ABSTRACT

Background: The gap between leader’s type and organization’s character plays an important role in an organization's failure. The harmony between leader and his organization makes successful organizations.

Methods: The relationships between personality types of leaders and organizational characters was examined among a simple random sample of middle, senior, and top management (n=127), and of organizations from private sector varied and had representation from trading, services and industry (n=127) chosen from the data base of Yemen Business Club (YBC) in Republic of Yemen.

In this quantitative and descriptive study two tools were used for collecting search data: Myers-Briggs Type Indicator (MBTI®) form M and Organizational Character Index (OCI) based on MBTI. The: 1) eight preferences of leaders and organizations: Introversion (I) vs. Extraversion (E), Sensing (S) vs. Intuition (N), Thinking (T) vs. Feeling (F), Judging (J) vs. Perceiving (P), 2) 16 types of leaders and 16 character of organizations, and 3) four temperaments of leaders and four temperaments of organizations (SJ, NT, NF, SP) were tested.

Results: The majority of Yemeni leaders were scored as Judgment (92%) while their organizations were scored as Perceiving (79%). The study revealed that the most frequently represented personality type of leaders was the ESTJ (48.611%), while the most frequently represented character of organizations was ENTP (16.66%). Findings showed that Yemeni business leaders are
Sensing and Judging types (SJ) (70.833%) while most representative temperament of organizations was SP (40.276%).

The conclusion drawn from the analysis of the data has shown no statistical correlation between the four dichotomies of leaders and the four dichotomies of organizations; and a significant relationship between the four dichotomies of leaders and the eight preferences of organizations except the Perceiving (P) preference of organizations. 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. 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.

**Conclusions:** This study revealed that there a critical gap between the two variables (MBTI) and (OCI) and confirms the need for leaders who express the natural character of their organizations and fit and adjust their preferences according to the preferences of their organizations. This matching will lead to effective and successful leaders and organizations.

This study contributes to the knowledge of leadership's efficiency and the development of organizations and opens the doors widely for future researches. Exploring the relationship between personality types of leaders and organizational Character has many applications in strategic planning, resolving interdepartmental conflict, enhancing communication, developing succession plans, planning and implementing a merger, creating a training and
development plan, leading a major change initiative, managing, organizational transition.

**Keywords:** Leadership, Personality Type, Myers-Briggs Type Indicator (MBTI®), Organizational Character, Organizational Character Index (OCI).