task more challenging, personality preferences are critical components in determining whether aspects of a specific job may match an individual's preferences (Podsakoff, LePine, & LePine, 2007). One of the major causes of an individual's dissatisfaction with their job is the stress it creates (Fritzche, Powell, & Hoffman, 1999).

Several studies have shown that employee performance benefits the organisation when employees do their given responsibilities well, and the employees profit as well by successfully and fulfillingly utilizing their talents and expertise (Kristof - Brown et al., 2005). This suggests that job satisfaction is linked to employers ability to apply their personality traits in the workplace and at the same time they are being more productive and happy. A strong relationship between job satisfaction and personality has been reported in the literature (Fritzche, Powell, & Hoffman, 1999;

Thomas et al., 2004; Urry, 1977). Individuals with high levels of a specific personality trait, according to Urry (1977), could be predisposed to perceive certain activities as more exciting and increased the chances to stay in that position longer and be happier. According to Tokar and Subicj (1997) individuals expressing the preference of extraversion have been documented to display higher levels of job satisfaction than people expressing the introversion trait; this is due to the very fundamental force driving the two polar traits. According to Kristof-Brown et al. (2005) individuals enter a specific environment due to their personalities and stay in these situations due to the reinforcements and happiness gained from experiences in that environment .

Research shows that person-environment (PE) is linked to measures of job satisfaction to some extent. More specifically, when an individual's personality trait fits in the workplace, the probability of employee retention increases. Kristof - Brown et al. (2005: 281) define person - environment (P E) fit as "the compatibility between an individual and job environment that occurs when their characteristics are well balanced" (Kristof-Brown et al. 2005). In this study it has been ivasticated if personality preferences could predict job satisfaction. More specifically, the results of this investigation show that three pairs of personality dimensions and job satisfaction categories have been identified and isolated for further analysis and discussion, as they have displayed a high correlation through the data analysis performed.

The first interesting correlation to be discussed is between people expressing the Judgment personality trait and the Promotion Category. While investigating the correlation between Judgment and Promotion it is important that the researcher had a clear definition for both.

As mentioned previously, individuals expressing the Judgment personality trait wish to organize their outer and inner worlds to become more productive. For them, planning and

preparation are important. They seek structure and organization in order to exert control over a situation; they must control the external environment in order to exert control over their inner world (Witt & Dodge, 2018). Judging personalities tend to plan ahead and prefer to be prepared for future scenarios so that they can react accordingly. It is very common for such personalities to focus on an issue until it is completely resolved as this can bring them a form of closure necessary for their mentality, as this way they can focus on the next task on their list.

In terms of Higgins & Cornwell (2016) a job promotion is typically given to an employee who has shown outstanding success or who has acquired the requisite skills and experience to take on additional job responsibilities. Promotion is an extrinsic motivation that could boost employee's productivity. As previously stated, promotion has influence upon work engagement and job satisfaction (Deci & Ryan, 1985). Furthermore, promotion is linked to safety, security, and the maintenance of the status quo against degradation. Maintenance of the status quo could point to several actions including, but not limited to, the execution of duties. Increased salaries, training, and supervisory duties were among the factors that constitute a promotion.

Judgment personality preferences have shown a high correlation with all the questions which belong to the Promotion Category. More specifically, when people were asked whether people who perform well at their work will receive a fair chance for promotion (Question 11), they answered that they strongly agree. Similarly, when asked whether their organization promotes them with a similar pace as other organizations (Question 20) and whether they are satisfied with their probability of receiving a promotion (Question 33), answered positively. This correlation was identified while investigating the p values of the questions mentioned. To be more precise the p value for Question 11 was 0.024, 0.004 for Question 20 and 0.003 for Question 33. The responses

to the following questions are consistent with research that demonstrates that employees are more satisfied with their jobs when they are aware of a potential promotion (Clark 2001).

According to Clark (2001) the thought and only of a potential promotion can help to enhance an employee's performance and satisfaction with their work. According to Shields & Ward (2001), it is important for judges to have a plan and be organized. Individuals scoring high in judgment preference are more likely to be motivated at their workplace when they can have a plan and expect a promotion either at a certain point in time or by quantifying their work performance and calculating that based on their work a promotion is to be expected, improves their morale and performance.

Taking the results of the above study and the findings of the analysis, one can draw a clear line between Judger's way of thinking and acting and the impact of the Promotion to the work environment. Judgers like to plan their next steps, they prefer to have a career plan, a schedule to their every move so that everything can be calculated and taken into consideration. As such, planning for a promotion based on their work performance and duration of their employment is well within their personality dimension.

Taking all of the evidence gathered, both from the results of the survey and existing studies, it is supported that the Judgment personality trait is highly correlated with the promotion category of job satisfaction. This is further supported by the results of Henderson & Nutt (1980) where a positive correlation was found between Judgment and job satisfaction. Based on the results of their study, individuals displaying traits of the judgment dimension were shown to produce greater performance at work by setting their own goals. Judgers are intertwined with their work and have a better chance of being rewarded for it, as such they receive greater job satisfaction

The second correlation is the Feeling personality trait that has produced results signifying that it is correlated by the Coworkers category. Proceeding to the correlation discovered by the researcher, the following section will discuss the connection between people expressing the Feeling personality trait and the Coworkers category. It is very important to specify what defines the Feeling personality trait and what we mean by the Coworkers category, in properly understanding the importance of the correlation. As previously stated, feeling individuals are motivated by the desire to understand and help others; relationships are incredibly important to them. They make decisions based on their personal value system and social considerations (Behaz & Djoudi, 2012).

Feelers prefer to use subjective information that considers people's feelings. Feelers use human-based considerations, meaning they rely on an understanding of personal and group values (Witt & Dodge, 2018). To possess a Feeling personality is to embrace your feelings and your needs before your logic takes over. Feeling personalities decide on their actions by prioritizing how individuals implicated in their actions will react and how it will impact their mental health, their happiness.

Coworkers or to be more precise coworker relationship is a concept that can be broken into two sub-categories. The relationship between leaders and members and the interactions between colleagues. In the first category one can include the trust that colleagues display to one another as well as to their superiors. In regard to the second category, coworkers' interactions, one can identify this as the synergy and harmony between colleagues in the boundaries of the work environment.

Feeling personality preferences have shown a high correlation with all the questions which belong to the Coworkers category. More specifically when people were asked questions that aim to determine how an individual's feelings tend to affect one's judgment and actions in regards to their work. To be more precise, the correlation was detected when individuals were asked whether they like working alongside their colleagues (Question 7) and whether they like their coworkers (Question 25) and the answers received were highly positive (the p values gathered were 0.002 for Question 7 and 0.000 for Question 25).

As studies have already shown, a healthy relationship between coworkers promotes as a result a positive effect on job satisfaction (Driscoll ,1978; Liou ,1995). Furthermore, studies have also provided data that indicate that trust also plays a major role in job satisfaction. To be more accurate, Kristin (2005), Liao et al. (2008), and Weng et al. (2010) have specified that the relationship of trust between leaders and coworkers have a direct effect on how one views their job and how satisfied they are with it. According to Kristin (2005) individuals scoring high at feeling dimension must feel comfortable and open to communicate with their managers and co-workers. Trust is a fundamental component of management. When a subordinate trusts his/her manager and interacts with him/her on good terms, he/she is more prepared to accept the consequences of the managers' or coworkers' actions because the subordinate feels that his/her own rights will not be neglected.

According to Liao et al. (2008) and Weng et al. (2010) trust in leaders and coworkers influences job satisfaction, whereas the relationship between leaders and subordinates indicates the subordinates' level of confidence, trust, and respect for the leaders. Coworker relationships within organizations are a type of interpersonal relationship based on two concepts: the leader-

member relation and coworker relationships. According to Weng et al. (2010) job satisfaction has a positive association with the manager and co workers relationships and how well employees coordinate with one another; that is, the better the coordinative relationship between leaders and subordinates, increases the job satisfaction rate. According to Liao et al. (2008) when leaders are attempting to transform subordinates or develop themselves as transformational leaders, they must be aware of how their behavior is perceived by others since they can influence employees' behaviour. If managers can get the support and trust of their subordinates and coworkers, their capacity to influence will be far greater than that of unsupported managers. Furthermore, research indicated that the quality of the coworkers' relationship reveals the effectiveness of communication. Coworkers' support has a substantial positive correlation with job satisfaction.

Hackett & Guion (1985), Bass (1990), and Robbins (2003) point out that individuals scoring high in the feeling dimension want to have good relationships with their coworkers. Feelers by having good communication with their coworkers can reduce job-related stress, and reduce job dissatisfaction and turnover. Clearly, peer coworkers can have a significant impact on an individual's life. Taking into consideration all the studies mentioned above and results yielded by the survey, a correlation can be clearly seen as to how an individual displaying a high score of the Feeling dimension can be correlated with the pursuit of a healthy relationship with their coworkers. Based on McCrae & Costa (1991), a Feeling individual receives a great amount of happiness through human interaction and as such, they tend to be friendly and approachable. This is a typical cause and effect situation, as displaying these traits allows them to fulfill their "social needs".

With data gathered from existing studies (Bass, 1990; Hackett & Guion, 1985; Liao et al., 2008; Robbins, 2003; Weng et al., 2010) the one performed by the researcher, the correlation

between the Feeling dimension "dwellers" and the coworker relationship category of job satisfaction is one that can be easily extracted, analyzed and understood. Individuals displaying the characteristics of the Feeling dimension have a need to be liked by their coworkers, they strive for harmony between them and when such an equilibrium is reached their job satisfaction receives a positive boost.

The third interesting correlation to be discussed is between people expressing the Intuition personality trait and the Operating Conditions category. Before continuing with the analysis and discussion of the results, it is very important to specify what defines the Intuition personality trait and what we mean by the Operating Conditions category.

As explained in the literature review, it is clear that Intuitives value the more theoretical and abstract aspects of the learning process; they are concerned with the meaning of things. Furthermore, they are more possibility driven, and are more inclined to doubt things in existence rather than embracing truth as it is as a sensor would (Witt & Dodge, 2018). Intuitive people see potential in the future by looking at life for what it might be (Behaz & Djoudi, 2012). Intuitive individuals are more creative, open-minded, and future-oriented. When considering their actions they tend to take a step back in order to observe the repercussions of their actions and how this will affect them as well as how others will react. Actions are not taken lightly and without considering the bigger picture.

According to Bakoti & Babi (2013), the conditions under which a job is performed can vary from being completely comfortable to being extremely difficult and hazardous to the employees' life and health. Difficult working environments can be influenced by: (1) environmental factors such as climate - meteorological conditions, temperature, humidity, drafts,

workplace lighting, noise and disturbance, fumes, radiation, dust, smoke, and other potentially harmful factors; (2) subjective factors such as the employee's gender and age, exhaustion, monotony, unfavorable posture at work, etc; (3) production-related factors such as work shift duration, work schedule, working time, work speed, unnecessary pressure, etc.

People with Intuition preferences have scored high at job satisfaction and to the facet of "Operating Conditions". Correlation analysis revealed that they had positive connections, owing to their high scores on all items in the Operating Conditions category. When asked whether they have too much work (Question 24) or if they deal with a lot of paperwork (Question 31), intuitive people reacted harshly. This is to show that even though Questions 24 and 31 achieved great p values, 0.004 and 0.006 respectively, a single factor is not enough to prove a point as complex as the implication of any Personality trait and in this case Job Satisfaction.

What is of particular significance to the study is that this correlation is not in line with other studies. This result is contrary to that of Henderson & Nutt (1980) who argue that people scoring high on the intuition dimension do not correlate with job satisfaction. This correlation could very much be attributed to the limitations of the research since the findings of this study are not the same with the existing research. More broadly, research is also needed to determine whether intuitive individuals are correlated positively with the Operating Conditions category of job satisfaction. The sample data collected generated the result mentioned above, however, without any relevant literature to support it, the researcher cannot specify in confidence that the specific personality dimension played any role in the Operating Conditions factor of job satisfaction.

According to Furnham & Crump (2015), those who were more Intuitive performed better than other dimensions, which was to be expected given that those with an Intuitive preference were

described as focused on patterns and meanings in data, able to move quickly to conclusions and having a need to clarify ideas before putting them into practice. Based on the results of this research, we would expect that someone who scores high on the Intuition preferences is more satisfied with their Operating Conditions. As a result, someone who prefers intuition is more likely to outperform sensing styles on a decision task in a situation such as a leaderless group debate, because they are more likely to make intuitive leaps, understand the bigger picture, and come up with innovative solutions (Myers 1993). However, none of the existing studies strongly suggest that the results gathered are enough to prove a solid and viable correlation between the Operating Conditions and individuals of the Intuition dimension. Taken together, these results suggest further studies, which take these variables into account, will need to be undertaken.

The last correlation identified which does not point to a specific category is the one between Extraversion and Job Satisfaction. Questions from the following job satisfaction categories have shown high correlation in regards to their relation with the Extrovert personality trait. The categories which correlated with Extraversion will be discussed below and namely are: Nature of Work, Supervision, Benefits and Compensation and Promotion. Therefore, the last item to be discussed is the correlation between individuals scoring high with the Extrovert dimension and these categories of the Job Satisfaction spectrum.

To be more precise, while evaluating the data collected, the researcher was able to isolate some instances where even though not a "complete" correlation was found between Extroverts and a specific job satisfaction category, the following questions spanning over four different categories were shown to display high correlation. More specifically when Extroverts were asked whether they feel a sense of pride while performing their work duties (Question 27), they answered

positively. Similarly, when asked whether they feel that their work is not appreciated, they answered that they strongly agree (Question 14). The two other questions that the Extroverted personalities answered positively were whether they support that they receive benefits as good as what other organizations offer (Question 13) and that they are satisfied with their chances of receiving a promotion (Question 33). By inspecting each question, the researcher made a note that each one of them belongs to a different Job Satisfaction category. More accurately, the questions belong to the Nature of Work, Supervision, Benefits and Compensation and Promotion category, respectively. As with other results, these questions scored significant p values (0.007, 0.013, 0.009 and 0.002 respectively) and as such were isolated for further investigation. Of course, the Extrovert Personality trait was studied by other researchers and was found to be a relevant factor of job satisfaction in several job satisfaction categories. Therefore the following section will focus on understanding Extroverts and their relation to job satisfaction.

According to Witt & Dodge (2018) extroverts derive their energy from being with other people. Furthermore, they are mainly socially focused, concentrating their attention on objects and individuals. Extroverts are often characterized as cheerful, happy, and sociable. Extroverts are at ease in large groups (Witt & Dodge, 2018). They excel in social settings and seek social stimulation. Extroverts are not afraid to meet new people, and they rarely avoid unfamiliar circumstances for fear of messing up or not knowing others. With respect to Tokar and Subicj (1997) extroversion is thought to be one of the most successful dimensions predicting job satisfaction. In other words, individuals expressing the preference of extraversion have been documented to display higher levels of job satisfaction than people expressing the introversion trait; this is due to the very fundamental force driving the two polar traits (Tokar & Subicj, 1997). Extroverts use and absorb positive energy and thoughts from their surroundings. These positive

signals work as a mental stimulant, improving work performance (Judge & Illies, 2002; Rahim, 1981). Another important result of their high energy levels, superiority, and exhibitionism nature is in terms of workplace buddies and socialising.

According to Watson & Clark (1997), extroverts have more friends at work than introverts at work and, as a result, spend more time socializing. Extroverts have the ability to change the world around them in order to better satisfy their needs, which benefits them in the workplace by increasing productivity and job satisfaction (Judge et al., 2002). Furthermore, there is a strong link between Extroversion and Enthusiasm. Enthusiasm is defined as the degree of pleasure derived from close interpersonal relationships, as well as the propensity to show warmth, friendliness, and an overall pleasant disposition (Depue & Collins, 1999). It also encompasses attributes like sociability, positive emotions, friendliness and warmth, which fall under the extroversion dimension.

According to Baker (1978) Nature of Work is a multi-facet topic. It is how one views their job and reacts to it. It encompasses the methods used to perform correctly in an individual assigned task and how that is being treated by the rest. The nature of work term summarizes both the effort needed to perform well at work, but also the mental impact on an individual's psyche. According to Hooman (2002), the Nature of Work may be defined as whether the work is intellectually challenging or exciting.

The Supervision component of Job Satisfaction is the experimental evidence of Job Satisfaction associated with Extraversion. Based on Bhatti et al . (2013), supervisors play one of the most instrumental roles in regards to employee training and their future effectiveness. Baldwin & Ford (1988) have produced studies, supporting that proper monitoring and supervision,

especially during an employee's on-boarding and training phase in an organization can make all the difference in enhancing their experience even more and as such performing at a much higher rate with the completion of their training and beginning their actual job tasks.

Ismail et al. (2010) noted that a good supervisor should be able to set reasonable goals, spread positive attitudes throughout the organization, and raise employees' knowledge of why training is so vital to them. Concurrently, these goals are attainable if the supervisor provides complete support to their employees. Furthermore, Ismail et al. (2010) defines supervisor support as the supervisor's concern and responsibility for their employees' careers, and they will spend time together talking about the issue, taking into account actions to be performed for the sake of the employees' development. In fact, before they may support development, the supervisor must have a basic comprehension of the notion. Smithells & Smithells (2011), have specified that it is part of a Supervisor's responsibilities to nurture a healthy environment in which the supervisees will be able to correctly and safely gain the necessary growth and support for their career.

Having defined what is meant by Extroversion, the researcher will now move on to define the Benefits and Compensation category of Job Satisfaction. Even though strictly speaking, benefits and compensation can be addressed by different definitions during the data grouping analysis part of the research, the two categories were put together based on Bratton & Gold' (2017) study. This is to be expected to some degree, both due to the small sample used but also to the similarities that they share. Mabaso & Dlamini (2017) refer to benefits as the collections of added bonuses that the employer offers to their employees to accompany the salary compensation they receive. This can be in various forms such as health plan memberships, retirement plans, relocation assistance and even child tuition support.

Harari, et al., (2018) have produced evidence supporting that individuals scoring high in the Extrovert dimension were found to display a higher level of Compensation and Benefits than other dimensions, due to their nature of superiority, exhibitionism, and high energy levels. Judge et al., (2002), also support that Extroverts correlate more frequently with job satisfaction, at least based on partial category questions, than other personality dimensions. They note that extroversion can "transform" the environment in which they work so that it can better facilitate their needs. As such, it stands to reason that an individual who can easily adapt and even modify their environment accordingly would score high in multiple job satisfaction categories. Also, as it has been mentioned at the literature review, Extroversion and Enthusiasm are strongly linked. This also accords with our earlier observations, which showed that Enthusiastic people could positively affect various aspects of their jobs that others might find cumbersome or be dissatisfied with (Connolly & Viswesvaran, 2000). Studies suggest that Enthusiasm is the most prominent one when it comes to positive emotion promotion (Sun, Kaufman, & Smillie, 2017). The presence of such positive emotions tends to further promote stimulus of similar mental range and the grander picture of such an emotionally positive environment affects one's view in regards to their job and furthermore job satisfaction (Creasy & Anantatmula, 2013).

As this study revealed, employee job satisfaction benefits the organization as employees accomplish their assigned tasks, and the employees benefit as well by successfully applying their talents and experiences (Kristof - Brown et al., 2005). This indicates that employee's satisfaction is related to their personality preferences in the workplace. More specifically, this study has shown that three pairs of personality preferences and job satisfaction categories have been identified and isolated for further study and discussion, since the data analysis indicated a high correlation.

Limitations

Throughout the data analysis part of the study several limitations and issues were detected by the researcher. In the following section these limitations and their implications will be addressed. They must be taken into account to the degree of research awareness on the MBTI type indicator. Additionally, the relationship with job satisfaction has been studied to a limited degree and needs to be further analysed. For the study to be valid and rational in all its extents, it needs to declare and embrace its limitations as well.

Firstly, the most crucial limitation lies in the small sample of the research based on time constraints. Even though the research has obtained accurate results, the sample size of 210 was insufficient. Some researchers recommend a minimum of 300 participants for good results (Hooper, 2012). Since the small sample size cannot produce definitive results, it is proposed that the hypotheses be re-examined using a larger sample size.

The most important step to be taken would be to gather a much bigger sample of data and from a much more diverse background of individuals. In regards to Andrew & Henry (2015) the data collected can be as accurate as possible and not be biased towards a specific personality dimension or job satisfaction factor. Having a greater sample, helps the researcher to reach better population approximation. With a smaller sample, the probability of attaining some unusual correlations through analysis raises dangerously.

In addition to gathering a bigger sample, the need arises for further analysis of the data collected. Due to time-constraints, no regression analysis was performed currently. Regression analysis is a method used in order to identify which variables analysed simultaneously have an impact on availability of interest. Through the process of regression, a researcher can identify and

isolate the factors that have the most impact on the subject under the microscope and also equally important.

Another drawback is that both the personality and job satisfaction questionnaires were administered at the same time, resulting in a cross-sectional analysis of associations rather than causality. Prior research studies that were relevant to the research study and supplied the theoretical foundation for the research topics that the study intends to examine may have limitations that need to be investigated.

If all participants came from the same demographics, the percentage of variations in job satisfaction that may be attributed to personality could vary. For instance, the sample may have been separated by age group to see whether they all performed similarly under the same hypothesis. Any further analysis could not be carried out due to time constraints. The study may have been further analyzed broken down by demographics if there had been more time and a larger and more representative sample.

Furthermore, the majority of extant studies presented and analyzed in this particular study were collected primarily from instances, circumstances, and individuals from abroad, specifically the United States. The limitation is the scarcity of previous research studies on the topic, in other countries. Furthermore, there is no information available about the Cypriot standard population, which constituted the majority of the sample, to decide whether Cypriots score higher or lower in the dimensions than other nationalities. As a result, because of possible differences in the population's mean, the findings of this study cannot be fully compared to those of other studies. This means that further research, specifically from researchers in the region of Cyprus, is needed,

as this is the only way to get a clearer and more validated point of view on the topic of implications of personality preference on job satisfaction.

As mentioned previously there are several methods that can be used to further enhance the value and accuracy of the research. Overall, research into the impact of personality on job satisfaction should continue. If personality is evaluated on a facet or the overall degree of job satisfaction, the findings suggest that it has a limited but important effect. The real question is whether job satisfaction can be investigated in relation to every personality dimension of an MBTI.

The existing studies mentioned in this study were conducted on people who worked in the same industry or occupation, such as those of Rahim (1981) that were classified as technical, intellectual, and social, as well as Creasy & Anantatmula (2013) that was administered to project managers. Since these variables were not pre-specified or regulated at the administration level, the survey participants most likely worked for a variety of companies in a variety of industries. As a result, there is another factor that may have affected the relationship between job satisfaction and personality in this study: the business and the profession.

In regression the researcher makes use of the Dependent and Independent variables. The dependent being the factor which is being examined and trying to make sense of and predict its behaviour. The independent variable now is the factor that the research performs the hypothesis on and supports that has an impact on the dependent variable.

In the case of this particular study each of the Job Satisfaction categories could be considered as a dependent variable and be analyzed using the regression method against the personality dimensions, which in this case would be the independent variables. This could serve

first as an extra verification method for the accuracy of the results already gathered. Also, it could very well generate a predictor model for how each personality could potentially affect each category of job satisfaction.

Future studies should also re-examine each of the job satisfaction categories with a large enough sample in order to investigate whether more categories might surface or even if some of the more similar categories merge together as observed in the current study; should be re-examine with different demographics.

Overall, research examining the effects of personality on job satisfaction should continue. Whether tested on a facet or the overall degree of job satisfaction, the findings suggest that personality has a significant impact. The findings of this study have given some direction for future studies in this field.

Implications

The researcher will analyze what is the current state of the industry in terms of how Job Satisfaction is treated in organizations and how the findings of the research could potentially further improve the synergy between organization and employee. Job Satisfaction is a complex subject, in terms of how it is derived. For every individual it takes a different form and meaning and that is in large part due to the different personality traits and how they perceive their work and its various factors.

Job Satisfaction is one of the primary pillars that support an organization as it is through the employee happiness and success that a company may thrive. The importance of job satisfaction can be noticed when examining the various benefits and employment schemes that organizations put in place in order to attract potential recruits and at the same time retain the existing workforce.

Benefits take various forms. They may include a pension fund, health care and even paid training courses and certifications for personal development. The expansive assortment of benefits found in companies ties directly to the personality dimensions of individuals employed. This particular study focused on how the MBTI identified personality traits could potentially correlate with particular Job Satisfaction categories, what could be the explanation behind the connection and finally how these findings could be used for the betterment of the employee's life in an organization.

MBTI was chosen by the researcher when deciding the tools by which to conduct their research due to its popularity in the relevant sector. It has been widely used by organizations of various specializations to assess the personality traits of their employees and match them with the training methods most suitable to them for accumulating and receiving knowledge and skills.

MBTI is often used by human resource Managers for collecting feedback on how employees with variable personality characteristics behave in their various workplace obligations such as teamwork, work tasks, organization etc (Ennis, 20). It is of the utmost importance of course that each workplace aspect is treated as a separate case and with caution as they could have a big impact on the derived results (Lundgren et al., 2017).

Existing studies and research (Kristof-Brown et al., 2005; Saari & Judge, 2004; Thomas et al., 2004; Urry, 1977) have shown that individuals choose to enter an environment due in part to their personality traits and remain there due to the positive feedback they receive. This kind of feedback can take many forms. It may be some form of positive experience or even the general environment might produce a pleasant feeling. According to Kristof-Brown et al., (2005) person – environment is a factor impacting Job Satisfaction.

There is however a huge obstacle when using the MBTI. Unfortunately, there is never enough data to understand the possible correlations between the needs and types (McGonagill, 2002). To properly identify the needs of each personality trait and how they can be accommodated in a way that all employees will receive a similar quality of training independently of their characteristics is an extremely difficult challenge. In order to mitigate some of the trouble due to insufficient data, trainers tend to organize brainstorming sessions and test hypotheses with employees to fill the gaps (Lundgren et al., 2017).

The current study is focusing on whether personality traits and Job Satisfaction categories can be correlated and extract meaningful information for trainers to use as a reference point when dealing with the decision of what each employee needs and how they can achieve a good level of satisfaction in their work environment.

The results of the current study were successful in extracting correlations between specific personality traits and Job Satisfaction categories. To be more precise, the correlations found were between the Judgment personality trait and Promotion Job satisfaction category, Feeling trait and Coworkers category and the Intuition trait and the Operating Conditions category. Also, it was noted that the Extrovert dimension scored notably higher than other dimensions in various of the identified Job satisfaction categories.

The study can serve as a good starting point for further research to continue while at the same time covering and eliminating the limitations identified. The identified correlations and supporting literature show that by identifying the Personality traits of employees could very much be one of the integral factors when it comes to their Job satisfaction. Trainers and managers alike can make use of this knowledge to better accommodate each employee's needs.

Since Job Satisfaction is acknowledged for its importance, further research in the area would be a logical next step in order to properly identify the correlations between personality traits and job satisfaction categories. Organizations have at their disposal a "natural" supply of diverse individuals who could provide them with the data needed for a proper analysis of personality traits and job satisfaction.

Having access to a diverse population could provide the test developed by the study with all of the required data to extract accurate and realistic information regarding correlations between employee personality and what enhances their job satisfaction. Human Resources professionals could start implementing tests and actually use the MBTI in order to identify how an employee's learning style is and help them develop in the organization.

To maximize the effectiveness of the text however it is imperative that employees and managers alike are aware of the MBTI test and its purpose. Human Resources professionals are responsible for enforcing this. They should organize seminars in order to help employees learn more about the MBTI test and become more self-aware. When employees know their potential and what motivates them, they can work more effectively.

The road to understanding the employees and what factors aid in satisfying them at work is one that requires a lot of study and time to be perfected and understood. This study offers a small window as to what can be achieved with enough time and data. Organizations and human resource managers could benefit a lot by investing time in understanding the needs and wants of the employees, first by helping them realize their personality traits and then understanding which aspects of their work better motivate them in becoming better employees.

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Appendix 1

Questionnaire

Individual personality and preferences at work

The implication of personality preferences on job satisfaction

The following survey is part of Zoe Alexandrou's master's degree thesis. Zoe is a postgraduate student, studying for her MSc in Human Resource Management at the University of Cyprus. The aim of this research is to investigate whether individuals' personalities and preferences affect their job satisfaction. Paul E. Spector questionnaire will be used to determine job satisfaction, and the Myers-Briggs Type Indicator will be used to investigate personality.

Before starting the survey, please consider the following:

1. This research's form collects and stores the data only and purely for academic purposes, and will be deleted by June 2021, or earlier upon your request. You have the right to view, access, edit, and be informed for your data. These data will never be shared with anyone not related to this research, will never be used for anything besides this research, and will preserve your anonymity, unless stated otherwise by you. The data collection, storage and handling are GDPR (2018) compliant.

2. Please fill this form truthfully, and only if you are working/were working before.

3. The survey will take approximately 20 minutes to complete.

If you wish to be informed about your data (your personality and your job satisfaction) or to alter,

view and delete your data, you can contact:

Zoe Alexandrou - zoi.m.alexandrou@gmail.com

I agree to the collection, process, and usage of my data for the purpose of this thesis.

Agree

Part 1: Demographics

Gender:

Male

Female

Other

Age:

18-28

29 - 39

40 - 50

51- 61

62+

Nationality

……….

What is your current employment status?

Employed full time

Employed part time

Self – employed

Working student

Unemployed (currently looking for a job)

Unemployed (currently not looking for a job)

Retired

Job Satisfaction

The Job Satisfaction Survey, assesses employee attitudes about the job and aspects of the job.

Please read each question and choose between "strongly disagree" to "strongly agree" the answer you think fits you the best based on your working conditions.

1. I feel I am being paid a fair amount for the work I do

2. There is really too little chance for promotion at my job.

3. My supervisor is quite competent in doing his/her job.

4. I am not satisfied with the benefits I receive

5. When I do a good job, I receive the recognition for it that I should receive

6. Many of our rules and procedures make doing a good job difficult

7. I like the people I work with

8. I sometimes feel my job is meaningless

9. Communications seem good within this organization

10. Raises are too few and far between

11. Those who do well on the job stand a fair chance of being promoted

12. My supervisor is unfair to me

13. The benefits we receive are as good as most other organizations offer

14. I do not feel that the work I do is appreciated

15. My efforts to do a good job are seldom blocked by red tape

16. I find I have to work harder at my job because of the incompetence of the people I work with

17. I like doing the things I do at work

18. The goals of this organization are not clear to me

19. I feel unappreciated by the organization when I think about what they pay me

20. People get ahead as fast here as they do in other places

21. My supervisor shows too little interest in the feelings of subordinates

22. The benefits package we have is equitable

23. There are not many rewards for those who work here

24. I have too much to do at work

25. I enjoy my coworkers

26. I often feel that I do not know what is going on with the organization

27. I feel a sense of pride in doing my job

28. I feel satisfied with my chances for salary increases

29. There are benefits we do not have which we should have

30. I like my supervisor

31. I have too much paperwork

32. I don't feel my efforts are rewarded the way they should be

33. I am satisfied with my chances for promotion

34. There are too much bickering and fighting at work

35. My job is enjoyable

36. Work assignments are not fully explained

Personality test (MBTI)

There are no "right" or "wrong" answers to these questions. Your answers will help show how you like to look at things and how you like to make decisions. Knowing your own preferences and learning about other people can help you understand where your special strengths are, what kinds of work you might enjoy, and how people with different preferences can relate to each other and be valuable to society. This questionnaire is CONFIDENTIAL. It is intended only for the use of the person to whom it is addressed. Any distribution, copying or other use by anyone else is strictly prohibited (Copyrighted Materials)

The following questions are about your preferences. Please read each question and choose between the two answers of A) and B) the answer you think fits you the best. If you feel that both answers apply to you, or neither apply to you, just pick the one that is MORE applicable.

DO NOT THINK TOO LONG ABOUT ANY QUESTIONS. If you cannot decide how to answer a question, skip it and return to it later.

Are you usually

a.   A "good mixer" or,

b.   Rather quiet and reserved

If you were a teacher, would you rather teach

a.   Fact based courses

b.   Courses involving theory

Do you more often let

A.   Your heart rule your head

B.   Your head rule your heart

When you go somewhere in the day, would you rather

a.   Plan, what you will do and when

b.   Just go

When you are with group of people, would you usually rather

a.   Join in the talk of the group

b.   Talk with one person at a time

Do you usually get along better with

a.   Imaginative people

b.   Realistic people

Is it a higher compliment to be called

A.   A person of real feelings

B.   Considelry reasonable person

Do you prefer to

a.   Arrange dates, parties etc. well in advance

b.   Be free to do whatever looks like fun when the time comes

In a large group, do you more often

a.   Introduce others or

b.   Get introduced

Would you rather be considered

a.   A practical person

b.   An ingenious person

Do you usually

A.   Value sentiment more than logic

B.   Value logic more than sentiment

Are you more successful

a.   At dealing with the unexpected and seeing quickly what should be done

b.   At following a carefully worked out plan

Do you tend to have

a.   Deep friendships with a very few people or

b.   Broad friendships with many different people

Do you admire more the people who are

a.   Conventional enough never to make themselves conspicuous

b.   Too original and individual to core whether they are conspicuous or not

Do you feel it is a worse fault to be

A.   Unsympathetic

B.   Unreasonable

Does following a schedule

a.   Appeal to you

b.   Cramp you

Among your friends are you

a.   One of the last to hear what is going on

b.   Full of news about everyone

Would you rather have as a friend

a.   Someone who is always coming up with new ideas

b.   Someone who has both feet on the ground

Would you rather work under someone who is

A.   Always kind

B.   Always fair

Does the idea of making a list of what you should get done over a weekend

a.   Appeal to you

b.   Leave you cold

c.   Positively depress you

Do you

a.   Talk easily to almost anyone for as long as you have to

b.   Find a lot to say only to certain people or under certain conditions

In reading for pleasure do you

a.   Enjoy odd or original ways of saying things

b.   Like writers to say exactly what they mean

Do you feel it is a worse fault

A.   To show too much warmth

B.   Not to have enough warmth

On this next question only, if two answers are true, make both. In your daily work, do you:

a.   Rather enjoy an emergency that makes you work against time

b.   Hate to work under pressure

c.   Usually plan your work so you wan't need to work under pressure

Can the new people you meet tell what you are interested in

a.   Right away

b.   Only after they get to know you

In doing something that may other people do, does it appeal to you more to

a.   Do it in the accepted way

b.   Invent a way of your own

Are you more careful about

A.   People's feeling

B.   Their rights

When you have a special job to do do you like to

a.   Organise it carefully before you start

b.   Find out what is necessary as you go along

 Do you usually

a.   Show your feelings freely

b.   Keep your feelings to yourself

 In your way of living, do you prefer to be

a.   Original

b.   Conventional

Which word in each pair appeals to you more

A. gentle

B. firm

When it is settled well in advance that you will do a certain thing at a certain time, do you find it

a.   Nice to be able to plan accordingly

b.   A little unpleasant to be nail down

Would you say you

a.   Get more enthusiastic about things than the average person

b.   Get less excited about things than the average people

Is it higher praise to say someone has

a.   Vision

b.   Common sense

Which word in each pair appeals to you more

   c. Thinking

a.   Feeling

 Do you

a.   Rather prefer to do things at the last minute

b.   Find doing things at the last minute hard on the nerves

At parties, do you

a.   Sometimes get bored

b.   Always have fun

Do you think it is more important to be able

a.   To see the possibilities in a situation

b.   To adjust to the facts as they are

Which word in each pair appeals to you more

   c. Convincing

a.   Touching

Do you think that having a daily routine is

a.   A comfortable way to get things done

b.   Painful even when necessary

When something new starts to be the fashion, are you usually

a.   One of the first to try it

b.   Not much interested

Would you rather

a.   Support the established method of doing good

b.   Analyse what is still wrong and attack unsolved problems

Which word in each pair appeals to you more

 c. Analyse

a.   Sympathise

When you think of some little thing you should do or buy, do you

a.   Often forget it till much later

b.   Usually get it down on paper to remind yourself

c.   Always carry through on it without reminders

Are you

a.   Easy to get to know

b.   Hard to get to know

Which word in each pair appeals to you more

 c. Facts

a.   Ideas

Which word in each pair appeals to you more

a.   Justice

b.   Mercy

Is it harder for you to adapt to

a. Routine

b. Constant change

When you are in an embarrassing spot, do you usually

a. Change the subject

b. Turn it into a joke

c. Days later, think of what you should have said

Which word in each pair appeals to you more

d. Statement

a. Concept

Which word in each pair appeals to you more

A. Compassion

B. Foresight

When you start a big project that is due in a week do you

a. take time to list the separate things to be done and the order of doing them

b. Plunge in

Do you think the people close to you know how you feel

a. About most things or

b. Only when you have had some special reason to tell them

Which word in each pair appeals to you more

c. Theory

a. Certainty

Which word in each pair appeals to you more

A. Benefits

B.   Blessings

In getting a job done do you depend on

a.   Starting early so as to finish with time to spare

b.   The exist speed you develop at the last minute

When you are at a party do you like to

a.   Help get things going

b.   Let the others have fun in their own way

Which word in each pair appeals to you more

A.   Literal

B.   Figurative

Which word in each pair appeals to you more

a.   Determined

b.   Develop

If you were asked on a Saturday morning what you were going to do that day would you

a.   Be able to tell pretty well

b.   List far too many things

c.   Have to wait and see

Which word in each pair appeals to you more

a.   Hearty

b.   Quiet

Which word in each pair appeals to you more

a.   Imaginative

b.   Matter of fact

Which word in each pair appeals to you more

a.   Firm - minded

b.   Warm- hearted

 Do you find the more routine plans of your day

a.   Restful

b.   Boring

Which word in each pair appeals to you more

a.   Reserved

b.   Talkative

Which word in each pair appeals to you more

a.   Make

b.   Create

Which word in each pair appeals to you more

a.   Peacemaker

b.   Judge

Which word in each pair appeals to you more

a.   Scheduled

b.   Unplanned

Which word in each pair appeals to you more

a.   Calm

b.   Lively

Which word in each pair appeals to you more

a.   Sensible

b.   Fascinating

Which word in each pair appeals to you more

a.   Soft

b.   Hard

Which word in each pair appeals to you more

a.   Systematic

b.   Spontaneous

Which word in each pair appeals to you more

a.   Speak

b.   Write

Which word in each pair appeals to you more

a.   Production

b.   Design

Which word in each pair appeals to you more

a.   Forgive

b.   Tolerate

Which word in each pair appeals to you more

a.   Systematic

b.   Spontaneous

Which word in each pair appeals to you more

a.   Sociable

b.   Detached

Which word in each pair appeals to you more

a. Concrete

b. Abstract

Which word in each pair appeals to you more

a. Who

b. What

Which word in each pair appeals to you more

a. Impulse

b. Decision

Which word in each pair appeals to you more

a. Party

b. Theatre

Which word in each pair appeals to you more

a. Build

b. Invest

Which word in each pair appeals to you more

a. Uncritical

b. Critical

Which word in each pair appeals to you more

a. Foundation

b. Spire

Which word in each pair appeals to you more

a. Wary

b. Trustful

Which word in each pair appeals to you more

a.   Changing

b.   Permanent

Which word in each pair appeals to you more

a.   Theory

b.   Experience

Which word in each pair appeals to you more

a.   Agree

b.   Discuss

Which word in each pair appeals to you more

a.   Orderly

b.   Easygoing

Which word in each pair appeals to you more

a.   Sign

b.   Symbol

Which word in each pair appeals to you more

a.   Quick

Careful

Which word in each pair appeals to you more

a.   Sign

b.   symbol

Which word in each pair appeals to you more

a.   Accept

b.   change

Which word in each pair appeals to you more

a.   Know

b.   Unknown

If you want to know your personality type write your email below (this is optional)

Thank you for taking part in this survey, and for the time that you dedicate to this research.