**CHAPTER V**

**CONCLUSION, FINDINGS, AND RECOMMENDATIONS**

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CHAPTER V
CONCLUSION, FINDINGS, AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter five includes the sequence of the study; the purpose and objectives investigated, the methodology used, and the results obtained. The discussion of the findings and their significances were presented. Then, it highlights the value of the study and states the recommendations.

5.2 CONCLUSION

The study is brought to its conclusion by first considering of its main purpose. A total of (72) profiles were obtained of middle, senior, and top management (who have spent at least two years in their current job) of 72 selected organizations from private sector varied and had representation from services, trading, and industry in Republic of Yemen.

In this study, the literature review, survey and analytical review indicated the importance of personality types of leaders for the organizations' performance and success with more emphasizing on the concepts. The literature remarkably underlines the significance of relationship between leadership personality type and organizational character. This significance empirically has been investigated.

The literature facilitated the research design and methodology in which two questionnaires were used. The Myers-Briggs Type indicator (MBTI®) was used to examine the leaders' personality types and the Organizational Character
Index (OCI) was used to examine the character of organizations. Reliability and validity of both tools were verified.

Data analysis was carried out through SPSS Statistics V21.0 using descriptive statistical tests: frequencies, $\chi^2$ test, t-test, Pearson correlation, and Spearman correlation.

The main findings of the study showed that (92%) of the leaders are Judging (J) while (79%) of organizations were Perceiving (P).

The most frequently represented leaders' personality types were the ESTJ (48.61%), ENTJ (13.88%), ISTJ (12.5%), and ISFJ (6.94%), while the most four frequently represented organizational characters amongst selected organizations were ENTP (16.66%), ISTP (15.27%), ESTP (12.5%), and INTP (11.11%)

The main findings of the study also showed that (70.83%) of the leaders were Sensing- Judging (SJ) temperament and the less presented temperament was Sensing - Perceiving (SP) (2.77%), while more organizations in the study have more Sensing - Perceiving (SP) temperament with (40.27%) and the less presented temperament was Intuition -Feeling (NF) (12.49%)

The quantitative research validated the hypotheses. Pearson's correlation between the four dichotomies of leaders and the four dichotomies of organizations reported no correlation as the p-value for all preferences >0.05. T-Test Analysis Sig. values have been .000 which is <0.05, indicating the statistical significance between the four dichotomies except the difference between Perceiving (P) preference of leaders and organizations which was not significant as the p-value (0.229) > 0.05.
The statistical analysis of data reported to have neither significant
correlation nor statistical significance between the 16 personality types of
leaders and the 16 characters of organizations as their p-values are greater than
0.05 (p-values > 0.05). The correlation has shown a very low negative linear
correlation (rs = -.029). Also it has no statistical significance as the p-value
(0.812) > 0.05. (Chi= 161.300a; P = .327 > 0.05).

Also, the statistical analysis of the data reported to have neither
significant correlation nor statistical significance relationship between the four
temperaments of leaders and the four temperaments organizations as their p-
values are greater than 0.05 (p-values > 0.05). The correlation coefficient
reported to a very low negative linear associations (rs = -.253), and has no
statistical significance as the p-value (Chi= 14.516a; P = (.105) > 0.05).

5.3 DISCUSSION OF THE STUDY MAIN FINDINGS

The results of the study were surprising as they did not support the prior
expectations related to the impact of leaders' type in forming the organization's
character. The results reveal that there is a critical gap between personality of
leaders and the character of their organizations. In other words, there is an un-
fit between the personality of leader and the character of his organization. The
leader does not express the needs and attributes of his organization. This study
uses the (MBTI®) Tool and (OCI) to bridge the gap between Leadership
personality type and organizational character.

Thus, in studying the previous results, it could be concluded that:

1. The most majority of Yemeni leaders indicated a preference Judgment
   attitude (92%) who preferred to employ this attitude. Judging leaders prefer
things to be planned, scheduled, and structured. They prefer coming to an end and reaching decisions. This can be justified as there is a need for leaders to have their goals and timings for achieving them. Judgers prefer order higher than Perceivers. Perceivers prefer change higher than Judgers. Judgers take decisions even sometimes they cost them a lot to keep themselves in the market and to adjust with the unstable situations in Yemen for so many years. But this will not be good forever, as they will not be able to have enough flexibility in achieving these plans and goals.

The most majority of organizations indicated a preference for Perceiving (79%). Perceiving organization is described as an agent of change and flexibility to adjust with the market and stakeholders' requirements. This is because the perceiving organizations prefer flexibility, changeable environment, gathering additional information, studying markets to meet the clients and customers' needs in innovative ways. Perceiving organizations (P) like to keep their options open. They are uncomfortable with long term planning. However, they are good at gathering intelligence but may be weak on making decisions. They leave things vague and undefined and this could cost them a lot.

2. The second majority of the leaders and organizations was Thinking function (T) (82%) for leaders and (69%) for organizations. The majority of leaders and organizations prefer making their decisions and solving problems in logically, an objective, analytical process. This results into such kind of harmony between the preference of the leader and his organization. However, leaders and organizations have to consider developing the Feeling (F) function which was represented by (18%) in leaders and (31%) in
organizations. The lack of Feeling (F) representation in the leadership impacts increasingly complex organization structures adversely because of internal harmony and relationships, lack of people skills, fear, and ego. Thinkers prefer dominance higher than Feelers. Feelers prefer kindness higher than Thinkers.

3. Sensing preference (S) represent (75%) of leaders. Sensing leaders focus on their past experience and miss the sight of the future. They are resistant to change and adoption of new procedures and ideas which make big difference in their organizations. Whereas the third majority of the organizations' character prefer Sensing attitude (S) (56%).

Leaders represented in this study preferred Sensing. This justifies the traditional leadership style of Yemeni leaders. Leaders have to develop their leadership approach toward the strategic or visionary leadership by developing the Sensing preference towards the Intuition, to change their positions from junior to senior specially that the most percentage of leaders represented in this study (33%) are seniors who have many years of experience in their positions.

4. Extraversion (E) leaders represent (67%) of the study sample. They direct their energy outward and take the initiative in both their work and relationship. This will help leaders to focus on their clients and markets which in turns help them in achieving their goals in increasing their organizations' revenue and market share. "Introverts spend significantly more time than Extraverts conducting “heads down” work, while Extraverts spend significantly more time doing work in open areas" (Schaubhut, Thompson, & O’Hara, 2008). Again, Reynierse (1993) found that (E)
preferences are represented at all management levels. Whereas the last one for organizations' character was Introversion (53%). They are primarily oriented inwardly toward their own internal core competencies or leadership values, technology, and culture or the dreams of their leader.

5. For the total sample, the most majority temperament of Yemeni leaders’ personality types was Sensing-Judging (SJ) with (71%). The (SJ) leaders are described as traditionalists and motivated by duty and responsibility. The guardians Sensing-Judging (SJ) prefer stability, job security, structure, schedules, and achieving tasks. They lose the sight of the future of the organizations they lead. They are absorbed of daily routine and fill their schedules with small details and sometimes unnecessary things that could be done by his employees. This justifies why the most frequently represented leaders’ types amongst were (SJ) types amongst leaders from the sample. Leaders who prefer preferences Sensing, Thinking, and Judgment (STJs) are administrative leaders (Walck, 1997).

While this study reveals that the most personality type of leaders was chiefly (SJ), the dominance of any management type in an organization may not be an ideal or healthy. This could result in the loss of contributions from others. Gardner and Martinko (1996) see this as a critical problem in top management teams which involve strategic thinking and decision making. The appearance of different types in management teams enhances the strength and effectiveness of an organization (Tan and Tiong, 2001).

We have to know that some personality types may be matching some jobs or functions than others. McIntyer & Meloche (1995) found that NTs, SFs and NFs types may be better at customer oriented roles than SJs, while SJs may
be better at routine jobs that involve less task mutuality and teamwork. They prefer supervision and middle management level. Whereas NTs preferred the executive positions (CEOs).

The preponderance of Traditionalists and their penchant for stability in hierarchical structures may not augur for the Yemeni business environment as more architects of change would be required to handle the flux and uncertainty taking place globally. The changing economic and business scenarios all over the world are telling times. Many markets are no longer growing at a rate to sustain profit expectations. In fact many industrial and hi-tech markets are stagnant and others are declining. Global competition is no longer a scattered occurrence. Today it is present or represents an immediate threat in every market of consequence. Excess manufacturing capacity plagues every significant market, and the scramble to utilize the capacity has created more prices cutting than ever before.

Moreover, exploding technology has shortened product and process life cycles and greatly increased the risk of pay-back on the development investment that must be made simply to keep pace. Profit margins are declining at the same time requirements for new products and process improvements are increasing and until costs of serving markets are trending upward. The preceding turbulence is not alien to Yemen, the country having recently emerged from a deep recession. The many problems of Yemeni organizations and the need to approach the familiar in a new way can be gleaned from the open admissions and exhortations of their leaders. Private sector organizations have to experience the fundamental requirements to adapt and respond to this global turbulence. They also hard themselves hard put to respond accordingly.
Therefore, there is a need for more composite balance among the four character temperaments, i.e. the SJ, NT, SP and NF so that organizational navigation can benefit from a synthesis of attributes. If a preponderance of leaders in management are too much steeped in the preservation traditions as to what worked in the past will continue to work, as opposed to what must be done to make it work in the future, directions for tomorrow would falter.

The SJ leaders have in the past worked will for gargantuan organizations standardized in functions that services new and insatiable markets that consumed anything mass production could churn out with its attendant mass service, economic batch quantities etc. Strategy, adaptability, flexibility, and innovation is the new credo and in the vogue of management terminology. It is a Japanese success story of a combination of strategy, team work emphasizes, and adaptability alongside unwavering perseverance and operational precision that appears to be a model for the world.

The most U.S. organizations over 70% of all U.S. managers and leaders prefer either the ST or NT cognitive function. The absence of the Feeling preference will have its impact on the balance of taken decisions (Haley, 1997). Therefore, organizations with ST and NT preferences will be very focused on hard data, and its logical analysis in the decision making process, rather than on people, relationships, and possibilities.

6. The smaller percentage of NT personalities would be a good input that would help establish new business directions for organizations in Yemen. Should this emerging sub-culture be allowed to nature alongside the dominant SJ traditional culture, a healthy balance between creative strategy and operational efficiency can still be struck. The many business
experiences in the last years in Yemeni economic history provide invaluable lessons for organizations and in particular their leaders.

As a result of competitive businesses, organizations need NTs leaders to develop strategies and business models, and adopt change and innovation in their organizations. NTs leaders early predict changes and create suitable environment for employees and team members to understand and meet the requirements of these changes easily and successfully. This will give an organization the capability to fulfill its dream and reach its destiny.

There is a need to invest in training to develop the leaders' less preferences towards the organizational character. This will help organizations to adopt themselves with changeable circumstances and environment and draw their ambitious and flexible strategy to achieve their vision and missions.

NTs may lead organization to success and desired future. Bloom and Van Reenen (2007) studied the performance of 732 manufacturing firms in the United States, Great Britain, France, and Germany and found that the more profit-making companies enhanced operations through continuous improvement, setting clear performance goals, monitoring and reviewing performance, and aligning motivations with performance.

7. The most majority temperament of Yemeni organizations was Sensing-Perceivers (SP) with (40.27%). This is due to the changing circumstances and unstable situation in Yemen. This also justify why the most frequently represented organization characters amongst selected organizations were The ENTP (16.66%), ESTP (12.5%), ISTP (15.27%) and INTP (11.11%) characters. Typically such organizations are at their best in crises, are likely to have lots of short-term projects going on at the same time. They are likely
to be based on a dream as they have a big-picture, future focus on the marketplace.

8. The study also showed that (6.94%) of the Yemeni leaders and (12.49%) of organizations were Intuitive-Feelers (NF) temperament who preferred to trust their human sentiment and feelings for the purposes of judgment and decision making. However, leaders as well as organizations represented in this study sample have to take their human resources and the external customers seriously and emphasize teamwork, cooperation, and contribution. There is evidence that leaders with preferences for Sensing and Feeling SF prefer a more participative leadership style than those who prefer NT (Walck, 1997). NF leaders are less interested in careers that require an impersonal and technical approach to things and factual data, they are often found in careers like health care that require communication skills, a focus on the abstract, and an understanding of others (Martin, 1997).

9. It was surprising that the most common character in organizations (ENTP) was not represented in the leaders’ types. ENTPs organizations are energized with market, visionary, creative, focus on ideas and concrete concepts, value objectivity and competence more than subjectivity and emotions. They are adaptive and keep options spontaneously opened. They are typically unconventional, resourceful, and analytical. They like challenging and finding new solutions. They are excellent communicators with employees and clients.

   Therefore, organizations need the NTs leaders who can optimize organizations and lead them towards strategic success. NTs leaders are
essentials for any organization looking for continuous improvement and creative environment. However, they need to take a warm and sympathetic approach to helping people (Martin, 1997), and they may ignore the individuals' needs.

10. The other three types of leaders that were not presented in the sample are the ENFJ, ESTP, and ESFP leaders. The absence of these types affects human relationships, flexibility to focus in depth to solve problems and adjust with the organizational changes and continuous developments.

11. ENFJ was not presented neither in the organizations or leaders in this sample. This is may be due to the small size of the sample.

12. Three personality types of leaders (INFJ, ESFJ and ESTJ) totally matched the characters of their organizations (INFJ, ESFJ and ESTJ). The INFJ alignment was found in service (training and consultation), and ESFJ and ESTJ were found in Trading/Industry. The personality match of leaders and organizations can be beneficial in the development of a climate of high performance. This alignment impacts the performance and adversely affects productivity, profitability, performance, and retention which are the key factors in organizational success.

13. There are many cases that have been found to be similar in three letters. The ESTJ leader personality type is similar to the character of organization in three letters ESTP. In a similar case, the ESTJ leader personality type is similar to the character of organization in three letters ISTJ, ESFJ, and ENTJ. Also, ENFP leader personality type is similar to the character of
organization in three letters ENTP. INTJ leader personality type is similar to the character of organization in three letters INTP. This could be because of the nature of the organization's activity which is trading. INTJ leader personality type is similar to the character of organization in three letters ISTJ. This could be because of the nature of the organization's activity which is trading. ISTJ leader personality type is similar to the character of organization in three letters ISTP. The ENTJ leader personality type is similar to the character of organization in three letters ENTP, Services-Education.

Although these types may look similar in some letters or share some of functions and attitudes, their dominant and auxiliary functions differ and impact observable behaviors (see chapter two (2.4.4). An individual's dominant function is the focus of energy and attention, and therefore is usually seen in a stronger more pronounced form than an auxiliary function not everyone uses the four functions in the same way, gets the same energy from them, or uses them equally (Fitzgerald & Kirby, 1997).

The dominant function is the most preferred, first developed, most relied upon and trusted. The auxiliary function is the second most preferred and provides balance to the dominant function. The tertiary function is the third to develop and be used, while the inferior function is normally the least used and developed of the four and may remain in an individual's sub-conscious (Quenk, 2002).

The two middle letters of each type are the dominant and auxiliary functions for that type (Fitzgerald & Kirby, 1997). For every type, one of the two functions will be used primarily in the external world, the other in the
internal world. For example, although ISTJs and ESTJs have in common a sensing, thinking, judging preference, the leading function of ISTJs is Introverted Sensing (inwardly) while the leading function of ESTJs is Extraverted Thinking (outwardly).

Introverted Sensors first process information internally and tend to be quite confident about the accuracy of their sensing perception. The first letter of the type (which is either E or I) is considered the main factor in determining leading function (between the second and third letters). So whether the personality is Extravert or Introvert (the 1st letter E or I), it is determining dominant function (the 2nd or 3rd letters).

So, although types may share the same functions and attitudes, their dominant and auxiliary functions differ and impact observable behaviors. As a result, a person's overall goals in life, including career preferences, tend to be strongly influenced by their dominant function (Fitzgerald & Kirby, 1997). The dominant function is overriding and remains the center of people's identity and functioning throughout their lives (Fitzgerald & Kirby, 1997).

However, the least function (fourth one) has a particular importance in understanding oneself and others (Fitzgeral & Kirby, 1997). The tertiary and inferior functions are generally less developed and less conscious than the dominant and auxiliary functions. Therefore if individuals are in an environment that requires skills related to these functions they can be developed although they will remain the least preferred.

In leadership development, an awareness of dominant and inferior functions helps individuals with their leadership identity, with skill development including communication and teambuilding, and with strategies
to leverage dominant functions and overcome or compensate for perceived blind-spots.

5.4 VALUE AND CONTRIBUTION OF THE STUDY

This study contributes for a number of interested parties:

Academicians and Psychologists

- The findings of this study will contribute to the knowledge of personality types and organizational character. Those who are specialists in personality and organization development assessment will have benefit from the findings and recommendations of this study.

- The study presents fruitful information for academicians and psychologists who want to know about personality types of Yemeni leaders and character of Yemeni organizations. It allows comparing its results with other results of the general population.

Researchers

- This study was successful in elaborating further an area of study. A new concept was introduced for selecting leaders based on the need for successful organization and based on what has been extracted from the literature review. Personality type of leadership has an important impact on organizational character. The degree of matching and harmony between type and character influences both the leadership effectiveness and organizational development.
The study did provide some interesting results which investigators may wish to pursue. Future research should consider the importance of leader's types on organization's business and its success.

Leaders

The findings indicated that the MBTI did provide a better framework for predicting leader's preferences and personality type. Being aware of one’s own personality and knowing one’s weaknesses and strengths can help organizations find personnel that is best suited for the organization, and those that would be happiest in the organization. Being able to predict who will be happiest in the organization can also reduce turnover rates within the organization. Also, the OCI did provide a better framework for predicting organizations' preferences and organizational character. Who we are is how we lead, and there are significant research opportunities for exploring the relationship between leadership personality types using Myers Briggs Type Indicator (MBTI) and the Organizational Character Index (OCI).

Leaders can use these findings in enhancing communication, strategic thinking, developing employees, forming teams, and creating innovative environment. Nearly all these areas participants are identified as critical to successful leadership. Understanding the leadership personality type and character of organization, helps leader to be effective in motivating and influencing his people towards achieving the vision and inspiring them taking initiative and achieving
the desired goals. Increasing Leaders' effectiveness in these areas could strengthen their abilities as a high-performing leader.

- Leaders can use these findings to develop insights into what their executives, peers, and “next levels” may be looking for from them.

- Using MBTI as a framework for understanding leadership personality types, along with OCI as an organizational development instrument, will help leader to:
  - obtain a more differentiated view of their natural strengths and blind-spots and will contribute to a growing and successful future for their organizations.
  - understand h/her preferences and behaviors and identifies the strategies and tools for interacting and building relationships with those whose preferences differ from their own (Fitzgerald & Kirby, 1997).
  - Encourage his individuals to take responsibility for understanding and dealing with personality differences, and helps individuals learn to interact with diverse personalities in increasingly skillful ways (Fitzgerald, 1997).
  - help managers in organizations increase their own self-insight, it also helps them understand individual differences, improve teamwork, and solve organizational problems(Hirsh & Kummerow ,1990).
Human Resources Management (HRM)

Specialists and practitioners of MBTI and OCI in Human Resource management may apply cautiously the findings of this study in organizations especially in personnel selection, personnel training, management development, succession planning, leadership initiatives, team building, development program design, and assessment for organizational character.

Businessmen

- This study provides the Yemeni businessmen with useful tools for improving their personality types and characters of their organizations. It starts by knowing their types and their organizations characters. This understanding will help them to discover their strengths that might enhance their leadership effectiveness and blind-spots that might limit their success.

- This study introduced a theoretical and empirical findings that help Yemeni businessmen to study seriously the new blue oceans (markets) that are opened for them after the joining of Yemen Republic to World Trade Organization (WTO) in last June 2014, and to think again and again that the Yemeni market becomes open as well for other multi-culture organizations after signing this agreement that Yemen becomes a member of WTO which in turn affects their internal market and increase the competitiveness.
They may take advantages of these study findings to evaluate the gap between them and their organizations, to meet the requirements of their organizations and express their characters, and meet their visions and strategic themes. This will help in keeping their clients and increasing their loyalty at the local and international level. This in turns support the national economy and serve the society at all.

![Diagram of utility of the study](image)

Figure 5.5: The utility of the study

### 5.5 RECOMMENDATIONS OF THE STUDY

Based on the study findings, the following recommendations are suggested as a guide to improve the organizational results:

**Recommendations for further research (Future Scope)**

- As this study is the first of its kind to study the personality types of Yemeni leaders and characters of Yemeni organizations, it will be interesting to repeat this study to confirm the results gained from this study.
– The number of participants in this study was not large enough to draw conclusive results and more participation would provide a broader review of the correlation between certain dichotomies in the MBTI and OCI. Future research should include a larger sample and a wider array of directors from both public and private sectors using a random sampling. This will help generalizing the results and increase the value of such a study.

– Also, future research should examine the other factors that have impact in forming the character of organization, such as the history (life cycle), line of business, and other factors.

– Leaders and Organizations need data to be able to review how they are doing. The ability to understand the leadership types and how it affects the running organization is crucial. Awareness competing realities coupled with a conscious attempt to develop our less preferred styles would facilities our centeredness and balance as leaders. This in itself is enough for us to undertake further study on this subject.

– There is a significant need for other studies that could focus on the possibility of developing tools and measure of leaders' selection. This enhances the function of Human Resource in organization.

**Recommendations for Yemeni Organizations' Leaders**

– "Know thyself, then, means separating who you are and who you want to be from what the world thinks you are and wants you to be. The key to development is self-awareness" (Hogan, J., Hogan, R., & Kaiser, R. B. (2010).
– Leaders must recognize their preferences and those of others to allow for varied choices in leadership culture and diversity of market requirements.

– Leaders have to know that there are behavior preferences are most likely to be preferred for specific roles and functions, and therefore, they have to study these preferences and choose the right member for the right function.

– Leaders have to know their strengths and blind-spots to enable them increasing their effectiveness in leading their organization towards success and victory.

– Leaders have to can develop insights into what their executives, peers, and “next levels” may be looking for from them.

– Leaders have to not only makes a crucial paradigm shift but also when doing so, work out an integration that would balance the need to be strategic and effective, with the inclination to be operational and efficient. Token regard for the human element and a superficial recognition of the need to consciously develop human potential will not do in this time and age. The leaders who preferred to trust their human sentiment and feelings for the purposes of judgment and decision making represented a mere 7%. It would seem to appear that these organizations with their attendant structure have an inexorable capacity to reinforce task directedness and the need for hard non-personalized data.

– It is strongly recommended to leaders, HR specialists, and employees to participate in training courses and workshops of the Myers-Briggs Type
Indicator and organizational character index (OCI). Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982).

– Leaders have to distinguish between their needs and goals as individuals and their responsibilities towards organizations as professionals. Leaders have to recognize organizations as living identities. This will help leaders know the differences between their own preferences and their organizations' preferences. Leading from the organization's preferences, can lead the organization according to its preferences and values and help in predicting the organization's expectations and react towards their needs and requirements and for market and stakeholders as well.

– Leaders need to invest in training to develop their preferences towards the organizations' character. Knowing the importance of organizational character might help organizations have added value and gain many advantages in their business. Knowing and harmonizing personality preference of leaders and the character of organizations, enable leader visualize the organizational strategy for its desirable future and lead an organization effectively towards sustainability and success.

Recommendations for HR

*Human Resource professionals and specialists have to consider that:*

– All personality types can be effective leaders, and no personality type is better than the other types in any way. However, it is true that specific functions require some preferences.
Men and women are treated as equal leaders. The previous scoring forms of the MBTI had a difference on the Thinking and Feeling dichotomy for men and women but the new questionnaire (scoring form M) does not recognize any difference between them.

It is not enough for leaders to have knowledge and technical skills but also to know to interact with others and with their organizations depending on their preferences.

Leaders have to develop their less preferred function and make the balance with the dominant function.

Human resources specialists have to be alert to potential type-related blind spots in identifying and developing next generation leaders. This will help Human resources to identify and develop high-potential leaders.

Studying and profiling leaders’ personality types identify the talent and suitable leaders to organizations at all management levels and contributes to undervaluing leaders with differing but potentially valuable leadership capabilities.

Giving attention to training courses and workshops on MBTI and OCI is very important. If one recognizes the importance of the MBTI to individual development, and an organization is made up of individuals; it is logical to assume that an organization can benefit from MBTI and OCI training. Well-conceived and implemented changes will result in effective and competitive organizations only when the people who work in them develop new attitudes and behaviors. When organizations pay attention to people issues
and commit resources to deal effectively with them, they equip themselves to deal with current and ongoing change (Barger & Kirby, 1995).

- The theoretical and empirical analysis of this study and previous studies suggest that human resources specialists may use cautiously the Type Summary obtained from Introduction to Type and careers, A.L.Hammer, 1993, CPP to help them explore career options in their selection and assessment process (see Annexure D).

5.6 SUMMARY

Chapter five includes the conclusion of the study, verification of level of success in achieving the defined proposal attributed by the research questions, aim, and objectives, recommendations, and future research.

At the outset the chapter provided an account on whether the research questions, aims, and objectives of the research have been achieved and how. Value and contribution of the study and recommendations have been made in the light of the findings of the study.

As for limitations of this study, it is true that I have limited my study to private sector organizations. However, the results can be generalized. Leadership personality type and organizational character are a key factor in organization's success or failure either in government or private sectors. The research has provided support of the importance of the fit and harmonized relationship between personality preferences of leaders and character of organizations.