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## The Common Personality Types of the Yemeni Leaders (With a Special Reference to a Private Sector in Republic of Yemen)

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### **Abstract:**

*In spite of the fact that many factors affect the performance of organization, it is quite doubtless that leadership is one of the most important factors toward an organization's success. However having a leadership, many organizations fail to achieve their goals.*

*This study examined the personality types (preferences) of leaders in Yemen, as measured by the Myers-Briggs Type Indicator (MBTI). A total of (72) profiles were obtained of middle, senior, and top management (who are in their job for more than two years) from private sector and had representation from manufacturing, trading, financial institutions, professional services and hospitality industries in Republic of Yemen.*

*Empirical analysis of data collected that the majority of participants preferred the Judgment attitude (92%), consequently, followed by Thinking (82), Feeling (18%), Sensing (75%), Intuition (25%), Extroverted (67%), and Introverted (33%), and the less preferred was Perceiving (8%). Study also showed that the most frequently represented personality types amongst selected leaders were the ESTJ (49%), ENTJ (14%), ISFJ (7%), and ISTJ (13%). In the four temperaments context, the study revealed that (71%) were (SJs), (19%) were (NTs), (7%) were (NFs) and only (3%) were (SPs).*

*The study added to an existing body of knowledge about the use of the MBTI® in Republic of Yemen context. Yemeni Leaders can use these findings to assess and increase their effectiveness in building relationships, developing people, and thinking strategically. This will help in consider Leaders' effectiveness in providing vision and inspiration, executing work to plan, taking initiative, and fostering teamwork. Increasing Leaders' effectiveness in these areas could strengthen their abilities as a high-performing leader.*

**Keywords:** leadership, personality type, MBTI

### **1. Introduction**

The global crisis overturned the global economy upside down and changed the concept of people about the leaders of organizations. Thus, it became a must on organizations that aim to succeed under these conditions and challenges, to be more flexible, efficient, and focus on their employees and clients' satisfaction, and quality of services and products which in turn enhance the ability of organizations to keep moving toward continual improvement, innovation, organizational new vision, and their stated goals and objectives. All these features make organizations capable to meet future demands and to compete with other market player in flexible and effective way. These cannot be achieved unless there is an effective leadership as a crucial factor to the success of any organization (Spinelli, 2006).

Nearly 30 years of research on why executives fail, which range from 30 to 67 percent, with an average of about 50 percent. It is estimated that half of all executive careers end in failure. At the root, managers fail due to troubled relationships caused by the dark side of their personalities and an inability to adapt to change (Hogan, J., Hogan, R., & Kaiser, R. B. (2010).

In spite of having a leadership, many organizations fail to achieve their goals. A number of skill-sets are needed for the leader to be able to manage such complexity. However, leaders must be equipped not simply with technical know-how but also with the ability to know their personality types and its impact on organization business to interact effectively with others in addition to create, analyze, and transform information.

Billions of dollars are spent annually by and on would-be leaders. Leadership courses can only teach skills. Developing Personality and vision is the way leaders invent themselves. Personality type impacts who we are, how we interact with others, how we learn, how we develop psychologically, and how we lead (Fitzgerald & Kirby, 1997; Hogan & Kaiser, 2005). A greater awareness of personality type will assist leaders to understand their behavior preferences in addressing the complexity of decision making choices and the focusing of energy and attention, prioritizing strategic focus areas, allocation of time to various internal and external matters, and enlisting support staff with complementary strengths.

## 2. Problem Statement

There is one problem to be addressed in this study. It is to investigate the personality types of the Yemeni leaders as measured by the Myers Briggs Type Indicator (MBTI) with reference to private sector. This study will utilize the most widely used tool in leadership development today, the Myers-Briggs Type Indicator (MBTI) to explore the personality types of leaders on a sample of Yemen Business Club (YBC) leaders.

## 3. Purpose and Objectives

The main purpose of this study was to examine the personality types of Yemeni leaders. In this study, the eight variables of personality preferences of leaders: Extraversion (E), Introversion (I) vs Sensing (S) vs. Intuition (N), Thinking (T) vs. Feeling (F), Judging (J) vs. Perceiving (P), the 16 personality types of leaders, the four function pairs (ST, NT, SF, NF) also referred to as leadership temperaments, will be tested.

*For the purpose of this study, the following objectives are investigated:*

- To provide a brief on personality and leadership.
- To provide a brief on the MBTI as an instrument of personality types testing.
- To identify the eight dichotomous of the Yemeni leaders using MBTI
- To identify the sixteen personality types of Yemeni leaders using MBTI.
- To identify the four personality temperaments of Yemeni leaders using MBTI.

## 4. Literature Review

### 4.1. An over View on Leadership

In today's era of hyper competition and fast change, one of the crucial challenges facing organizations is leadership. Without leadership, organizations move too slowly, stagnate, and lose their way and direction. Our quality of life depends on the quality of our leaders (Bennis, 2009), and the future successes of organizations, communities, states and countries are tied to the development of leaders.

In 1978, Burns stated that 'Leadership is one of the most observed and least understood phenomena on earth' (p. 2). Therefore, leadership is one of the highly researched, discussed and debated concepts in past and recent years. Despite the large amount of received attention, there is still no universal definition of leadership. The simple, easier and a widely accepted definition is that "*leadership is a process by which a person influences others towards the achievement of an objective and directs the organization in a way that makes it more cohesive and coherent*". A mnemonic for this definition would be 3P's – **P**erson (leaders), **P**eople (HR) and **P**urpose (Vision).

For centuries people have debated whether leaders are born or made. The debate goes on, even though we know the answer. It turns out to be a little of both. Leaders are sort of born and they're always made. Actually, there's no magic formula for developing quality leaders. Selecting potential leaders with the essential traits then support them with training, feedback, on-the-job learning and development experiences and hold them accountable for results, will help to have the effective leaders we need to shape our organizations' future.

There is a variety of leadership theories and approaches have evolved over the years with increasing interest in leadership in the last century. These theories and approaches can be broken down into four major classifications or approaches: trait, behavioral, contingency, and integrative (Lussier & Achua, 2007). All these theories and approaches ensure the importance of the effective leader in any organization.

The effective leadership is the difference between a company succeeding or failing in today's competitive and changing business environment. The effective leaders are found- and needed- at all levels and in all kind of organizations. Three main functions of effective leaders to achieve the organizations' goals through the efforts of others: 1) setting directions for organizations, 2) inspiring others to work toward that direction, and 3) mobilizing the effective accomplishment of goals.

Leadership effectiveness can be evaluated also in term of profits, profit margin, increased market share, sales relative to targeted sales, return on investments, productivity, cost per unit of output, costs in relation to budgeted expenditure and etc. Subjective measures include ratings of effectiveness obtained from the leader's superiors, peers or subordinates (Yukl, 2002). This effectiveness can't be related fully to the technical ability and mental skills of leaders but also to their personality preferences (Type).

Leaders have different attitudes, values and norms. These differences result in different personalities of individuals that determine their actions and behaviors and of course in their effectiveness. Hogan and Kaiser (2005) affirm that "[through a review of] empirical literature on personality, leadership, and organizational effectiveness that personality predicts leadership" (p.169). Understanding the nature of leadership and how it can be improved has thus become a high priority for behavioral researchers. Psychology is considered an effective tool in understanding the behaviors of leaders. The use of psychological tests in leadership development is therefore considered quite useful.

### 4.2. An over view on Myers-Briggs Type Indicator MBTI®

The Myers-Briggs Type Indicator (MBTI®) has its roots in the work of C.G. Jung (1875 - 1961). Jung believed that people are born with a predisposition to prefer certain functions over others. The MBTI® has been purported to be the most widely used personality inventory in the world (Patrina, 2007).

The Myers-Briggs type indicator (MBTI®) were built for identifying and categorizing an individual's behavioral preferences. The indicator includes eight different preferences, which described in the following table:

<b>E-I</b> focus your 'energy' or attention	<b>Extraversion (E)</b> Prefers to draw energy from the outer world of activity, people and things.	OR	<b>Introversion (I)</b> Prefers to draw energy from the inner world of reflections, feelings and ideas.
<b>S-N:</b> The kind of information you prefer to gather and trust	<b>Sensing (S)</b> Prefers to focus on information gained from the five senses and on practical applications.	OR	<b>iNtuition (N)</b> Prefers to focus on patterns, connections and possible meanings.
<b>T-F:</b> The process you prefer to use in evaluating information and coming to decisions	<b>Thinking (T)</b> Prefers to base decisions on logic and objective analysis of cause and effect.	OR	<b>Feeling (F)</b> Prefers to base decisions on a valuing process, considering what is important to people.
<b>J-P:</b> How you prefer to deal with the world around you, your 'lifestyle'	<b>Judging (J)</b> Likes a planned, organised approach to life, and prefers to have things decided.	OR	<b>Perceiving (P)</b> Likes a flexible, spontaneous approach and prefers to keep options open.

Table 1: The eight preferences of Personality types:

The combinations of the eight dichotomous results into 16 personality types.

	<b>Sensing</b>	<b>Sensing</b>	<b>Intuitive</b>	<b>Intuitive</b>	
Introvert	ISTJ	ISFJ	INFJ	INTJ	Judging
Introvert	ISTP	ISFP	INFP	INTP	Perceptive
Extrovert	ESTP	ESFP	ENFP	ENTP	Perceptive
Extrovert	ESTJ	ESFJ	ENFJ	ENTJ	Judging
	Thinking	Feeling	Feeling	Thinking	

Table 2: The sixteen MBTI combinations of preference type

4.2.1. The four Temperaments

Keirsej Temperament Theory, published in the best-selling books, Please Understand Me and Please Understand Me II, by Dr. David Keirsej. The temperaments have four categories in which all people seem to fit. The 16 MBTI types fall into one of the temperaments allowing data to be collapsed (Tieger, & Barron-Tieger, 2000) which makes it easier for people to understand quickly. The four Temperaments are SJ,NT, NF, and SP.

<b>Artisan</b>	<b>SP</b> sensing-perceiving	<b>Rational</b>	<b>NT</b> intuitive-thinking
promoter	<b>ESTP</b>	fieldmarshall	<b>ENTJ</b>
crafter	<b>ISTP</b>	mastermind	<b>INTJ</b>
performer	<b>ESFP</b>	inventor	<b>ENTP</b>
composer	<b>ISFP</b>	architect	<b>INTP</b>
<b>Guardian</b>	<b>SJ</b> sensing-judging	<b>Idealist</b>	<b>NF</b> intuitive-feeling
supervisor	<b>ESTJ</b>	teacher	<b>ENFJ</b>
inspector	<b>ISTJ</b>	counsellor	<b>INFJ</b>
provider	<b>ESFJ</b>	champion	<b>ENFP</b>
protector	<b>ISFJ</b>	healer	<b>INFP</b>

Table 3: The four temperament personality types are listed below:

To conclude, the literature stated that in order for a leader to be able to function successfully in a variety of roles, it was important that the leader know oneself. The more leaders know and understand about their own personalities, the easier it is for them to assess their effect on others.

## 5. Research Methodology and Design:

This is a quantitative study. The research methodology followed to fulfill the aim of this study using the literature review (to gain theoretical knowledge) and the empirical approach (to gain the experiential knowledge) and an integration of both ways the literature and experiential results to obtain an enriched view of research subject. The researcher collected and analyzed the profiles of leaders using SPSS Ver. 21. The data was collected between January and June, 2014. Each participant's MBTI scores were compiled in a computerized tabulation.

### 5.1. Population and Sampling Selection

In this study, the target population was the private sector organizations in Republic of Yemen. The sample utilized for this study was a random simple sample (RSS) drawn from the database of the Yemeni Business Club (YBC). In the year 2002, the YBC, a non-profit organization was established to bring together business people to strengthen their relations, and helps sharing experiences and unites their efforts. In addition it helps raising their efficiency and increase the effectiveness of their institutions. The club has organized a variety of activities, conferences, forums and workshops, and produced an annual economic report.

The vision of the YBC is Developing capabilities and enhancing the efficiency of the club members; supporting their establishment for the achievement of the overall development in the Yemeni Economy. A total of (72) profiles were obtained of middle, senior, and top management of both genders male and female (who have spent more than two years in their current job) of 72 selected organizations from private sector varied and had representation from services, trading, and industry in the Republic of Yemen taking into account the deferent variables (position, gender, and experience years).

### 5.2. Collecting Data Instruments

The Myers-Briggs Type Indicator (MBTI) form M instrument will be used to map out the leaders' personality types for this study and to answer the study questions and collect the data.

#### 5.2.1. The Myers-Briggs Type Indicator (MBTI) form M

The MBTI form M is a self-report instrument based on Jung's (1923) theory of psychological types. It is the newest items, the most precise scoring procedure, and the most current standardization samples of the MBTI to produce scoring weights. It contains 93 items, presented in a forced-choice format that designed to elicit an individual's preferences on four dichotomous scales or dimensions and results in a four-letter type. All questions offer choices between the poles of the same dichotomy (E vs. I, S vs. N, T vs. F, and J vs. P) (Myers, McCaulley, Quenk, & Hammer, 2003). The various combinations of these four preferences result in 16 distinct personality types.

<b>MBTI Form M Measurement Properties:</b>	
Reliability of Preferences	Generally .90 or higher
Test Re-test – Dichotomies	.84 to .96
Test-Retest – Continuous Scores	.83 to .97
Best Fit Type	Higher in Form M due to IRT scoring

*Adopted from ( <https://www.cpp.com> )*

## 6. Data Analysis and Results

Data were obtained from self-administered questionnaires MBTI, Of the 127 questionnaires distributed personally by hand and by email, out of which 72 completed questionnaires for MBTI were returned (n=72), a 57% response rate and three responses for OCI were eliminated due to excessive missing data (2%). .

### 6.1. Demographic Relationships and Study Variables

The profile of the leaders with regard to position, gender, years of experience in the current position in the current organization, line of their organizations 'business were presented in table (1). All the respondents were full-time employees who had completed at least two years in service with their present organizations.

Job Title								Years of Experience						LOB			Gender	
Partner	President	Chairman	GM	DGM	CEO	Manager	Other	2-5	6-10	11-15	16-20	20 above	Missing	Services	Trading	Industry	Male	Female
2	2	7	22	7	11	18	3	11	24	14	12	8	3	34	37	1	67	5
3%	3%	10%	31%	10%	15%	25%	4%	15.2%	33%	19%	17%	11%	4%	47.2%	51.4%	1.4%	93%	7%

Table 4: Demographic Relationships of Study Variables

Table (4) showed that most job title of respondents (31%) was general managers (GM), followed by (25%) managers, (15%) executive managers (CEOs), (10%) chairmen, (10%) deputy general managers (DGM), (3%) partners, (3%) presidents, and other titles were (4 percent) as Chief Executive Officer, professor, and Businessman.

The most of the respondents are working in the current organization for a period of 6-10 years (33%) followed by 11-15 years (19%), 16-20 years (17%), 2-5 years (15%), 20 years and above (11%), and (4%) they did not mention their years of experience in their current job.

The results indicate that most of the leaders' organizations' lines of business (LOB) were in trading (51.39%), (47.2%) in services, and just (1.4%) in industry.

In term of gender, (93%) of respondents were male and (7%) were female.

6.2. The Eight Preferences of Personality Type across the distribution of leaders

The results indicate that the strongest preference for the total sample is J (92%) - P (8%). The other preferences are: T (82%) - F (18%), S (75%) - N (25%), E (67%) - I (33%).

Dichotomous	E	I	S	N	T	F	J	P
Frequency	48	24	54	18	59	13	66	6
Percent	67 %	33 %	75 %	25 %	82	18 %	92 %	8 %

Table 5: The Distribution and Percentage of the Eight Preferences of Personality Types

6.3. The 16 Personality Type of Leaders

Results revealed that the most frequently represented personality types amongst selected leaders were the ESTJ (49%), ENTJ (14%), ISFJ(7%), and ISTJ(13%) types.

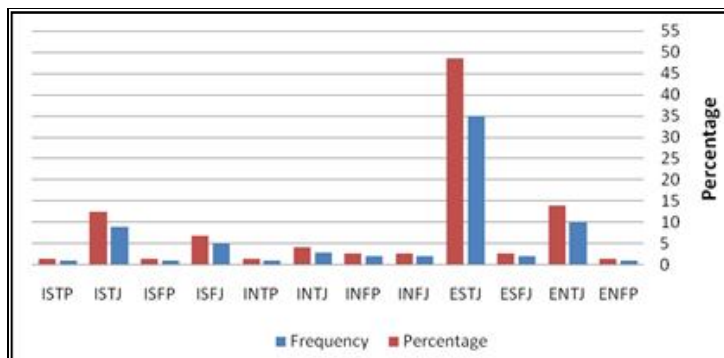


Figure 1: Frequency and Percentage Distribution of the Personality Types of leaders

6.4. The Four Temperaments of Leadership Personality Types

The main findings of the study also showed that of the leaders in this study were (SJ) (71%), (NTs) (19%), (NF) (7%) and only (3%) (SP).

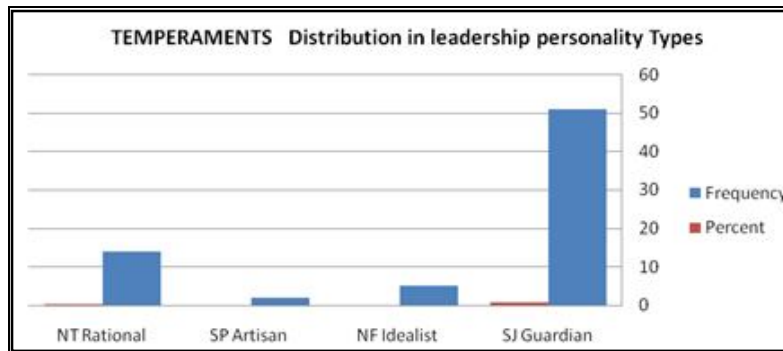


Figure 2: Temperaments Distribution in Leadership Personality of the Total

### 7. The Study Main Findings and Interpretation

The main purpose of this study was to explore the common personality types of the leaders of organizations in Yemen with special reference to private sector. The results showed that the Sensing- Judgers (SJs) leaders are the most majority in the selected sample (71%). The traditionalist SJs are expected to be better at jobs that are high on routineness and involve less task interdependence and visionary leadership. This could be a critical problem for the business and success of their organizations in the near future.

Among the fundamental 180 Handbook of Industrial, Work and Organizational Psychology changes in organizations is the increasing use of teams to make decisions (Guzzo, 1995) and more generally the increased importance of teams and other lateral organizing mechanisms (Mohrman & Cohen, 1995). One could even suggest that the idea of a single person taking on the 'leadership role' may become obsolete in the future organization.

It is important to ensure the presence of NTs, SPs and NFs types in leadership positions in order to enhance organizational strength and effectiveness. NTs, SPs and NFs are expected to be better at customer oriented roles than SJs (McIntyer & Meloche, 1995). So, leaders have to know their types' preferences and need to develop know their less preference in order to strengthen their abilities as a high-performing leader.

In tomorrow's unstable environments the role of leaders is to balance an emphasis on change with providing (a sense of) stability and continuity, and to establish and maintain collective identities in the absence of traditional identity forming boundaries (Shamir, 1999).

Leaders, with an understanding of personal type preferences, should consider the following:

- Know thyself, then, means separating who you are and who you want to be from what the world thinks you are and wants you to be. The key to development is self-awareness (Hogan, J., Hogan, R., & Kaiser, R. B. (2010).
- The personality type of the leader affects his or her internal or external customers and effective leaders must demonstrate behavioral preferences that allow for a multiple choices in managing culture diversity and market requirements.
- There are behavior preferences are most likely to be preferred in particular circumstances, and also behavior preferences may increase difficulty and affect the organization's success.
- Leaders can use these findings to assess and increase their effectiveness in building relationships, developing people, and thinking strategically. This will help in consider Leaders' effectiveness in providing vision and inspiration, executing work to plan, taking initiative, and fostering teamwork. Increasing Leaders' effectiveness in these areas could strengthen their abilities as a high-performing leader.
- Leaders can use these findings to develop insights into what their executives, peers, and "next levels" may be looking for from them.
- Yemeni leaders have to not only makes a crucial paradigm shift but also when doing so, work out an integration that would balance the need to be strategic and effective, with the inclination to be operational and efficient. Token regard for the human element and a superficial recognition of the need to consciously develop human potential will not do in this time and age. The leaders who preferred to trust their human sentiment and feelings for the purposes of judgment and decision making represented a mere 7%. It would seem to appear that these organizations with their attendant structure have an inexorable capacity to reinforce task directedness and the need for hard non-personalized data.
- There is a need a more composite balance among the four character temperaments, i.e. the SJ, NT, SP and NF so that organizational navigation can benefit from a synthesis of attributes. If a preponderance of leaders in management are too much steeped in the preservation traditions as to what worked in the past will continue to work, as opposed to what must be done to make it work in the future, directions for tomorrow would falter. The SJs leaders have in the past worked well for gargantuan organizations standardized in functions that services new and insatiable markets that consumed anything mass production could churn out with its attendant mass service, economic batch quantities etc. Strategy, adaptability, flexibility, innovation is the new credo and in the vogue of management terminology. It is a Japanese success story of a combination of strategy and adaptability alongside unwavering perseverance and operational precision that appears to be a model for the world. Would this indicate a succeeding synthesis in leadership style?
- The smaller percentage of NT personalities would be a good input that would help establish new business directions for organizations in Yemen. Should this emerging sub-culture be allowed to nature alongside the dominant SJ traditional

culture, a healthy balance between creative strategy and operational efficiency can still be struck. The many business experiences in the last years in Yemen economic history provide invaluable lessons for organizations and in particular their leaders.

- The preponderance of Traditionalist and their penchant for stability in hierarchical structures may not augur for the Yemeni business environment as more architects of change would be required to handle the flux and uncertainty taking place globally.
- It is strongly recommended to all leaders to participate in and become well versed in the Myers-Briggs Type Indicator personality preference training courses and workshops, and encourage their employees to attend such courses. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982).
- Human Resource specialists have to know that type is concerned with preference rather than ability or skill (Walck, 1997) and leaders must be equipped not simply with technical know-how but also with the ability to interact effectively with others in addition to create, analyze, and transform information.
- A strategic HR development role would assist such leaders to develop and balance their less preferred behaviors in order to find a more comfortable fit in dealing with the challenges of leadership focus. At the same time, they should not relinquish the benefits that their natural preference may bring to the leadership role.
- The findings of this study have significant implications for (HRM) in organizations especially recruitment and training and development of managers, succession planning, leadership initiatives, and development program design.
- HR specialists have to be alert to potential type-related blind spots in identifying and developing next generation leaders. This will help HR to identify and develop high-potential leaders.
- The personality type profile of those identifying the talent may contribute to undervaluing people with differing but potentially valuable leadership capabilities.

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