MANAGERS' PERSONALITY PREFERENCES, MANAGERIAL STYLES AND EMPLOYEE SATISFACTION OF MULTI-NATIONAL COMPANIES: AN INPUT TO HUMAN RESOURCE STRATEGIC PLAN

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Abstract

This study determined the relationships that exist among managers' personality preferences, management styles, and employees' job satisfaction level. The study employed the descriptive-correlational method of research specifically the survey. The data were gathered through the questionnaires. It served as a survey tool to draw facts about managers' personality preferences, management styles and employee's level of job satisfaction. The respondents of the study were the managers from multi-national companies in the Province of Laguna. The researcher utilized the total enumeration of the respondents. They were composed of 65 managers and employees respectively. The study utilized two standardized test to measure the variables of the study. The null hypothesis stating that there is no significant relationship between the managers' personality preferences and employee's job satisfaction is rejected. Similarly, the null hypothesis stating that there is no significant relationship between the managers' management styles and employee's job satisfaction is also rejected.

Keywords

Job Satisfaction, Management Styles, Personality, Managers, Employees

1. Introduction

Research has demonstrated, to some degree, statistical associations between leadership styles and employee job satisfaction levels. Emery and Barker (2007) reviewed this association, and found that employees managed under a transformational leadership style displayed higher levels of job satisfaction, against associated factors such as charisma and intellectual stimulation. Conversely, employees managed under a transactional leadership style, displayed higher levels of job dissatisfaction, against associated factors such as management by exception (Loganathan, 2013).

In recent decades, the psychological satisfaction with the usefulness feeling in job positions attracted the attention of sociologist and psychologists. By the time, several related psychological and social factors also considered and surveyed to recognize the best ways for enhancing organizational functions. Based on Taylor's ideas called Taylorism, Hawthorn stated that with quality measurements, "it is not possible to access higher quality of work. Resting between working hours, providing sanitary expenses, paying attention to the healthy workforce, correcting the worker-worker (employee - employee), and worker-employer (employee-head) relation, and improving work environmental condition where work as a web factor is affected" (Emadi, 2015; Abedi, et. al. 2016).

Job satisfaction acquires significance for the purpose of maximization of human resource potential. There are important reasons why the researchers should pay more attention to job satisfaction. First, the staffs deserve to be treated fairly and with respect. Job satisfaction can be considered as an indicator of emotional well-being or physiological health. The second reason is that job satisfaction can lead to behavior of employees that affects organizational functioning. It can be a reflection of organizational functioning. Low job satisfaction is more likely to provide inferior services. According to other studies, job satisfaction is related to many factors: Optimal work arrangements; the possibility to participate actively in the decision-making process; effective communication among staff and supervisors; and to be able to express freely one's opinion.

Employee satisfaction as defined by Choi (2006) as a subjective and emotional assessment reaction upon a specific object or experience of a certain phenomenon. In conjunction with this, relationship quality, as defined by Choi (2006), is the accumulated trust and satisfaction in interpersonal and organizational relations. As the quality of workplace

relationships are established, it affects an individual's job satisfaction, strongly influencing commitment or lack thereof to the organization (Choi, 2006).

There have been studies conducted that have shown managerial styles and practices could potentially increase the employee satisfaction of an organization, with efforts to decrease turnover (Babin, B.J. & Boles, J. 1996; Isaac, R.G., Pitt, D.C. & Zerbe, W.J. 2001 - Lim, 2010; Ayres, 2014).

1.1 Research Objectives

The study determined the relationships that exist among managers' personality preferences, management styles, and employees' job satisfaction level.

Specifically, it sought to answer the following:

1. What are the mean values of the personality preferences of the managers in terms of:

    1.1 Openness to Experience

    1.2 Conscientiousness

    1.3 Extroversion

    1.4 Agreeableness

    1.5 Neuroticism

2. What are the mean values of the management styles of the managers in terms of:

    2.1 Visioning

    2.2 Selling

    2.3 Managing

3. Is there a significant relationship between managers' personality preferences and employee's job satisfaction?

4. Is there a significant relationship between the managers' management styles and employee's job satisfaction?

1.2 Scope of Study

This study covered managers and employees of selected multinational fast food chains in the Province of Laguna, Philippines, as respondents. They were purposively selected to perform in the conduct of this study.

1.3 Gap Identification

There is a limited number of literature which describes the Managers' personality preferences, management styles and their employees' job satisfaction level. Hence, this study

fills in this limitation. The findings of the study adds to the body of knowledge necessary in sustaining a research – based society.

2. Methodology

The study employed the descriptive-correlational method of research specifically the survey. The descriptive type of research is appropriate for gathering information about existing condition. According to Susan E. Wyse (2012), surveys are useful in describing the characteristics of a large population. No other research method can provide this broad capability, which ensures a more accurate sample to gather targeted results in which to draw conclusions and make important decisions. Researchers as stated by Wyse (2012), devised their own questionnaire and that people can answer these questionnaires even having without the researcher having to be present.

Therefore, to be able to gather data from the respondents the questionnaires were used as a survey tool to draw facts about managers' personality preferences, management styles and employee's level of job satisfaction.

2.1 Respondents of the Study

The respondents of the study were the managers from multi-national companies composed of Kentucky Fried Chicken, Jollibee Foods Incorporation, McDonalds and Pizza Hut in the Province of Laguna. The researcher utilized the total enumeration of the respondents. The respondents of the study were composed of 65 managers and employees respectively.

2.2 Research Instrument

The study utilized two standardized test to measure the variables of the study. First, the questionnaire used was for the manager-respondents personality preferences through the Big Five Inventory (BIF) constructed by John & Srivastava (1999). The BFI is a self-report inventory is designed to measure the Big Five dimensions based from its 44 statements, while their management styles will be assessed through the Survey of Management Styles by James Clawson and Pear Gail (2008).

In terms of consent to utilize the approval of the questionnaires from proponents, this were done through E-Mail. Second, the employee's job satisfaction were assessed through the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England and Lofquist (1967). Vocational Psychology Research (VPR) makes available the said instrument in its website. It allows the instrument to be used for research or clinical work free of charge and

without written consent, provided that the researcher acknowledges VPR, University of Minnesota as the source of the reproduced material. The MSQ is designed to measure an employee's job satisfaction.

Both of the managers' and employees' questionnaires were ask for their profile in terms of age, sex, name of company employer and length of service.

2.3 Statistical Treatment of Data

The gathered data from this study were treated statistically analyzed and interpreted. Frequency and percentage distribution were used to describe the profile of the respondents in terms of age, sex, name of company employer and length of service.

Weighted mean was utilized in the analysis and interpretation of the manager-respondents' personality preferences, management styles and employee's job satisfaction. To test the correlation among variables the Pearson r was utilized.

3. Results and Discussions

3.1 Summary of Findings

The following are the salient findings of this study.

1. The managers are open to new experiences with an overall mean of 3.96 (SD = 0.48). They are imaginative, liberal in values, curious in nature, emotionally differentiated, and behaviorally flexible. They have a high tendency to deal with ambiguous dilemmas accompanied by high intellectual capacity, enable open people to achieve higher efficiency.

2. The managers are conscientious people with an overall mean of 3.83 (SD = 0.44). Discipline, order, and reliability are the virtues of these conscientious people. These managers are self-disciplined, responsible, punctual, purposeful, reliable, and dependable.

3. The managers are also extravert people with an overall mean of 3.93 (SD = 0.50). They are talkative, high spirited, ambitious, and assertive individuals, who spend a lot of time in social activities.

4. The managers exhibit agreeableness with an overall mean of 3.98 (SD = 0.98). They have shown kindness, altruism, sympathy, and trust.

5. The managers are sometimes neurotic with an overall mean of 3.67 (SD = 0.59). Neurotic managers are worried, anxious and emotionally unstable. Individuals' susceptibility to negative emotions such as anger, stress, guilt, anxiety, and fear reflects their level of

emotional stability. In other words, emotionally stable managers tend to be more secure, confident, and capable of handling stressful situations.

6. Effective managers adopt a range of styles, according to the situation, which cover a wide spectrum from autocratic through to empowerment. Managers, therefore, choose how much direction and freedom to give others in any particular situation. The management style of managers is effective in the proper guidance of staff towards the organizational objectives. Using the best management or leadership style and factors affecting it will lead to increase of the effectiveness and efficiency of the staff and systems. With an overall mean score of 4.99 (SD = 0.51) and with a verbal description of "moderately agree".

7. With an overall mean score of 4.08 (SD = 0.40), the employees are generally satisfied with their work. It depicts that employees are happy, and feel satisfied and fulfilled of their desires, needs and wants at work. It further imply a high level of employee motivation, employee goal accomplishment, and positive employee morale in the workplace. The workers reported contentment with their organization and their daily duties and responsibilities. They have the sense of achievement and success that they feel with their daily work routine.

8. Among the five manager's personality traits or preferences, openness, conscientiousness, extraversion, and agreeableness are found to have a positive and significant relationship with employee's job satisfaction (r = 0.244 – 0.499; p < .05). It means that as the managers demonstrate these four positive personality traits, the more satisfied the employees are. Meanwhile, neuroticism revealed a negative and significant relationship with employee's job satisfaction. It suggests that as the managers demonstrate emotional stability, the more positive level of satisfaction among employees is being realized.

9. There is a positive and significant relationship between management style and job satisfaction. Employee satisfaction is a subjective and emotional assessment reaction upon a specific object or experience of a certain phenomenon. In conjunction with this, relationship quality is the accumulated trust and satisfaction in interpersonal and organizational relations. As the quality of workplace relationships are established, it effects an individual's job satisfaction, strongly influencing commitment or lack thereof to the organization.

4. Conclusions and Recommendations

4.1 Conclusions

Based on the findings of the study, the following conclusions were drawn:

The null hypothesis stating that there is no significant relationship between the managers' personality preferences and employees' job satisfaction is rejected. Similarly, the null hypothesis stating that there is no significant relationship between the managers' management styles and employee's job satisfaction is also rejected.

4.2 Recommendations

Based on the conclusions drawn from the study, the following suggestions are offered:

1. Due to the sample size of only 65 employees and managers participating in the study, this is not enough to accurately generalize the findings for all companies in the Philippines. Therefore, a bigger sample can aid future researchers to feel confident about making accurate generalization of their research.

2. The second suggestion is for future researchers to see if this study is applicable to all business sectors. They may conduct the same research on employees and managers in different industries.

3. Future studies could include a preset definition of job satisfaction in order to minimize possible skewed retrospection and see if the findings differ.

4. Finally, the author encourages future researchers to explore other traits and attributes not covered in the study.

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