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Colegio de Administración para el Desarrollo

**Personality type, nature of work and job satisfaction: 3 case studies of
Ecuadorian professionals**

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HOJA DE APROBACIÓN DE TESIS

Personality type, nature of work and job satisfaction: 3 case studies of Ecuadorian professionals

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Quito, mayo de 2013

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DEDICATION

To my grandfather Mario Solís and my grandmother Sonia Plaza, for helping me with all my education since I was a little kid, and for seeding in me the value of love to life and integrity.

ACKNOWLEDGEMENTS

First I would like to thank life for all its gifts. Furthermore I would like to acknowledge my director of thesis for all his support and encouragement in this process. Also, I would like to express special gratitude to my mother for giving me life and guiding me along it. Thanks to my father for giving me life. Thanks to my siblings Juan, Solsiré and Saraluz for being a vital part of my life. Thanks to Andrea, for all her patience, unconditional love and support. Thanks to all the people who have contributed in different ways along my life to become the being I am.

RESUMEN

Este estudio indaga la relación entre la de satisfacción laboral y la coherencia con el tipo de personalidad del empleado, según la tipología de Myers-Briggs, con la naturaleza de su trabajo. El objetivo de esta investigación es comprobar o rechazar la posibilidad de que exista satisfacción laboral en aquellas personas que tienen un trabajo alineado a su personalidad. Esta investigación es fundamentalmente cualitativa y complementariamente cuantitativa, sobre la base de encuestas a personas entre 24 y 35 años de edad. Las encuestas serán de tipo de personalidad, naturaleza del trabajo, y satisfacción laboral. Se aplicará periodistas, diseñadores gráficos y profesores de preescolar, escuela y bachillerato. Los resultados del estudio pretenden servir como un criterio orientativo para que los alumnos ecuatorianos recién graduados de carreras de pregrado, puedan lograr altos niveles de satisfacción, eligiendo o creando puestos de trabajo alineados a su tipo de personalidad según el enfoque de Myers-Briggs.

ABSTRACT

This study explores the relationship between job satisfaction and the coherence of the personality type of the employee, according to Myers-Briggs typology, with the nature of their work. The objective of this research is to verify or reject the possibility of finding job satisfaction in those who have a job lined up to their personality. This research is primarily qualitative and complementary quantitative, based on surveys of people between 24 and 35 years old. Surveys will examine personality type, nature of work, and job satisfaction, and will be applied to journalists, graphic designers and schoolteachers. The result of the study is intended to be an orientation criterion for Ecuadorians students recently graduated from undergraduate programs, so they can achieve high levels of satisfaction, by choosing or creating jobs aligned to their personality type according to the Myers-Briggs approach.

TABLA DE CONTENIDO

RESUMEN.....	6
ABSTRACT.....	7
TABLA DE CONTENIDO.....	8
INTRODUCTION TO THE PROBLEM.....	10
Background.....	10
The history behind this study.....	10
The Problem.....	12
Hypothesis.....	14
Question of the investigation.....	14
Context and theoretical framework.....	14
The purpose of the study.....	15
The meaning of the study.....	15
Assumptions of the author of the study.....	16
LITERATURE REVIEW.....	17
Genres of literature included in this review.....	17
Sources.....	17
Steps in the literature review process.....	17
Format of the literature review.....	17
The Myers & Briggs type indicator.....	17
Job satisfaction.....	21
METHODOLOGY AND RESEARCH DESIGN.....	25
Justification of the methodology selected.....	25
Research tool used.....	25
Description of participants.....	26
Number.....	26
Gender.....	26
Socio-economic level.....	26
Special characteristics related to the study.....	26
Sources and data collection.....	26
ANALYSIS OF THE DATA.....	28
Introduction to the analysis.....	28
Details of the analysis.....	29
Journalist Analysis.....	30
Journalist men.....	30
Journalist women.....	32
Journalists in general.....	35
Graphic designers analysis.....	36
Men graphic designers.....	36
Women graphic designers.....	39
Graphic designers in general.....	41
Schoolteachers' analysis.....	44
Men schoolteachers.....	44
Women schoolteachers.....	47
Schoolteachers in general.....	49
Global analysis of all professionals grouped.....	52
Importance of the study.....	53

Summary of biases of the author.....	54
CONCLUSIONS	56
Answer to the research question	56
Limitations of the study.....	57
Recommendations for future studies.....	58
General summary	58
REFERENCES.....	60
ANNEX A: JOURNALISTS MBTI	62
ANNEX B: JOURNALISTS NATURE OF WORK.....	63
ANNEX C: JOURNALISTS JOB SATISFACTION.....	64
ANNEX D: JOURNALISTS COHERENCE & JOB SATISFACTION.....	65
ANNEX E: GRAPHIC DESIGNERS MBTI	66
ANNEX F: GRAPHIC DESIGNERS NATURE OF WORK.....	67
ANNEX G: GRAPHIC DESIGNERS JOB SATISFACTION.....	68
ANNEX H: GRAPHIC DESIGNERS COHERENCE & JOB SATISFACTION.....	69
ANNEX I: SCHOOLTEACHERS MBTI	70
ANNEX J: SCHOOLTEACHERS NATURE OF WORK.....	71
ANNEX K: SCHOOLTEACHERS JOB SATISFACTION.....	72
ANNEX L: SCHOOLTEACHERS COHERENCE & JOB SATISFACTION.....	73

INTRODUCTION TO THE PROBLEM

A significant challenge in the life of human beings is to achieve high levels of satisfaction in the jobs or careers they choose.

It often happens that the initial excitement of a new graduate decreases as time goes on and ends up in a state of disappointment.

The overall aim of my research is to provide Ecuadorians recently graduated of undergraduate programs, with an orientation criterion to choose or create jobs aligned to their personality type according to Myers-Briggs approach. Thus, to offer a reference that can reduce the chances that their level of satisfaction generates an internal state of disappointment.

To achieve my aim I will set up a primarily qualitative research and complementary quantitative, I will use surveys of employees of companies, organizations and institutions, whose age is between 24 and 35 years old. The survey questions are designed to identify the nature of their work, satisfaction, and personality type.

Background

The history behind this study.

Several of my classmates in the course of my career have shown their doubts as to whether the career they chose will make them happy or not. In that search for the ideal career, they have come to the end of their undergraduate studies, with the doubt as to which work would make them feel joyful. Almost none of us who have studied an undergraduate program, have had the possibility of receiving a guide based on real cases to be sure what employment is the ideal for us, according to our personality type.

I consider myself a fortunate student because I had the possibility to take the class of Human Resources with Gerald Finch PhD, who under the theory that tastes change but personality remains rather constant, taught us the Myers-Briggs Type Indicator (MBTI). When I took the test created by Isabel Myers and Katharine Briggs, I felt for the first time in my life that it described me completely. Discovering the existence of a personality test that would allow knowing me better, and finding out what are my potentials and weaknesses, it was a great relief and at the same time intrigued me learn more about the topic.

This is when I started to read more about the typology Myers-Briggs, and discover there does not exist a study on how aligned are the personalities of the individuals with the job they have. I also did not find any study to indicate whether people who had aligned their personality with their employment were more satisfied than those that were misaligned. Also, I realized that no one has created a test that could identify the nature of the work on the basis of the typology Myers-Briggs. This lack of information impacted me since it implied, that the people did not have a tool that would help them understand if their jobs are the ones that would really make them happy or not. This is why I decided to take my undergraduate thesis on this very important topic.

My intention through this study is to create for the first time in the world a test of the nature of the work based on the typology of Myers-Briggs, and with that, be able to provide humanity with a tool that allows us to know how our work is aligned with our personality or misaligned. In addition to expanding the knowledge on the typology of Myers-Briggs, which allow many young people and adults, from my country and around the world, have the

possibility that I had to better understand my personality, and choose a work that will make them authentically happy.

I see a lot of people who work just to arrive at the end of the month and receive their money; a lot of people are unhappy and are looking for a living without a sense of meaning in life. These observations and the emotions that arise led me to investigate more on this topic, and to offer something that can help change this reality that surrounds me. I believe strongly that in order for a country to step up, it has to have people intrinsically committed and truly motivated with the work they perform. I am confident that if each person has access to my study as a tool to learn how to choose or create the work that meets inside, we will be a better country...we will be a better world.

The Problem

There is a large amount of information on the typology of Myers-Briggs; the objective in several books and research on this topic is to clarify each of the 16 personalities that the MBTI system proposed. During the collection of information for this study I found material that was attempting to make more accessible descriptions of each personality, but very few studies in cases of real life. There are also books that detail the methodology, as to its creation and the reason of why Isabel Myers and Katharine Briggs decided to create it. In addition, I found a book for each type of personality and an in depth description. At the global level the information that I found on the application in real cases on the MBTI typology is very scarce. In addition there are no studies of MBTI that focus on the personalities of professionals from different fields like graphic designers and educators.

On the other hand, any type of information on the nature of the work is non-existent. There is no test to measure the nature of work, and less on the basis of the system of MBTI. Even the most specialized organization in the MBTI typology, call "Center for applications of Psychological Type", has no information about the nature of work. This organization has a great deal of literature on MBTI, even using their search engine I could not find specific information. This makes me think that there is a high probability that there are not previous studies like mine, or if they exist they are rare.

Regarding to the information about job satisfaction there are certain studies, although the information available is limited. The biggest problem that I found on this topic is the lack of reliable systems to measure job satisfaction. There are very few reliable surveys that assess job satisfaction, and usually they are quite complex. When looking for information for this topic, what I found were theories on how to make employees feel satisfied with their work. However, none of those were deeply based on the approach of Myers-Briggs. More than anything else, there is information on the things that have been identified that motivate employees; but no study based on if job satisfaction had to do with the consistency between the type of work and the type of personality of the employee who performs it.

Due to the fact that there is no information, or a test that identifies the nature of work on the basis of the MBTI, it is logical that there are no studies that evaluate if the employee has a personality aligned with his or her work; and even less if the employee is more satisfied when their work is consistent with his personality type. What makes no sense to me is that there is no study of this type given the importance that may have to humanity and the companies to know that they can identify employees aligned to work style available, or how they could adapt the existing job to the type of personality of the employee who handles it. If

in addition they could know if the employee with a personality aligned with the type of work that they offer, is more satisfied, could make the companies increase job satisfaction greatly. By increasing the job satisfaction, the productivity would increase, which would lead to greater economic gains and a better society. This is why I have decided to make this investigation that is not only a pioneer in Ecuador but globally speaking.

Hypothesis

I sense that there is low job satisfaction in a large part of the young Ecuadorian working population, but this too needs further research. My hypothesis of the cause is that people have jobs misaligned with their type of personality. A hypothesis of the solution is that if the people, whose nature of work is aligned with his or her personality type, they will have a higher level of job satisfaction than people who work in jobs not aligned to it.

Question of the investigation

How and to what extent the coherence between the nature of work and the personality type affects job satisfaction of Ecuadorian professionals between 24 and 35 years?

Context and theoretical framework

Today I believe there is a crisis of job satisfaction in Ecuador. Many professionals seek work aligned to their economic needs and not aligned to their personality type. This generates that the professionals have sustenance of life and not a sense of meaning in life; which also lies in a deep work dissatisfaction, to feel that they are not fully developed. This

study will be carried out from the modern approach of human resources. That is to say, that attempt to inquire into the being of the person to understand its form, as well as deepen in the nature of the work of the person. The idea is to apply a humanist vision to the problem, and find a definitive solution from the very root of our being, and not so momentary or as a patch. This seeks to be a tool focused more on the person itself, without leaving aside the professional part.

The purpose of the study.

The purpose of this study is to identify if the relationship between the nature of work and the type of personality, affects job satisfaction. If it affects it, how it affects, positively or negatively. In addition, I want to know the impact of that influence over criteria of job satisfaction. Also, it seeks to determine general similarities and differences between the types of professionals, in terms of nature of the work and personality type. Finally an attempt is made to develop a reliable test that can determine the nature of the work on the basis of the typology of MTBI.

The meaning of the study.

This study can be useful as a tool for Ecuadorian students recently graduated from undergraduate programs, to achieve high levels of satisfaction and quality of performance, choosing or creating jobs aligned to their personality type according to Myers-Briggs approach. It can also be used by companies to assess how aligned are their employees to their work, or how aligned are the applicants to a particular post, and by that determine or predict job satisfaction levels. In addition can be applied by professionals in any area, to find or create the ideal job for them. This is the first study of its kind in Ecuador and the world. It is also the first time that someone creates a system for assessing the nature of the job, based on the Myers-Briggs typology.

Assumptions of the author of the study

My presumption is that people are not satisfied with their work because of the lack of coherence between the nature of their work and their personality type. I suppose that people are going to tell the truth in the survey because it has a confidential nature and does not ask for personal name or organization where the person works. I assume that Myers-Briggs typology is applicable to any person in the world, including Ecuadorians. I take for granted that the professionals chosen for the survey will return it within the time agreed. I believe that the survey of the nature of the work is correct for this purpose. I presume that the MBTI survey found online identifies correctly the kind of personality. I assume that professionals older than 35 years old tend to resign themselves to the work they have, leaving their dreams aside and in this way complicate the power know how satisfied they really are with their work. I assume that professionals younger than 24 year old will not have at least one year of experience.

After this introduction, the reader will find the review of all the literature relevant to the subjects of this study. The literature review is divided into two parts. The first part talks about the Myers & Briggs type indicator, and the second on job satisfaction. Afterwards, there is the explanation of the methodology of the research, the analysis of the data collected, conclusions and recommendations for further research.

LITERATURE REVIEW

Genres of literature included in this review

Sources.

For this literature review I decided to use famous books from the principal topics, as well as peer review journals, articles, and researches.

Steps in the literature review process

The process I used to find all the information was Internet research with key words, readings of known authors in the area, as well as references cited repetitively in relevant documents, and suggestions from my director of thesis.

Format of the literature review

The way I decided to organize this review is by topics in order of relevance for the investigation, starting with Myers-Briggs theory, continuing with job description, and finishing with job satisfaction.

The Myers & Briggs type indicator.

For a long time, people have sought various ways to understand the different personalities of each individual, as part of being able to understand the strengths and weaknesses of themselves and of others. From that search, several theories and methods have been originated in order to identify components of the personality of each individual. One of the most known and used worldwide methods is the one created by Katharine Cook Briggs and her daughter Isabel Briggs Myers (Briggs Myers & Briggs Myers, 1980). During World War II a lot of men from the industrial workforce were sent to combat, and women had to replace them in that new and strange workplace for them; that's where Isabel and Katharine thought that finding the characteristics of each of their personality could help them find the

ideal task in which each women will feel more comfortable and effective (Briggs Myers & Briggs Myers, 1980). Isabel and Katharine searched for a personality test based on Carl Jung's theory type, but didn't find one, so they decided to make one their own, and as a result of their forty years of research the Myers-Briggs Type Indicator (MBTI) was created.

The MBTI was created based on the 'heavy' to understand theory of personality type made by the famous Swiss psychologist Carl Gustav Jung, but was interpreted and adapted to the language and understanding of non academic people by Isabel and Katharine, that were not professionals of the area (Briggs Myers & Briggs Myers, 1980).The goal of the MBTI was to help common people find happiness by understand their personality preferences, and a to find a job in coherence with those preferences (Briggs Myers & Briggs Myers, 1980). As well as finding the strengths, beauty, and infinite possibilities of each individual's personality (Briggs Myers & Briggs Myers, 1980). The MBTI is maybe the most simple and reliable technique to find the personality type based on Jungian type (Briggs Myers & Briggs Myers, 1980). Perhaps the best characteristic of this method is the constructive focus of the assessment (Briggs Myers & Briggs Myers, 1980).

The theoretical framework of the MBTI is based on four basic categories of preferences in the characteristics of each personality, with two ways of being in each category. We all have a most preferred and natural way of attitude to the world that surrounds us (Dunning, 2001). The first category finds where does the energy for action of the person comes from, having two opposite ways: Introversion and extraversion (Nicodemus, 2012). With preference for introversion centers their efforts and digest the data internally, also likes quiet workplaces, usually think before they speak since they need reflection and introspection first (Dunning, 2001). While people that prefer extraversion concentrates their energy and

digest the information externally, also prefer tasks where they can learn by talking and discussing with other people, and love simple procedures, among others (Dunning, 2001). If the person is extravert or introvert, doesn't mean he or she focus their energy in that way all the time, but means the person has one most natural way of being, and in some circumstances can use the auxiliary process which will be the opposite (Briggs Myers & Briggs Myers, 1980).

The second category of preferences is based on how the individual perceives the information, having two ways differentiated: Sensing and Intuition (Nicodemus, 2012). A person with preference for sensing use his five senses to find detached facts, details, before trying to find patterns, also prefers to work in a constant pace, and like information ordered in an consecutive arrangement, among other preferences (Dunning, 2001). While people who prefer intuition, concentrates on the big picture rather than in details, like to interpret the implication of facts and the relationships between them, as well as love to solve problem by creating new skills, and hate routines, among other characteristics (Dunning, 2001). Just as the introversion and extraversion, the people who prefer one of the two as a way of perceiving, doesn't mean they only use that one, but means they feel more comfortable with that one and will use the other one in some cases as a auxiliary way (Briggs Myers & Briggs Myers, 1980).

The third basic category of preferences differentiates how people take decisions, having two ways distinguished: Thinking and Feeling (Nicodemus, 2012). Individuals who prefer thinking like logical analysis, pondering pros and cons of consequences with the information available (Dunning, 2001). In the other hand, people who prefer feeling for taking decisions, are focused on the effects in people of the decisions they make, so they

usually have subjective decisions, and equally value the ambient of work and the work itself (Dunning, 2001). Every person uses both ways of decision-making, however everyone has a most comfortable and natural way of being, while the other one is used as an auxiliary method (Dunning, 2001).

The fourth major category of preferences of the MBTI, distinguish how people deal with daily life, with two different ways: Judging and Perceiving (Nicodemus, 2012). The person who prefers judging for dealing with everyday life, make quick decisions since they need a fast closure, as well as like routine so they plan and organize life with clear expectations (Dunning, 2001). In the other hand people who prefer perceiving in normal life, don't like to plan so they leave things to last minute and improvise, as well as concentrates on searching for new information, and love a changing life (Dunning, 2001). Even though every person uses both ways to deal with everyday activities, one of the two will be more natural and easy for each individual (Dunning, 2001).

At the beginning of the publication of the first set of questions for the MBTI, many professional of the area were opposed to the idea that two people (Isabel and Katharine) with no formal education in psychology or statistics had done a personality assessment (Briggs Myers & Briggs Myers, 1980). However, Isabel Myers had "first-class mind" and had for more than year training with Edward N. Hay, who taught her all what she needed for test construction, scoring, validation and statistics (Briggs Myers & Briggs Myers, 1980). In 1994 over two and a half million people took the MBTI (Briggs Myers & Briggs Myers, 1980).The Myers-Briggs Type Indicator has been in use for more than 60 years, and is now the most known and widely used method for identifying personality differences (Myers, 1998).

Nowadays the MBTI is used in career development, problem solving, team building, academic counseling, leadership training, and many other uses (Myers, 1998). Besides “more than two million MBTI assessments are administered annually in the United States”, and “has been translated into more than 30 languages” (Myers, 1998). It also “It has received a resurgence of interest, due in part, to its widespread use in the competitive world of business” (Nicodemus, 2012). The author of the book published in 1990 “Work, Play, and Type: Achieving Balance in Your Life”, Judith Provost, indicates that the MBTI “is one of the most reliable and valid tools for personality assessment” (Denham, 2002). Also the author of “True to Type”, William Jeffries, says that a personality assessment tool “should be 70% or higher to be considered reliable”, and analyzing all the aspects the MBTI “is about 85% reliable”, which is “impressively high reliability” (Denham, 2002). And in my research for MBTI information for this review, I have found more than fifty books written about it. Finally in the article “An assessment of the Myers-Briggs Type Indicator”, Marcia Carlyn states that the MBTI “appears to be a reasonably valid instrument which is potentially useful for variety of purposes” (Carlyn, 2010).

Job satisfaction.

During the last decades, there have been countless studies on job satisfaction, which have generated a lot of definitions by experts in the area. One of the most famous experts in organizational behavior, Stephen Robbins (2002), states, “Job satisfaction refers to an individual’s general attitude toward his or her job”. The author of the book “Job Satisfaction” Paul Spector (1997) defines it as “how people feel about their jobs and different aspects of their jobs”. Another expert in job satisfaction and one of the most cited, Robert Hoppock (1935), defines it as “any combination of psychological, physiological and environmental

circumstances that cause a person truthfully to say I am satisfied with my job.” Also Victor Vroom (1964) sees job satisfaction as the emotional state of a person towards her or his job. Along the year the concept of job definition has been revised many times, but still conserves the essence, that’s why a few years ago in his 10th edition of the book “A Handbook of Human resource Management Practice”, Michael Armstrong (2006) still sees it as the attitude and emotional state about the person’s job.

From the base of the concept of job satisfaction, there have been several attempts to make a reliable test to assess the satisfaction at work, however there is only a few reliable test published. One of the most reliable assessments for job satisfaction is the Job Satisfaction Survey (JSS), developed by Paul Elliot Spector in 1985 (Spector, 1985). The JSS consists of 36 questions that cover nine different aspects of job satisfaction (Worrell, 2004). The nine features of the JSS are: promotion, supervision, payment, and coworkers, operating procedures, nature of work, contingent rewards, communication, and benefits (Spector, 1985). To assess the nine aspects, the JSS involves four questions for each one, with a total of 36 questions (as it was said before) (Worrell, 2004). The questions can be answered in a range from “strongly agree” to “strongly disagree” and the statement of the question is written in both directions (Worrell, 2004).

Another very reliable survey and widely used is the Job Descriptive Index (JDI) that was announced in the publication of the “Measurement of Satisfaction in Work and Retirement”, written by Smith, Kendal and Hulin (Worrell, 2004). This survey is based on 90 questions that cover five features of job satisfaction: present job, coworkers, present pay, and opportunities for promotion, and supervision (Worrell, 2004). Nowadays there have been more than 12,000 research studies about the JDI (Worrell, 2004).

The “Minnesota Satisfaction Questionnaire” (MSQ) developed in 1967 by Weiss, Dawis, England & Lofquist, is another very used and reliable survey. During the first ten years of publication of the MSQ, were developed three version of it, one with twenty questions, and two with a hundred questions (Worrell, 2004). The goal of this survey is to assess specific facets of job satisfaction, so it gives more information about the job than on job satisfaction itself (Worrell, 2004). This survey has been used in vocational approaches and career counseling (Worrell, 2004).

Although the methods to measure job satisfaction mentioned before, are very respected with their complex models, there are two approaches with simple models that are maybe used the most: “Single Global Rating” (SGR) and a “Summation Score” (SM) (Robbins, 2002). The SGR assessment is composed of a single question, that tries to cover all aspect of job satisfaction, which is “All things considered, how satisfied are you with your job?” (Robbins, 2002). This question is measured with a scale from one to five, being one “highly satisfied” and five “highly dissatisfied” (Robbins, 2002). In the other hand the SM survey is a little more complex, because it contains many other questions, which are made to identify vital factors of the job and the emotional state of the employee towards them (Robbins, 2002). The factors that are usually evaluated with the SM are relationship with co-workers, present pay, nature of work, supervision, and promotion opportunities (Robbins, 2002).

It may seem that the complex surveys should more accurate than the simple ones such as the SGR, but there has been research that demonstrate how both approaches have the same accuracy (Robbins, 2002). This discover is explained based on the fact that the “concept of

job satisfaction is inherently so broad that the single question captures its essence” while the multiple question approaches can cover all the basic factors too (Robbins, 2002).

METHODOLOGY AND RESEARCH DESIGN

The methodology to be used for this research is primarily qualitative and complementary quantitative. This means that I will use a mixed system.

Justification of the methodology selected

The main purpose for this research is to identify if coherence between nature of work and personality type, affects job satisfaction of Ecuadorian professionals. To accomplish my purpose I chose a mixed methodology. Using qualitative research I will gather information, interpret, and answer qualitatively the first part of my research question "How the coherence between the nature of work and the personality type affects job satisfaction of Ecuadorian professionals between 24 and 35 years. Afterwards, through a quantitative analysis I will answer the second part of that question: "to what extent".

Research tool used

For this research I will use the survey method. The survey was carried out by means of the Internet. It consists of a personal data section, a section, which evaluates the personality type, and one that measures the job satisfaction. It was designed for the most part by Alejandro Garcia, with the exception of the section of the type of personality based on MBTI, which was linked from a reliable website web page. There will be a total of 30 surveys.

Description of participants

Number.

The survey will be carried out to professionals in three different areas. The areas will be: journalism, graphic design and schoolteachers. For each area will be taken 10 surveys, which makes a total of 30 surveys.

Gender.

To be fair in the genre, the survey will be made to five women and five men of each profession. The idea of being fair in gender is to be able to observe the similarities and differences, in addition to maintaining the displays as regular as possible.

Socio-economic level.

For the purpose of this study, the socio-economic level is not relevant.

Special characteristics related to the study.

The survey will be made to professionals of Quito and Cuenca, due to the ease of getting to the respondents.

Sources and data collection

The collected data will come from an online liable personality test (Meyers and Briggs), to provide information at the beginning of the interview among the personality type. Second, I will evaluate the nature of work of the respondent. This will allow me to do a first analysis comparing nature of work and personality type.

In order to relate the level of satisfaction in their job position with the personality type, the interview provides a series of statements that are based on the main preferences of

each personality type, and asks the respondents to grade how they reflect the nature of their work following a scale from 0 to 10, 0 being the equivalent to none and 10 de maximum. With that information I will able to do a quantitative analysis to establish an answer to my research question.

The profile of the respondent is Ecuadorian professionals with at least one year of job experience, in a range of ages between 24-35 years old. With all the answered surveys, I will state my observations, analysis, conclusions and recommendations for further research.

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ANALYSIS OF THE DATA

Introduction to the analysis

The data of this research was collected using the online survey platform: Qualtrics.com, which generated a report for each individual. After downloading all the reports, I performed the tabulation of the data. First, I organized the questions on the nature of work, with a special tabulation system. This system was created by me to identify the typology that the work of each professional has. The questions to identify introversion, extraversion, perception, intuition, thinking, feeling, judging, and perceiving had a total score of 10 points spread between two statements, each statement was opposite to the other. With this logic I made a table to measure those skills that the job required.

At the end of the tabulation, as a result of the way the table was set up, I was able to identify the nature of work for each job of each professional.

The survey also requested the professional to fill a personality test of MBTI, located at <http://www.ecoingenieros.com.ar/otros/Test%20de%20Myers%20Briggs.html> It has its own tabulation system which provided the professional his or her personality type, the one that was asked to rewrite in the survey as well as the percentages for each one of the letters that represent de personality type.

Since the personality type was tabulated by the web system, I used these results to compare the type of personality to the type of nature of work of the person. In addition, the survey asked age and job position, in order to identify what were the profession and the gender of the person that responded, and to help me organize the information. The age

served to filter those people who did not fall on the target group of the survey. The survey also asked to measure job satisfaction from one to four, which would help me see that there were patterns between the level of satisfaction and the consistency of the personality of the professional with his/her nature of work.

I organized the collected information into three main groups: journalist, graphic designers and teachers. Each one of them was divided in to genders: women and men. Afterwards, I looked at the personality type of each professional and compared it to the type of nature of the work, in order to identify the consistency between both of them. Next, I compared the level of job satisfaction of those whose nature of work and personality type had more congruency, with the ones that had less. Finally, I took a global look at all of the charts in search of any form and influence of the coherence between personality and nature of work on the level of job satisfaction. This is the way I organized, tabulated and prepared the data for the analysis.

Details of the analysis

Looking at the nature of work of each professional, their personality type and job satisfaction level, I have been able to identify certain important aspects. For the analysis of the data collected, I am going to analyze by gender group and then collectively. Besides, the analysis will be divided into professions and in the end I will offer a global analysis by grouping together all the professions.

Journalist Analysis

Journalist men.

Observing the surveys that I performed to journalist men, I discovered that out of the five interviewed, five had intuition within their personality type. Therefore, it seems that journalist men tend to focus more on the possibilities and abstract patterns, rather than data and practical details. This may imply that at the time they assessed their job satisfaction, the ability to use their intuition at work could have been highly considered by them.

Another very strong aspect of the personality of four of the five journalist men is that they are thinkers. This means, that they tend to process information under the logic and analysis, instead of relying on their values and the effects of the information. Based on this, I could state that when they analyzed their job satisfaction, they could have taken into serious account, the ability that provides them their work to use logic and analysis.

In terms of the level of introversion and extraversion, journalist men interviewed were presented mixed qualities between both types. Therefore, there is no marked tendency toward introversion or extraversion. However, it is worth noticing that 60% were introverted, and 40% extroverted, which means that three journalist men are generating their energy from inside out and two from outside in.

Apart from intuition, the other pattern that was found in the personality of the five journalist men is that they are all judgers. This means that the journalist men interviewed tend to deal with the outside world, on the basis of control and structures, in addition to be decisive. These characteristics are predominant in the five journalist's men thus; it may be that when assessing their job satisfaction, they will highly value the ability that gives them

their job to use their judger mind. The average of the personality type of the men interviewed journalist is: INTJ. (View annex A)

In terms of nature of work, four of the five journalist men, feel their work enables them to be extroverts. This means that despite they are introverted or extroverted journalist, their work involves using largely the extraversion. Thus, their work is oriented to act and speak outwardly.

As with extraversion, four of the five journalists think their work enables them to be intuitive; this is only in terms of nature of their work. Whether they are intuitive or sensitive, the nature of work of journalism asks them to use their intuition. This information shows that in general their work involves focusing on the meaning of the data and how it fits together, in addition to solving problems and generating a general idea of complex situations.

While the nature of work of the journalist men, does not have a specific trend toward the feeling or thinking. This perhaps means that in general the work of journalist men involves a combination of feeling and thinking to process the information and make decisions.

Also, there is no clear trend in the nature of work of journalist men, in relation to how it allows them to deal with the outside world. This implies that both judging as perceiving are used in their work in a very similar way. However, there is a 60% of the journalist men consider their work enables them to be judgers, and 40% which allows them to be perceivers. By way of average, the nature of the work of the men interviewed journalist is: ENFJ. (View annex B)

Within the average range of personality of the journalist men interviewed, the strongest and outstanding elements are intuition and judging. Since these are common

elements present in all five journalist men, it become very important to compare them with those of the nature of work. In the average nature of work, the intuition and extraversion are stronger elements. This is due to that four of the five journalist men considered their work gave them apply their extraversion and intuition. When comparing the most important elements of the personality average with those of the nature of the work average, I found that intuition appears in both. As a result, it is worth noticing that the ability to apply the great insight of the journalist men in his work seems to be the most important factor in their job satisfaction.

In terms of the level of job satisfaction, on average, journalist men felt that they are satisfied with their work. Being satisfied implies an overall rating of $\frac{3}{4}$ in job satisfaction. However, there are a couple of cases in which journalist are completely satisfied, with a rating of $\frac{4}{4}$. In general terms the trend is a good job satisfaction, without cases of dissatisfaction. (View annex C)

Journalist women.

When I observed the common patterns in the personality type, of the women journalist interviewed, I identified three very strong. First, four of the five women journalist are extroverted. This means that tend to focus their energy and process the information externally. Unlike the journalist men, women are much more extroverted according to the survey. Being the extraversion a strong pattern in the women journalist, this pattern could be very important at the moment in which they analyze their job satisfaction.

In relation to intuition and sensing, there is not a marked trend towards anyone of them. Comparing them with the journalist men who are very intuitive, women do not seem

to be the same way. This means that the personality types of women journalist are mixed between intuitive and sensors. Moreover, although the number of intuitive is a little higher than sensors, it does not seem very relevant to compare it to the nature of their work, and does not influence when they assess their job satisfaction.

On the other hand, there is a strong tendency in the personality type of the women journalist to use feeling to process information and take decisions. This shows that they are more interested in the effects of the information in the people, that the data alone. When I compared them with the journalist men, I found that while men are thinkers, women are feelers. There is a fact that four out of the five women journalist feelers, this shows their ability to use feeling in their work. Probably, this may be very important when it comes to assessing their job satisfaction.

While journalist women are strong extroverted and feelers, they are stronger judgers. According to the results of the personality test of MBTI, five women journalist interviewed use judging over perceiving, when dealing with the outside world. Therefore it seems very logical to think that when the time comes to evaluate their job satisfaction, take into account the capacity to implement its judge in their work. In these aspect journalist men and women are equal, because out of the 10 journalists, 10 are judgers. On average women journalist have this type of personality: ENFJ. (View annex A)

In terms of the nature of the work, four of five women journalists believe that their work enables them to be extroverted. Whether or not they are extroverted, the nature of their work demands them to work extrovertly. This means that its power is externally focused, and they should act externally. Looking at the strong extraversion in the nature of work of the

women journalist, it seems logical to think that it is an ideal job for extroverts, without excluding to the introverted.

In regard to the branch of intuition and sensing, there is no strong trend. Although, there are three women journalist who feel that their job allows them to use the sensing, and two who consider that allows them to apply intuition. According to the data, it seems to be that both the sensors as well as the intuitive, feel relatively comfortable with the nature of their work.

Of the five women journalist, four feel their work allows them to apply their thinking and judging. This implies that their nature of work allows them to process the information and take decisions, under their capabilities of logic and analysis. It also involves that their work enables them to deal with the outside world, under planning and control. As I analyzed the data, it appeared to me that the nature of work of the women journalist fits very well for those who are thinkers and judgers. In average the nature of work of the five women journalist is: ESTJ. (View annex B)

Within the average of the personality type of the women journalist interviewed, the most prevalent factors are extraversion, feeling, and above all judging. Being the most prevalent elements can also be considered vital to compare them with those of the nature of their work. On the average of the nature of work of the women journalist, the most outstanding elements are extraversion, thinking, and judging. When comparing the most important elements of both averages, I found that extraversion and judging appear in the two. So it might seem that the ability to apply the extraversion and the judge of the female

journalist, in their work, it may be most important factors in the assessment of their job satisfaction.

In relationship to job satisfaction, on average, the female journalists feel that they are satisfied with their work. This average satisfaction in number terms is $\frac{3}{4}$. While most journalist women qualified $\frac{3}{4}$ their job satisfaction, there are two cases in which they are fully satisfied and rated with 4/4 your satisfaction. Watching it in a comprehensive manner, the job satisfaction of women journalist is good, and there were no cases of complete dissatisfaction. Also the overall job satisfaction of all journalists is good, with total rate of $\frac{3}{4}$. (View annex C)

Journalists in general.

Grouping data of journalist men and women, I discovered that generally speaking the nature of their work is extroverted, because the survey results were that eight of the 10 journalists regard their work involves using the extraversion. Also, the nature of the work of journalists in general involves thinking in the process of information processing and decision-taking. The above is based on the fact that the nature of work in five of the seven journalists had a strong tendency towards thinking. In addition, the nature of the work of journalist seems to involve quite judging. Since six of the seven journalists that had defined a trend, it was judging instead of perceiving. On average the nature of work of journalist is: ENTJ.

In relation to the personality type, the grouped data of journalist's men and women show that the 60% are extrovert and 40% being introvert, so there is no trend toward

extraversion. In this way, it seems to be that extraversion and introversion is very relative at the time to assess job satisfaction.

Also the MBTI test identified that 80% of the journalist are intuitive, which becomes a strong feature in the personality of them. With these data it appears that the ability to apply their intuition in journalistic work would have a large role in the evaluation of job satisfaction.

The thinkers and feelers are matched, without any tendency toward none of the two sides. This means that 50% of the journalists are thinkers, and the other 50% are feelers. Therefore it does not seem so crucial for job satisfaction, that the journalistic work allows them to apply one or the other methods.

The strongest characteristic in the personality type of journalists is that they are all judges. Therefore, it may be the ability to apply their judge at work, the most crucial factor in the assessment of job satisfaction. In average the personality type of journalist is EN(T/F)J. (View annex D)

Graphic designers analysis

Men graphic designers.

Looking at the personality test I did to men graphic designers, I found that there is a combination between extroverts and introverts, with one more introvert than extrovert. This means that there are three introvert graphic designers and two extroverts. Men graphic designers are divide in two ways of orienting to the world. The extroverts are oriented to the external world of actions, while the introverts are oriented to the internal world of reflection. Also, it may imply that, when they evaluate their job satisfaction, their capacity to apply their extraversion or introversion will not be determinant in the assessment.

The strongest element of the personality type of men graphic designers is intuition. This is because out of the five men graphic designers that were tested, the five are intuitive. This means that they take the information paying attention to the “big picture”, and look at the connections between facts. This may imply that in the assessment of their job satisfaction, the capacity that their job gives them to apply their intuition will be taken very seriously into account.

In terms of thinking and feeling, there is a combination between graphic designers who are thinkers, and the ones who are feelers. However, it is important to say that there is one more thinker than feeler, which makes a total of three thinkers and two feelers. From my point of view, this mix indicates that there are three designers who prefer to process information and take decisions based on logic and analysis, and two who like to base on their values. Because there is a mix between these two types, it seems that the capacity to apply one or the other in the job of men graphic designers is not very relevant in the qualification of their job satisfaction.

After intuition the strongest feature in the personality type of men graphic designers is judging. This is because there are four out of the five graphic designers tested that are judges. This implies that 80% of graphic designers deal with the external world with a structured plan. Therefore, it looks like the capacity that their job gives them to apply their judge, will have strong weight in the assessment of their job satisfaction. The average personality type of men graphic designers is: INTJ. (View annex E)

Looking at the results of the nature of work survey that I did to men graphic designers, I noticed two strong characteristics. The first strong feature on their nature of work is extraversion. This is because four out of the five designers consider that their jobs allow them to apply extraversion. This means that four out of the five thought that their jobs needed

to be done mostly with extraversion. Also this indicates that their jobs involved actions externally oriented. Being extraversion a solid feature in their nature of work, may impact negatively in the job satisfaction of designers who are introvert, but positively in the ones that are extrovert. This is because men graphic designers are generally extroverts, as we saw on the results of the MBTI.

The second strong characteristic in the nature of work of men graphic designers is intuition. This is because there are four out of five designers, who consider that their work generally requires them to apply intuition. In nature of work it does not matter whether they are more intuitive or more sensor, they have to apply more intuition in their job. Since the nature of work involves strongly intuition, this means that their works are more about focusing on the big picture rather than details for gathering information. Also it means that most of them are going to feel comfortable with their job in terms of the permission that it gives them to apply intuition, since they are all intuitive.

Besides, the nature of work of men graphic designers has a slight tendency towards feeling over thinking. Since three out of the four designers who had a tendency towards one or the other, consider that their works implied applying feeling. This indicates that their job required them to process information and make decisions, by focusing on their values and the impact of it. This tendency may have some negative impact on the job satisfaction on most graphic designers, since the majority of them are thinkers.

While regarding answer to the question of how the nature of their work requires them to deal with the external world there is a mix. This is because that there is only a difference of one, between designers who consider their job requires them to apply more perceiving, and designers who think it requires them to apply more judging. This makes a total of three designers who their nature of work involves more perceiving, and two who think is more judging. If their job requires them to apply perceiving, will deal with the world more with no

plans and leaving things to the last minute; while if their job requires them to apply judge, they will have to be more structured and plan. Since there is no big difference between the two, their nature of work may accommodate easily to judges and perceivers. The average nature of work of men graphic designers is: ENFP. (View annex F)

Observing at the job satisfaction of all men graphic designers interviewed, I found that the average qualification is 2.6/4. Which means they are in general low satisfied with their jobs. However it is important to clarify that there are three designers who are satisfied with their jobs, and two that are low satisfied. So the majority of men graphic designers are satisfied, however the 40% are low satisfied. (View annex G)

Women graphic designers.

There are three very strong features of the personality type of women graphic designers, one that is just strong. The first very strong element in the personality type is extraversion. This is because five out of the five women designers I tested had extraversion as part of their personality. This means that all women designers tested, are oriented externally in terms of actions. Therefore this may imply that the allowance that their jobs give them to apply their extraversion will have a strong roll in their job satisfaction assessment.

The second is feeling. Because out of the five women designers tested, all are feelers. This means that they all process information and take decisions based on their values and the effects of it. Thus the capability to apply their feelings at their works will have a strong impact on their job satisfaction level.

The third one is judging, because out of the five women designers tested with the MBTI, all were judges. This suggests that all women designers tested deal with the external world based on plans and structured rules. This very strong feature denotes that the ability that their works gives them to apply their judgment will have a solid impact on their job satisfaction level.

The first and only strong feature of women designers' personality type is intuition. Because four out of the five women designers tested, were identified as intuitive. In general most women designers take information focusing on the abstract meaning and possibilities, rather than facts by themselves. Even though intuition is not as strong as the other three features mentioned before, it may still have a heavy impact on the job satisfaction level. As you can see most women have an equal personality type. That is why the average personality type, which is ENFJ, is the same as four out of the five women designers. (View annex E)

In terms of nature of work of women graphic designers, the strongest characteristic is extroversion. Because four out of the four women designers that had a tendency define towards extraversion or introversion in their nature of work, had it towards extraversion. This suggest that the four women with a tendency define have a work that requires them to orient themselves toward the external world of actions. Since is a strong feature, the capacity that their works gives them to apply their extraversion may have a solid impact on their job satisfaction level, because all of them are extroverts.

Also, there is a noticeable tendency towards intuition in the nature of work of women designers. Since three out of the four designers who had a tendency define between sensing and intuition, consider that their works require them to apply intuition. This means that their works require them to take information focusing on patterns and the big picture instead of

details. Because there is this tendency, and most women designers are intuitive, the openness to apply their intuition at work will have a protagonist roll in the job satisfaction assessment.

While there is a mix between thinking and feeling, with one more women who think that her work involves more feeling than thinking, which makes a total of three nature of work that require applying feeling, and two that require applying thinking. This means that there is no manifested tendency on how their job requires them to process information and to take decisions. Consequently, it looks like both, thinkers and feelers will feel generally comfortable with that area of the nature of their job.

In regarding to the question of how the nature of their works requires them to deal with the external world there is a tie. Because 50% of the women designers consider that their job requires them to apply judging, and 50% think that their works require more perceiving. The difference between the two is that the first requires plan and organization, while the second requires them to be flexible and leave options open. (View annex F)

In terms of job satisfaction, in average women graphic designers have a good level of job satisfaction. There are three designers who are satisfied with their jobs, one that is totally satisfied, and one that is low satisfied. So in general terms they have an acceptable job satisfaction level, with an average qualification of $\frac{3}{4}$, which means that they are satisfied. (View annex G)

Graphic designers in general.

Grouping all the 10 graphic designers tested and surveyed, I found two very strong and two strong characteristics in their personality type. The first strong characteristic in the personality type of all designers is extraversion. Because seven out of the 10 tested with the

MBTI, were identified as extroverts. This means that most of them are oriented to the external world of actions. Also this strong feature will have a big roll on the assessment of job satisfaction, by comparing it with their nature of work.

The second strong characteristic of the personality type of all designers is feeling, given that seven out of the 10 designers were identify as feelers by the MBTI test. This implies that most of them take information focusing in the repercussions of it, instead of logic and analysis. Because most of them are feelers, the openness to apply their feelings in their works will have a protagonist roll on the job satisfaction evaluation.

The first very strong element in the personality type of these professionals is intuition, since nine out of the 10 designers tested were identified as intuitive. Hence, 90% of all graphic designers use their personal values and consider the effects of information when they process information and decision taking. That is why the capacity to apply their strong feature, will be critical in the qualification of their job satisfaction level.

The second very strong characteristic of all graphic designers' personality type is judging, because nine out of 10 designers tested by the MBTI were classified as judges. This shows that 90% of the designers deal with the external world based on plan and structured organization, leaving no options to last minute. Therefore the openness that their works gives them to apply their judge will have a solid roll in the assessment of their job satisfaction. Consequently the average personality type of all designers is: ENFJ.

In terms of nature of work, eight out of nine designers that had a defined tendency between extraversion and introversion thought that their works require them to apply extraversion. Which can be consider something good, since 70% of all graphic designers were extrovert, and may feel comfortable in that area of their nature of work.

Also 77% of all graphic designers who had a defined tendency between sensing and intuition consider that their job required them to apply more intuition. This then can be

considering a strong tendency, which implies that their works require them to take the information as a big picture instead of too many details. Since 90% of all graphic designers are intuitive, this may also be considered a good tendency, because most of them will feel this area of their nature of work very naturally, impacting positively on their job satisfaction.

Additionally, there is a tendency but not too striking towards feeling in the nature of work of graphic designers. This means that 66% of all graphic designers who had a defined tendency between feeling and thinking consider that their jobs require them to apply their feelings, while 44% who think that it requires them to apply thinking. The difference between this two, is that the first one requires them to focus on their values and effects of information when processing it and taking decisions, while the second requires them to use analysis and logic.

In the nature of work area, the answer to the question of how it requires the employees to deal with the external world, there is a mix between the ones who require judging and the ones who require perceiving. This means that 50% of all graphic designers consider that their works require them to apply perceiving, while 40% think it requires them to apply more judging. Hence, the difference between the two is that the majority requires them to have opened options and to be flexible, while the rest requires them to have a plan and be structured. Because 90% of all graphic designers are judges, the majority will not feel satisfied with this area of their nature of works.

In general terms of the job satisfaction level of all graphic designers, they have a low level. This is because the average qualification is 2.8/4, which means they are low satisfied. However, it is important to clarify that only 30% of all designers are low satisfied, while the 60% are satisfied, and the 10% are totally satisfied. Thus, the reason because they have a low average is the three designers who are low satisfied. (View annex H)

Schoolteachers' analysis

Men schoolteachers.

Looking at the all the results of the personality test that I did to men schoolteachers, I found that there is one very strong feature, one strong, and two that are mixed. The first very strong characteristic in schoolteachers' personality type is judging. Because out of the five men that took the MBTI, all were classified as judgers. This means that all of them deal with the external world, based on plans and clear structures, leaving nothing to last minute. Since judging is a common denominator in all men teachers, the openness that their works gives them to apply their judgment, will have a big weight in the jobs satisfaction assessment.

The strong feature that I found in the personality type of these schoolteachers, is extraversion, since four out of five of the schoolteachers tested with the MBTI, were identify as extroverts. This means that the majority of them are oriented to the external world of action, while one is oriented to the internal world of reflection. Because the majority are extroverts, the capacity to apply their extraversion in their jobs, may have an important role in their job satisfaction assessment.

In the category of the test that identifies how the schoolteachers take information, there is a mix. This is because three out of the five schoolteachers were identified as sensors while two as thinkers. Thus, even though there is a majority, the difference is too small that can be considered almost a draw. While the three teachers pay attention to the details and facts, the other two try making a "big picture" out of the information they receive. With this scenario is a little complicates to think that this category will have a protagonist role in the comparison with the nature of their work and the job satisfaction evaluation.

In the area of the personality type test that classifies how schoolteachers process information and take decisions, there is also a mix. Since three out of the five schoolteachers were recognized as feelers, and two as thinkers. This means that the three teachers process information and decide based on analysis and logic, while the two teachers will be based on their personal values. Because there is a tiny difference between the two groups, this category may not have a big influence when they compare their nature of work and qualify their job satisfaction. In average the personality type of all men schoolteachers that were tested is ESFJ. (View annex I)

Regarding the nature of work of the men schoolteachers surveyed, there are two categories where there is a big tendency to one of the two styles, and two categories in which there is a tie. The strongest tendency is in the category in which the survey identifies if their job requires them to apply extroversion or introversion. This is because out of the five male schoolteachers, all considered that their job involves applying extraversion more than introversion. This implies that all men schoolteachers considered that their job is oriented to the external world of action, instead of the internal world of reflection. Also, as I analyzed before, four out of five schoolteachers are extroverts, so in consequence they may feel comfortable in this area of their nature of work, and this will impact positively in the job satisfaction level.

The other strong common factor in the nature of work of men schoolteachers is sensing. Because four out of the four teachers that had a defined tendency towards sensing or intuition in their nature of work, considered that it involved sensing. This means that their job requires them to gather information focusing in details and facts, instead of making an abstract idea. Since three of the four men that had a defined tendency are sensors, the

openness that their works gives them to apply their sensing, may impact positively in the job satisfaction level.

In the area of the nature of work that classifies how their works requires them to process information there is a tie. This is because two of the four teachers, who had a defined tendency between thinking and feeling, consider their job requires them to apply thinking and, the other two think it requires them to apply feeling. This means that half of the teachers think their job requires them to use analysis and logic, and half think it requires them to use their personal values. Since in this case there is no big tendency towards one or the other in personality test and the nature of work survey, it might not have a significant influence in the job satisfaction level.

The other tie occurred in the category of the nature of work that identifies how it requires the teachers to deal with the external world. Because half of them consider that their job requires them to use their judge, and half think it requires them to use their perception. Therefore, 50% think it requires them to plan and control, while the other 50% consider it requires them to have options and be flexible. Since all the men teachers are judges, and only two consider the nature of their works involves applying their judge, only these two will have a positive influence of this category in the job satisfaction level. In average the nature of work of men schoolteachers is ES(T/F)(J/P). (View annex J)

In terms of the job satisfaction level, in average they have a level of $\frac{3}{4}$. This is a good average, since it means that they are satisfied. From the five men teachers, four feel satisfied with his work, while one is completely satisfied. Therefore the majority has a good satisfaction level, one has an excellent level, and there are no cases of dissatisfaction. (View annex K)

Women schoolteachers.

Observing at the results of the MBTI test that I did to women schoolteachers, I found that most of them have the same personality type. This translates into one very strong common denominator, and three strong common denominators. The very strong common characteristic is judging. Because out of the five women teachers I tested with the MBTI, all were classified as judges. This means that they deal with the external world by planning and having a definitive structure. Since all women teachers are judges, the openness that their works gives them to use their judgment will have a protagonist role, when they assess their job satisfaction level.

The first strong common feature in the personality type of women teachers is extraversion; this is because four out of the five women teachers tested, were classified as extraverts. This means that 80% of the teachers are oriented to the external world of actions, instead of the internal of reflection. Since almost everyone is extravert, the capacity to use their extraversion in their job, may have a significant weight in the final evaluation of their job satisfaction.

The second strong common characteristic in the personality type of women teachers is intuition. Since four out of the five women teachers were identified by the MBTI test as intuitive. This implies that almost every teacher takes information as an abstract figure, while the one left takes it focusing on details. Because intuition is a strong common characteristic, the openness that their works gives them to use their intuition may have a principal roll in the assessment of their job satisfaction.

The third strong common feature in the personality type of women teachers is feeling. This is because four out of the five women, who took the MBTI test, were classified as

feelers. The meaning of this, is that the majority of them process information and make decisions based on their personal values and the effects of it, while the one left will be based on analysis and logic. As extraversion and intuition, being feeling a common denominator, it may have a significant role in the job satisfaction evaluation of these teachers. The average personality type of women teachers is ENFJ. (View annex I)

In terms of nature of work of women teachers, there are two strong common denominators. The first common characteristic of the nature of work of these teachers is extraversion. Because 80% of the women consider that their works require them to use extraversion. Since 80% of the women are extroverts, the capacity that their works gives them to apply their extraversion, may impact positively on their job satisfaction level.

The second strong common feature of their nature of work is sensing. Because four out of the women teachers think that their works requires them to use sensing. This means that almost every teacher consider that her job requires her to take information focusing on details and facts. Since 80% of them are intuitive, they may not feel comfortable in this area of the nature of their work, and may have a negative effect in their job satisfaction level.

There is a marked tendency in the category of how their nature of work requires the teachers to deal with the external world. This is because three out of the three teachers that had a defined tendency between judging and perceiving consider that their works requires them to use judging. This implies that all of the teachers that had a definite tendency think that their job requires them to plan and be structured. Since all the women teachers are judgers, three out of the five surveyed, will feel comfortable in this aspect of their nature of work and may have a positive effect in their job satisfaction level.

There is a mix in the area of how their job requires them to process information and take decisions; because three out of the five teachers consider that their job requires them to

use feeling, and the two left consider that it requires them to apply thinking. This means that the majority of them think their job requires them to analyze and use their logic, while the rest think it requires them to focus on the effects of it and use their personal values. For the reason that four out of the five teachers are feelers, most of them will very comfortable in this aspect, however the rest may not feel that comfortable but they won't be totally uncomfortable. This scenario may affect positively in the level of their job satisfaction. The average nature of work of women teachers is ESFJ. (View annex J)

Regarding the job satisfaction level of women schoolteachers, in general terms they have a good level. Because in average the satisfaction level is 3.2/4, which means they are satisfied. Also four out of the five schoolteachers have a satisfaction level of $\frac{3}{4}$, which means they are satisfied, and the one left has a job satisfaction of 4/4, which means she is completely satisfied. (View annex K)

Schoolteachers in general.

In terms of personality type of all the 10 schoolteachers tested, there is one very strong common feature, two strong common characteristics, and one slight tendency. The very strong common feature in the personality type of the schoolteachers tested is judging. Because out of the 10 teachers tested, all of them were classified as judgers. This means that all of them deal with the external world by planning and being structured. Since all of them are judgers, the capacity that their works gives them to use their judge, may have a high roll in their job satisfaction assessment.

The first strong common characteristic in the personality type of these teachers is extraversion. This is because eight out of the 10 teachers were identified as extroverts. This implies that 80% of the teachers are oriented to the external world of actions, while 20% are oriented to the internal world of reflection. Since almost every teacher is extrovert, the openness that their job gives them to use their extraversion, may have a significant weight in the evaluation of their job satisfaction.

The second strong common feature in the personality type of these teachers is feeling. Since seven out of the 10 schoolteachers who took the test, were identified as feelers. This means that the majority of the teachers process information and take decisions based on the effects of it and their personal values, while the rest are based on their logic and analysis. Due to the fact that feeling is a strong common characteristic, the openness that their works gives them to use their feelings may have a solid impact in their job satisfaction qualification.

There is a slight tendency in the category that identifies how the teachers take information. This is because 60% of the teachers were identified as intuitive, and 40% as sensors. This means that most of them prefer to get a general idea of the information, while the rest like to focus on details and facts. Being a small difference between the two, the roll of this category in the assessment of their job satisfaction may not have a consistent influence. The average personality type of all teachers is ENFJ.

Regarding nature of work of all the teachers surveyed there are two very strong common characteristics, one strong, and one slight tendency. The first very strong common feature of their nature of work is extraversion. This is because nine out of the 10 teachers consider that their job requires them to be oriented to the external world of actions, while the

one left considers that her job requires them to use introversion, which is oriented internally. Since 80% of the teachers are extroverted, most of them may feel comfortable in this area of their nature of work, and may positively affect their job satisfaction level.

The second very strong common characteristic of their nature of work is sensing. Since eight out of the 10 schoolteachers think their job requires them to take information by paying attention to the details, while the other two consider that it requires them to use intuition, which implies making the “big picture” of information. Because four out of the 10 teachers are sensors, the majority will not feel comfortable in this area of their nature of work, and this may affect their job satisfaction level.

The strong tendency in the nature of work of these schoolteachers is judging. Because the 71% of schoolteachers that had a defined tendency between judging and perceiving, consider that their nature of work involved judging, while the 29% left think it requires them to use perception. This means that most of them consider that their job require them to deal with the external world by planning and being structured, while the rest think it requires them to leave options open and being flexible.

The small tendency regarding nature of work of schoolteachers is feeling. Since 80% of the teachers consider that their job requires them to process information and take decisions based on the effects and their personal values, while the 20% think it requires them to use their logic and analysis, which is sensing. Because 70% of the teachers are feelers, most of them may feel comfortable in this aspect, while the rest left may feel uncomfortable. Therefore this category may not be decisive in their job satisfaction level. The average nature of work of schoolteachers is ESFJ.

In terms of job satisfaction, in general the schoolteachers have a good satisfaction level. Because the average qualification of their job satisfaction is 3.2/4, which means they are satisfied. Also eight out of 10 teachers had a level of $\frac{3}{4}$, which means they are satisfied, while two left had a level of 4/4, which means they are totally satisfied. (View annex L)

Global analysis of all professionals grouped

When I looked at all data that I analyzed before I found important information to help me see if there is an influence in the coherence between nature of work and personality type, in the job satisfaction, and if so to what extent. Out of the 30 professionals I surveyed, none had coherence of all the four elements of the nature of their work and their personality type.

23% of the professionals, which is seven people, had coherence in three of the four elements between their nature of work and personality type. In this group six professional, which is the 86%, had a job satisfaction level of $\frac{3}{4}$ (satisfied) and one had a job satisfaction of 2/4 (low satisfied). That is why the average satisfaction level of the whole group is 2.8/4, which means they are low satisfied over all.

60% of the professionals, which is 18 people, had coherence in two of the four elements between their personality type and their nature of work. Of this group the 33% had a satisfaction level of 4/4 (totally satisfied), 61% had a job satisfaction of $\frac{3}{4}$ (satisfied), and 6% had a job satisfaction of 2/4 (low satisfied). Therefore the average job satisfaction of this group is 3.2/4, which means they are satisfied.

13% of the professionals, which is four people, had coherence in one of the elements between their personality type and their nature of work. In this group 25% of the professionals had a job satisfaction of 4/4 (completely satisfied), and the 75% of the professionals had a job satisfaction of 3/4 (satisfied). Consequently the job satisfaction average of this group is 3.2/4, which means that they are satisfied.

Only the 3% of the professionals, which is one person, had no coherence in any of the elements between his personality type and his nature of work. However this professional had a satisfaction level of 3/4, which means that he is satisfied with his job. Since the member of this group is only one professional, the average job satisfaction is his satisfaction level that is 3/4. (View annexes D, H, L)

Analyzing the global data as well as the individual one, provided complementary perspectives to this research and its conclusions.

Importance of the study

This study can potentially contribute as a first step towards a larger study to identify whether or not and to what extent there is an influence of coherence between the type of personality and the nature of the work, in job satisfaction.

As any first step, this study alone will not change the world, but is an important first step. Also, this study will benefit all those who are interested in having guidance on how the three professions studied here view their kind of work, including their job satisfaction. It will also benefit those who are interested in continuing researching based on the purpose of this

study. Additionally, it will benefit those who are looking for a pioneering system in the evaluation of the nature of the work based on the typology of Myers and Briggs.

The conclusions of this research provide a broader vision and introduction to the experts or amateurs interested in this topic. The study that I made is small and is pioneer in its theme, thus I highly recommend other students or professionals to take it forward into a broader and more in depth investigation, to offer a significant approach to of human resources at the global level.

Summary of biases of the author

It is difficult to identify the biases, since I am the author of this study. However I think that my biases could be directly proportional to the assumptions that I did for this study. I already wrote before my assumptions, in order to help the reader I copied them below.

My presumption is that people are not satisfied with their work because of the lack of coherence between the nature of their work and their personality type. I suppose that people are going to tell the truth in the survey since has a confidential nature and does not ask for personal name or organization where the person works. I assume that Myers-Briggs typology is applicable to any person in the world, including Ecuadorians. I take for granted that the professionals chosen for the survey will return it within the time agreed. I believe that the survey of the nature of the work evaluates correctly to work. I presume that the MBTI survey found online identifies correctly the kind of personality. I assume that professionals older than 35 years old tend to resign themselves to the work they have, leaving their dreams aside and in this way complicate the power know how satisfied they really are with their work. I

assume that professionals younger than 24 year old will not have at least one year of experience.

CONCLUSIONS

Answer to the research question

The main research question was: how and to what extent the coherence between the nature of work and the personality type affects job satisfaction of Ecuadorian professionals between 24 and 35 years old?

As a result of my investigation I observed that in the group of professionals who have three out of four elements equal between their personality type and nature of work, all were satisfied with their job, except for one professional. This fact makes me think that there is evidence that the coherence between the personality type and job satisfaction influences the job satisfaction. Also, in the category of two elements equal, except for one, everyone was totally satisfied or satisfied with his or her job. And, even though most of them have a good satisfaction level, there are cases of total satisfaction, which did not appear in the group that had more similarities between their personality type and nature of work, while in this category they appear. This is why I think that there is an influence of the coherence between the personality type and job satisfaction, in their job satisfaction, however i cannot find to what extent.

In the category of professionals that had one similar element between their personality type and nature of work, there were no cases of low satisfaction, and all of them were between totally satisfied or satisfied with their job. This group is very small, four people, however this data makes me doubt if the coherence between personality type and nature of work affects the job satisfaction. Also there is one professional in the category of no equal

elements, and it has a job satisfaction of $\frac{3}{4}$, which means he is satisfied. This group with only one member has a low impact on my conclusion; from my point of view it could be either “the exception to the rule”, or a bias of the data if that person gave an untruth answer.

In the cases where the professionals have a low satisfaction, I cannot find out if it is because of the coherence between their personality type and nature of work, or if it is because of other factors; the measurement for job satisfaction was a one-question survey that had the purpose of getting a general level of satisfaction; it was intended to analyze all job satisfaction categories. Also most of the professionals were satisfied with their job, which makes me think there might have an influence their self-choice of their career.

Therefore, with all the collected data, I can state that there is slight evidence of the influence of the coherence between personality type and nature of work in job satisfaction. I surveyed and tested 30 professionals, which I now realize it is a small sample in order to determine the coherence between personality type/nature of work and the affect on job satisfaction. Nevertheless, though it is a very small sample I cannot discard that the coherence between personality type and nature of work and how it seems to affect job satisfaction. I highly recommend that more studies with wider samples should be made.

Limitations of the study

One of the limitations of this study is that the sample is too small to have a definitive conclusion. The other limitation is that because the range of ages that I was looking for was limited to those between 24 and 35 stretch and, many of the professionals in Ecuador are older than 35, it was a big challenge to find respondents to the survey. Finally, there is only

one question for job satisfaction and that made it difficult to identify which aspect of the work of the professional is affecting positively or negatively in his or her job satisfaction.

Recommendations for future studies

First I highly recommend that there should be more studies base on this one. One of my specific recommendations for future studies is that the researcher takes at least one year to find more respondents to the survey, because for me the small amount of time that I had was a big constraint to find more respondents. Also, the survey that I made for this study should be made to a wider sample, calculated with statistics tools, so that the results can be very representative and definitive. Finally, I recommend that the part of the survey where the professional assess his or her job satisfaction, should be a more detailed survey, so that every aspect of the work can be evaluated separately; this would enable the researcher to identify which aspect of the work are affecting the job satisfaction positively and which ones are affecting negatively.

General summary

Grouping the results of all the professionals I interviewed, I found that no one had coherence between the four elements of the personality and the nature of work. In the category of three elements similar between personality type and nature of work, there were seven professionals, and the majority of them (86%) were satisfied (3/4) with their job, and just one had a low satisfaction (2/4). In the category of two elements similar between the personality type and nature of work there were 18 professionals, and 94% of them were between totally satisfied and satisfied with their job, while only 6% were low satisfied. In the

category of one element similar there were four professionals, all of them were between totally satisfied and satisfied with their job. While in the category of no equal elements, there was one professional who was satisfied with his job (3/4). All this data cannot allow me to confirm or discard if the coherence between personality type and nature of work affects job satisfaction, and if so to what extent.

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ANNEX A: JOURNALISTS MBTI

		Average of all journalists							
		MBTI							
# Journalists		E	I	S	N	T	F	J	P
MEN	1	1			1		1	1	
	2		1		1	1		1	
	3		1		1	1		1	
	4		1		1	1		1	
	5	1			1	1		1	
	Subtotal		2	3	0	5	4	1	5
Average		INTJ							
WOMEN	6	1		1			1	1	
	7		1		1	1		1	
	8	1		1			1	1	
	9	1			1		1	1	
	10	1			1		1	1	
	Subtotal		4	1	2	3	1	4	5
Average		ENFJ							
TOTAL		6	4	2	8	5	5	10	0
AVERAGE		EN(T/F)J							

ANNEX B: JOURNALISTS NATURE OF WORK

		Average of all journalists							
		Nature of Work							
# Journalists		E	I	S	N	T	F	J	P
MEN	1	1			1				
	2	1		1			1	1	
	3	1			1	1			1
	4				1			1	
	5	1			1		1		
	Subtotal		4	0	1	4	1	2	2
Average		ENFJ							
WOMEN	6		1	1		1		1	
	7	1			1	1			
	8	1		1		1		1	
	9	1		1		1		1	
	10	1			1			1	
	Subtotal		4	1	3	2	4	0	4
Average		ESTJ							
TOTAL		8	1	4	6	5	2	6	1
AVERAGE		ENTJ							

ANNEX C: JOURNALISTS JOB SATISFACTION

		Average of all journalists	
		# journalist	Job Satisfaction Level
Men	1		3/4
	2		4/4
	3		3/4
	4		4/4
	5		3/4
	Subtotal		
Average			Satisfied
Woman	6		3/4
	7		3/4
	8		3/4
	9		4/4
	10		4/4
	Subtotal		
Average			Satisfied
TOTAL			3.4/4
AVERAGE			Satisfied

ANNEX D: JOURNALISTS COHERENCE & JOB SATISFACTION

Journalist Men				
# journalist	Comparison		Coherence	Job Satisfaction
1	Nature of Work	EN??	2/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	44% 62% 12% 67%		
2	Nature of Work	ESFJ	1/4	3/4 Satisfied
	MTBI	INTJ		
	MBTI Percentage	56% 38% 38% 22%		
3	Nature of Work	ENTP	2/4	3/4 Satisfied
	MTBI	INTJ		
	MBTI Percentage	33% 25% 50% 22%		
4	Nature of Work	?N?J	2/4	4/4 Totally Satisfied
	MTBI	INTJ		
	MBTI Percentage	56% 38% 38% 11%		
5	Nature of Work	ENF?	2/4	4/4 Totally Satisfied
	MTBI	ENTJ		
	MBTI Percentage	11% 75% 50% 33%		
Journalist Women				
# journalist	Comparison		Coherence	Job Satisfaction
1	Nature of Work	ISTJ	2/4	3/4 Satisfied
	MTBI	ESFJ		
	MBTI Percentage	1% 12% 12% 278%		
2	Nature of Work	ENT?	2/4	4/4 Totally Satisfied
	MTBI	INTJ		
	MBTI Percentage	6% 69% 31% 61%		
3	Nature of Work	ESTJ	3/4	3/4 Satisfied
	MTBI	ESFJ		
	MBTI Percentage	67% 12% 25% 33%		
4	Nature of Work	ESTJ	2/4	4/4 Totally Satisfied
	MTBI	ENFJ		
	MBTI Percentage	67% 38% 25% 67%		
5	Nature of Work	EN?J	3/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	22% 38% 62% 44%		

ANNEX E: GRAPHIC DESIGNERS MBTI

		Average of all graphic designers							
		MBTI							
# designer		E	I	S	N	T	F	J	P
MEN	1		1		1		1	1	
	2		1		1	1		1	
	3	1			1		1		1
	4		1		1	1		1	
	5	1			1	1		1	
	Subtotal		2	3	0	5	3	2	4
Average		INTJ							
WOMEN	6	1			1		1	1	
	7	1			1		1	1	
	8	1		1			1	1	
	9	1			1		1	1	
	10	1			1		1	1	
	Subtotal		5	0	1	4	0	5	5
Average		ENFJ							
TOTAL		7	3	1	9	3	7	9	1
AVERAGE		ENFJ							

ANNEX F: GRAPHIC DESIGNERS NATURE OF WORK

		Average of all graphic designers							
		Nature of Work							
# designer		E	I	S	N	T	F	J	P
MEN	1	1			1		1		1
	2	1			1		1		1
	3		1		1	1			1
	4	1			1		1	1	
	5	1		1				1	
	Subtotal	4	1	1	4	1	3	2	3
Average	ENFP								
WOMEN	6	1			1		1		1
	7				1	1			
	8	1			1		1		1
	9	1					1	1	
	10	1		1		1		1	
	Subtotal	4	0	1	3	2	3	2	2
Average	ENF(J/P)								
TOTAL	8	1	2	7	3	6	4	5	
AVERAGE	ENFP								

ANNEX G: GRAPHIC DESIGNERS JOB SATISFACTION

		Average of all graphic designers	
		# designer	Job Satisfaction Level
Men	1		3/4
	2		3/4
	3		3/4
	4		7/4
	5		7/4
	Subtotal		2.6/4
	Average		Low Satisfied
Woman	6		3/4
	7		3/4
	8		3/4
	9		2/4
	10		4/4
	Subtotal		3/4
	Average		Satisfied
TOTAL			2.8/4
AVERAGE			Low Satisfied

ANNEX H: GRAPHIC DESIGNERS COHERENCE & JOB SATISFACTION

Men Graphic Designers				
# designer	Comparison		Coherence	Job Satisfaction
1	Nature of Work	ENFP	2/4	3/4 Satisfied
	MTBI	INFJ		
	MBTI Percentage	11% 50% 38% 56%		
2	Nature of Work	ENFP	1/4	3/4 Satisfied
	MTBI	INTJ		
	MBTI Percentage	33% 62% 19% 56%		
3	Nature of Work	ENFJ	2/4	2/4 Low Satisfied
	MTBI	INTJ		
	MBTI Percentage	22% 50% 1% 44%		
4	Nature of Work	INTP	2/4	3/4 Satisfecho
	MTBI	ENFP		
	MBTI Percentage	22% 25% 12% 44%		
5	Nature of Work	ES?J	2/4	2/4 Low Satisfied
	MTBI	ENTJ		
	MBTI Percentage	67% 38% 1% 56%		
Women Graphic Designers				
# designer	Comparison		Coherence	Job Satisfaction
1	Nature of Work	ENFP	3/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	1% 38% 25% 44%		
2	Nature of Work	?NT?	1/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	11% 12% 25% 22%		
3	Nature of Work	ENFP	2/4	3/4 Satisfied
	MTBI	ESFJ		
	MBTI Percentage	44% 1% 75% 44%		
4	Nature of Work	E?FJ	3/4	2/4 Low Satisfied
	MTBI	ENFJ		
	MBTI Percentage	44% 25% 25% 44%		
5	Nature of Work	ESTJ	2/4	4/4 Totally Satisfied
	MTBI	ENFJ		
	MBTI Percentage	1% 12% 12% 89%		

ANNEX I: SCHOOLTEACHERS MBTI

		Average of all school teachers							
		MBTI							
# teacher		E	I	S	N	T	F	J	P
MEN	1	1		1			1	1	
	2	1			1	1		1	
	3		1		1		1	1	
	4	1		1		1		1	
	5	1		1			1	1	
	Subtotal		4	1	3	2	2	3	5
Average		ESFJ							
WOMEN	6	1			1		1	1	
	7	1			1		1	1	
	8	1		1			1	1	
	9	1			1		1	1	
	10		1		1	1		1	
	Subtotal		4	1	1	4	1	4	5
Average		ENFJ							
TOTAL		8	2	4	6	3	7	10	0
AVERAGE		ENFJ							

ANNEX J: SCHOOLTEACHERS NATURE OF WORK

		Average of all school teachers							
		Nature of Work							
# teacher		E	I	S	N	T	F	J	P
MEN	1	1		1		1			
	2	1		1			1		1
	3	1				1			1
	4	1		1				1	
	5	1		1			1	1	
	Subtotal	5	0	4	0	2	2	2	2
Average	ES??								
WOMEN	6	1		1			1		
	7	1			1		1		
	8	1		1		1		1	
	9		1	1			1	1	
	10	1		1		1		1	
	Subtotal	4	1	4	1	2	3	3	0
Average	ESFJ								
TOTAL	9	1	8	1	4	5	5	2	
AVERAGE	ESFJ								

ANNEX K: SCHOOLTEACHERS JOB SATISFACTION

		Average of all school teachers	
		# teacher	Job Satisfaction Level
Men	1		3/4
	2		4/4
	3		3/4
	4		3/4
	5		3/4
	Subtotal		3.2/4
	Average		Satisfied
Woman	6		3/4
	7		3/4
	8		3/4
	9		4/4
	10		3/4
	Subtotal		3.2/4
	Average		Satisfied
TOTAL			3.2/4
AVERAGE			Satisfied

ANNEX L: SCHOOLTEACHERS COHERENCE & JOB SATISFACTION

Men Schoolteachers				
# teacher	Comparison		Coherence	Job Satisfaction
1	Nature of Work	EST?	2/4	3/4 Satisfied
	MTBI	ESFJ		
	MBTI Percentage	44% 50% 38% 33%		
2	Nature of Work	ESFP	1/4	4/4 Totally Satisfied
	MTBI	ENTJ		
	MBTI Percentage	56% 12% 1% 36%		
3	Nature of Work	E?TP	0/4	3/4 Satisfied
	MTBI	INFJ		
	MBTI Percentage	22% 62% 12% 33%		
4	Nature of Work	ES?J	2/4	3/4 Satisfied
	MTBI	ISTJ		
	MBTI Percentage	22% 12% 50% 67%		
5	Nature of Work	ESFJ	3/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	1% 25% 6% 1%		
Women Schoolteachers				
# teacher	Comparison		Coherence	Job Satisfaction
1	Nature of Work	ESF?	2/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	33% 62% 62% 89%		
2	Nature of Work	ENF?	3/4	3/4 Satisfied
	MTBI	ENFJ		
	MBTI Percentage	89% 25% 12% 39%		
3	Nature of Work	ESTJ	3/4	3/4 Satisfied
	MTBI	ESFJ		
	MBTI Percentage	11% 1% 38% 33%		
4	Nature of Work	ISFJ	2/4	4/4 Totally Satisfied
	MTBI	ENFJ		
	MBTI Percentage	22% 12% 38% 56%		
5	Nature of Work	ESTJ	2/4	3/4 Satisfied
	MTBI	INTJ		
	MBTI Percentage	67% 56% 12% 78%		