

## **Chapter Five**

### **DISCUSSION**

Table 18 in the result chapter shows the per centage occurrences on each dimension of MBTI types matched with Enneagram types.

The researcher had hypothesized that the Perfectionist types would correlate with ESFP, ENTJ, ISFJ, INTJ of MBTI preferences, but the result confirmed relationship in these cases - with ENTJ, ISFJ and INTJ only.

Achievers were expected to relate with ENTJ, ISTP & ESTP but in the present sample they were correlated with ENTJ and ISTP preferences only.

Questioners were related to ESTP, ISTJ and according to our hypotheses it was expected to relate to ESTP, ENTP, ISTJ and INFP.

INFJ, ENTP and ESFP preferences were expected to relate to Adventurers dimension and the result indicated relationship of adventurers with ESTP and INFJ only.

Hypotheses number 8 related to Asserters was fully accepted as it was related to ISTP and INTP.

#### **Enneagram Types and MBTI Types :**

According to the results of regression analysis, it seems that Peacemakers are likely to go with the Introversion to the extent of 17 per cent while with Extraversion it could be true to the extent of 16 per cent.

Correlations Table 20 shown earlier showed Peacemakers significantly and positively correlated with Introversion and Feeling types and negatively correlated with Extraversion and Thinking types.

The positive correlation between Introversion and Peacemakers is in expected line

as Peacemakers maintain the comfort of neutrality towards anger and conflict. They can not say no to any one. They are inactive, go along with others and follow the program. They find it hard to initiate change. They are lazy about life. They see all sides of a question which overtakes their own agenda. Introverts also share somewhat the same characteristics of focussing more on the inner world and reflect twice before acting. They like to be alone and it is difficult for them to initiate change.

If the Introversion and Peacemakers dimensions merge together in an individual they might have the characteristics of being clear in their thought process, get self sufficient in their decision-making, don't care for the world around them or what others will think about? They will be, moreover disciplined and flexible. The results confirm our hypothesis 27.

Positive correlation was obtained between Peacemakers and Feeling dimension of MBTI. Since both are likely to have similar qualities of being warm and compassionate, being caring and concerned about others, pleasant, generous and open-minded, both do not go into the logical consequences of the action and are more interested in people and their feelings. So, their being positively and significantly correlated confirming hypothesis 27 was not surprising.

Significant negative correlations (Table 20, Chapter 4) were obtained between Peacemakers and Extraversion dimension. Researcher is not surprised as the qualities of both go opposite to each other. Peacemakers are inactive and generally lazy about life. They find hard to initiate change whereas the Extraverts are energized by what goes on in the outer world. They tend to focus on the outer world of people and things.

Negative correlation was also found between Peacemakers and Thinking preferences of MBTI dimension. This is possible because the Peacemakers basically want union with others. They merge with others to seek union and maintain comfort of

neutrality. They along with others follow the programme whereas Thinkers focus on logical consequences of choice and action they take. They are good at analyzing what is wrong with something.

According to the results of regression analysis, (Tables 22, 23, 24 and 25) Helpers dimension yielded 27 per cent of predictive value with Feeling, 28 per cent with Thinking, 37 per cent with Perceiving and 38 per cent with Judging of MBTI preferences.

Prior to regression analysis, correlations (Table 20) were worked out which suggested significant positive relationships between Helpers on the one hand and Introversion, Feeling and Perceiving dimension of MBTI on the other. Negative significant correlations of Helpers with Extroversion, Thinking and Judging MBTI dimensions were obtained. Helpers and Feeling dimension showed positive significant relationship confirming the hypotheses 20. The reason for the kind of relationships could be that people with Feeling preferences decide on the basis of person-centred values and like to deal with others sympathetically and appreciatively. They tend to help others. They are warm, caring and are careful about others' needs and try to make other's life better. Giving such qualities of Feeling types, it was natural that they correlated with Helpers types of Enneagram and thereby confirming hypothesis 20.

According to the assumption of the present researcher, when the Helpers and Feeling dimensions blend in one person they might overcome the negative aspects of Helpers of getting overly involved with other people's need, they might not neglect themselves as Feelers may do. Helpers might also turn somewhat tactful in dealing with problems at work for fear of opposition and accept the powerful elite in the field.

On the contrary, negative significant correlations were obtained between Helpers and Thinkers. These two types have different temperaments. Thinkers make decision objectively on the basis of cause and effect. Their decisions are based on impersonal

logic and evidence. They neglect the values of others whereas Helpers decide on the person-centred values and like to deal with people sympathetically and appreciatively. They gain approval of others and tend to please others and avoid their own needs.

Helpers yielded positive significant correlations with Perceiving of MBTI dimension as per hypotheses 20. Helpers have the quality of helping and managing other people's lives by pleasing and supporting them. They like to socialize with family or friends and adapt to please others, and at the same time Perceivers are spontaneous and open, live life in a flexible way and have the ability to adapt to the moment.

This can be inferred that people who are open and flexible can only help others and understand others' needs. So, the positive correlation is in expected direction.

The researcher assumed that people with Helpers and Perceiving characteristics together will have the capacity of peeping inside themselves and realizing their own needs and values. They might explore the newer dimensions of life and apart from just helping they would try to understand objectively and genuinely the needs of other people.

Negative significant correlations were found between Judging and Helpers. Both of these types have extremely different attitudes. Judging types are firm, decisive and live in a planned and orderly way. They like to be structured and want things settled. They do not overlook their own needs like Helpers. Helpers are warm, nurturing and sensitive to other people's needs.

Results obtained by the regression analysis (Tables 23 and 26) suggested predictive relationship between Achievers of Enneagram and Judging and Perceiving preferences of MBTI to the extent of 31 per cent.

Earlier, correlations values related to these dimensions (Table 20) yielded significant positive correlation between Achievers and Judging and significant negative correlations

between Achievers and Perceiving. Both Achievers and Judging type rave for almost similar qualities of being self assured, goal oriented and firm. They both are decisive, live in a planned orderly way and like to be structured and want things settled. The focus of attention of Achievers are achievement, performance, tasks and results. They do not sit back lamenting on the setbacks and charge ahead to the next challenge. Similarly, people with Judging preferences do not sit back deciding and procrastinating but bring into action new projects. So, the relationship obtained between Achievers and Judging type is in expected direction. This confirmed our hypothesis 21.

According to our expectations, the person having a combination of Achievers and Judging preferences would be people who would have high profile bring Perfection in work and will strive for achievement of their goals. They are people with patience, honesty and try to be free for devoting time to themselves and their family.

Negative significant correlations were found between Enneagram's Achievers and Perceiving of MBTI dimensions which is quite in line as people having Achievers' personality dimensions are likely to be energetic, practical and competitive. They have multitask mind focussed on a single goal. They become self absorbed, defensive and controlling. They often compare with others and fear being unsuccessful. The Perceivers on the contrary, seek to understand life rather than control it. They like to live in flexible and spontaneous way keeping their options open.

Adventurers and Judging dimensions were significantly and positively correlated. This relationship was again in expected direction. As Adventurers are quick, productive and confident. They are outgoing and have guts to take risks and try exciting adventures. They plan out things and go ahead and if, for some reason, the planned work was left halfway they switch on to a new project like Judging types who decide without going

into minor details, get on to a project, if project does not meet closure, they leave it behind and go to a new task without looking back. They are decisive, firm, and sure. One can obviously see the striking similarities between the characteristics of the two types. This finally confirms hypotheses 25 that Adventurers and Judging would be positively correlated.

Negative significant correlation on the other hand was obtained between Adventurers of Enneagram and Perceiving dimensions of MBTI. This seems natural as Perceivers are the gatherers of information, always wanting to know more before deciding. As a result, they are open, flexible and adaptive. They may be indecisive and noncommitted. They wish to roll with life rather than change it. Adventurers, in contrast, are quick and spontaneous. They like to introduce their friends and loved ones to new activities and adventures. Adventurers are optimistic and do not let life's troubles to get them down and incapacitated.

Asserters are positively and significantly correlated with Judging preferences of MBTI. Both of these types have similar qualities of being self-confident, like to live in a planned and orderly way. They can meet challenges head on. They control office hierarchy, set limits to ensure self protection and may see compromise as sign of weakness. They want freedom to make choices and, hence, hypothesis 26 was confirmed.

Negative significant correlation was found between Asserters and Perceiving preference of MBTI. Perceivers are flexible, adaptive and non-judgemental. They may be indecisive and non-committal. Even if they finish off with the tasks they, tend to look back at them and analyze. Asserters, on the other hand, are self confident, firm, direct and strong. They are not adaptive and present themselves too loud and too confidently. They assume leadership and can confidently make decisions. The mutually contrasting

qualities of the two explain the negative correlations obtained for these types.

The positive significant correlation was also obtained between Perfectionist (9) and Sensing preferences. People with Sensing dimensions prefer to rely on concrete, real, factual and structured information. They think carefully and go with detailed accuracy, remembering real facts and making very few errors as they work towards errorlessness and evillessness with dedication. They worry about making decisions as they are afraid of making a mistake. They have excellent critical power with effective organising and analytical skills. They try hard to make the world a better place and, hence, confirm hypothesis 19.

Negative significant correlation was found between Perfectionists and Intuitive preferences of MBTI which seems natural. Intuitives think and discuss in spontaneous leaps of intuition that may leave out or neglect detail and (so) there is a tendency of making errors of facts and judgements. Perfectionists on the other hand, are efficient and analytical even of themselves. They are afraid to be wrong and respond only after deciding and planning for the consequences.

Correlations shown in Table 20 indicate Romantics having positive significant correlations with Feeling and Perceiving preferences of MBTI and negative significant correlations with Thinking and Judging preferences, confirming our hypothesis 22.

Since Romantics experience their feelings, long for love, are attracted to the moods of melancholy and have the ability to establish warm relations with people, the positive correlations suggested with Feeling and Perceiving appear spontaneous. The Feeling types also like to deal with people more sympathetically and supportively. The Perceivers prefer to stay open to experience and enjoy and trust their ability to adapt to the moments.

We expect that if the combination of Romantics and Feelings preferences reside

in one person that person would not be too self-centred because the Romantics are likely to embody the Feeling temperament while making decisions.

These people would be highly intuitive and would not sit and cry upon the loss of some material possessions or of a mate instead would tactfully cover up their failings.

The people who would have the combined preferences of Romantics and Perceiving would be logical and cheering and would develop thinking with more extraverted and ambitious learnings.

Negative correlations were found between Thinking and Judging preferences of MBTI dimensions and Romantics of Enneagram which seem natural. Thinking types are objective decision makers and focus on logical consequences of any decision they make whereas Judging types are firm and they like to live in a planned way and set goals and stick to them. Romantics, on the other hand, are very emotional, even their attention is displaced from tasks in hand when emotions take over.

Observers show significant positive correlation with Feeling and negative significant correlation with Thinking preference of MBTI.

Observers with Feeling preferences like Sensing, Perceiving have a sense of integrity. They tend to be sympathetic, devoted and strictly avoid conflicts. On the other hand, Observers like Thinking types do not neglect other people's feelings and do not overlook empathy, warmth and personal values.

Observers obtained significant positive correlations with Introversion and significant negative correlation with Extraversion dimensions. This is possible because the Observers are basically like Introvers. They are preoccupied with their privacy and non-involvement. They need privacy to discover what they feel and what they are. They like protected (work) environments. They like to stand back and view life objectively. Obviously



with such qualities they would positively and significantly correlate with Introversion.

The above facts itself lead to contrary results yielding significant negative correlations between Observers and Extraversion and thus partly confirming our hypothesis 23.

Questioners are positively and significantly correlated with Feeling and significantly but negatively correlated with Thinking and Perceiving types of MBTI. Questioners are warm, caring, compassionate and helpful. They are supportive and honest in relationships. People with Feeling preferences have similar qualities. They make decisions with empathy, warmth and personal values. This leads to the confirmation of hypothesis 24.

The negative significant correlations obtained between Questioners on the one hand and Thinking and Perceiving dimensions of MBTI on the other can be explained on the basis of the facts that Thinking types are influenced by the logical consequences and are more interested in verifiable conclusions than in personal warmth and empathy. They often fail to take into consideration the values held by others. Questioners, on the other hand, are compassionate towards others and are supportive and warm in their relationships.

The negative correlations obtained between Questioners and Perceivers is sustainable as Perceivers are flexible and spontaneous, they seek to understand life rather than control it. They like to stay open to experience, trusting their ability and adapt to the moment. Questioners on the other hand are reluctant towards openness and independence. They like to be secured and want the approval of others. They are too critical of themselves when they do live up to their expectations.

Table 79  
Showing type of correlations (positive, negative or neutral)  
between Enneagram and MBTI types scores

Enneagram	MBTI							
	I	E	S	N	T	F	J	P
1	-	<b>O</b>	+	-	-	+	+	-
2	+	-	+	-	-	+	-	+
3	-	+	-	+	+	-	+	-
4	+	-	+	-	-	+	-	+
5	+	-	+	-	-	+	-	+
6	+	-	+	-	-	+	+	-
7	-	+	+	-	-	+	+	-
8	-	+	-	+	-	+	+	-
9	+	-	-	+	+	+	-	+

Table 79 gives a clear picture of the positive or negative type of correlation between 9 Enneagram types and 8 MBTI types.

#### Personality Types and Leadership Styles :

According to the results of regression analysis (Table 31) it seems that A, p + N style of leadership yielded 28 per cent of predictive relationship with Adventurers of Enneagram type.

A, E + N style of leadership yielded positive significant correlations (Table 30) with Achievers, Questioners, Adventurers, Asserters and Peacemakers of Enneagram types. Adventurers ought to have A, p + N style of leadership as Adventurers are excellent

performers in open ended projects and do not move into routine. They have a tendency to bend people's minds in order to get their support. They reform objections and puff the possibilities and also puts forward a lucid idea without considering a backup. They are delightful to work with and can be forgiving and creative during hard times. A,  $p + N$  leaders can also exercise their power and authority to make group members work according to their directions for the achievement of the objectives, seeks cooperation and listens to a limited extent, encourages his subordinates to express opinions and gives suggestions and decides themselves.

Significant positive correlation between Achievers and A,  $p + N$  style of leadership tallies with their natural qualities. Achievers have the qualities of being energetic, self assured and goal oriented. They value and accept young enthusiastic partners. They are able to motivate people. They project a high profile image. They exert power over people and compete for leadership roles. As mentioned above A,  $p + N$  style of leaders are also expected to exercise power and authority in order to make group members fall in line for the Achievement of goals. They seek the advice of the subordinate for making decisions. They are also interested in the growth and development of their subordinates.

Similarly Questioners dimension and A,  $p + N$  style of leaders are positively and significantly correlated. Questioners are loyal, caring and warm. They are helpful to others. They are open, supportive and honest in relationships. They are sometimes controlling and judgemental. So Questioners tend to relate to A,  $p + N$  style of leaders as they use their power to make their subordinates work, seek their advice for decisions and are nurturant toward their subordinates.

Significant positive correlation was also obtained between Asserters and A,  $p + N$  style of leadership. Asserters can be a perfect A,  $p + N$  leader as they, like A,  $p + N$  leaders, are direct and strong in their approach. They express love through protection

(nurturant) and power (authoritative). They are loyal, authoritative and honest. They adopt a caring, generous and supportive attitude. This confirms the hypothesis 17.

A,  $p + N$  style of leaders yielded positive significant correlation with Peacemakers dimension also. The Participative factor of A,  $p + N$  style matches with the receptive and supportive features of Peacemakers types. They seek union with others. Individual decision making is difficult for them. They are at times more judgemental. They are energised by a productive routine and other people's enthusiasms for projects. They are authoritative at times and are flexible.

Regression analysis yielded 23 per cent of predictive relationship between Adventurers and Authoritative leadership style (Table 33). Perfectionists, Achievers, Questioners, Adventurers and Asserters yielded positive significant correlations with Authoritative leadership style (Table 28).

Adventurers and Authoritative leadership style yielded positive significant correlation. Authoritative leaders are self oriented. All the power and decision making functions are concentrated in the leader and he demands loyalty and compliance. He restricts interactions. Adventureres want them to be accepted as they are. They have inner sense of capability and self-worth. They measure self against others. They network, synthesize ideas and approaches.

Positive correlation was obtained between Perfectionists and Authoritative leadership styles. Perfectionists are realistic and principled. They like authoritarians to monitor their own actions, they think right, be right and do right. They are effective organizers and analysts. They prefer to focus on work rather than work relationships.

Achievers obtained positive correlation with Authoritative leadership style. Achievers like authoritatives, project a high profile image, exert power over people and compete for leadership roles. They want a clear path to success. They work for defined goals,

avoid failures, switch the track to find the presentation that works. They feel rage when tasks and goals are interrupted.

Questioners and Authoritative leadership style yielded positive correlation which was expected as Questioners are outspoken with guts and value authority. They want people like authoritarians to accept them as they are. They have strong analytical powers. Attention shifts to questioning and examining the opposite positions. So that our hypothesis 15 is also confirmed.

Authoritarians tend to be positively and significantly correlated with Asserters, this confirms our hypothesis 17 which seems to be quite logical as Asserters like authoritative leaders are direct, self-reliant and strong. They set rules in life. They control positions and personal space. It is difficult for Asserters like authoritative leaders to accept other points of views over their own view. Asserters present themselves too loud and excessively. They control the office hierarchy, set limits to ensure self-protection and may see compromise as weakness.

The regression analysis showed that Questioners yielded 17 per cent of predictive relationship with participative style of leadership as according to Table 32.

The correlations matrix shown (Table 29) indicated significant positive correlation were obtained between participative style on the one hand and personality types of Perfectionists, Questioners, Asserters and Adventurers on the other.

Correlation yielded between Perfectionists and Participative leadership is tentative as Perfectionists are idealistic, contentious and monitor their own actions, they think right, they feel guilty about not meeting high internal standards. They worry about decisions as they are afraid of making a mistake. The Perfectionists like that their advice is valued and responsibility should be shared so they do not have to do all the work. And the Participative leaders, in the same way, want others to participate in decision

making. The process of organisation must ensure a maximum interaction in the organisation.

Positive correlation obtained between Questioners and Participative leadership style is quite natural. People with Questioners' personality dimension are basically people with low self-confidence. Decision making individually may be too much for them at times. They try to act very smart as a compensation for inner anxiety. However, they are open, supportive and warm in relationships which bring them closer to participative style of behaviour.

Adventurers also yielded positive correlations with Participative style of leadership. Adventurers are light hearted, generous, outgoing and caring. They are good listeners and expect companionship, affection and freedom from others. Adventurers are delightful to work with and are forgiving and creative during hard times. Similarly, Participative leaders are adaptive in supportive relationship, and encourage to play a part in decision making. So it was natural for the two qualities to yield positive relationship.

Positive correlations were also found between Asserters and Participative leadership style. This was not quite as expected but not impossible either. Asserters are supportive and protective to those who are close to them. They are loyal, caring, truthful, positive and generous in relationships. So, being participative might add to their qualities since participative leaders are people oriented as well as productive (Likert, 1979). This is one area, however, the present researcher would wish to be further explored by the future researchers.

Regression analysis results predicted 25 per cent of certainty in relationship between Adventurer personality dimension and Task-oriented leadership style (Table 34).

According to correlations obtained between Task-oriented style of leadership and

Nine Enneagram Personality dimensions, given in Table 27, five (5) positive significant correlations were obtained with Perfectionists, Achievers, Questioners, Adventurers and Asserters dimensions.

Task-oriented leadership style being significantly correlated to Perfectionists is natural as Perfectionists work towards perfection which is a typical characteristic of Task-oriented leaders. This also confirms hypothesis 10. Task-oriented leaders are dedicated workers. Perfectionists are overly serious and uncompromising. They like specific guidelines, schedules and accountability and keep track of details. Task-oriented leaders, on the other hand, emphasize the task more than people on whom they supervise.

Achievers and Task-oriented leadership styles were positively and significantly correlated with each other as per hypothesis 12. The relationship obtained is not unexpected as the Achievers' focus of attention is achievement, productiveness, performance, goals, tasks and results. While Achievers are competitive and efficient and avoid failures, the Task-oriented leaders believe that ends are more important than the means. They get upset if task is not accomplished. Similarly Achievers are enraged when tasks and goal achievements are interrupted.

Task-oriented leadership style also yielded positive significant correlations with Questioners personality dimension. This proves the hypothesis 15.

Questioners are loyal, practical, helpful, responsible and have intellect. They have lot of energy and are often very busy. They like Task oriented leaders, have high concerns for tasks as they set very high goals. Their task-orientation is reflected by questioning the employees frequently too much concern for details and too many warning to their workers.

Adventurers yielded as per hypothesis 16 very high correlations with Task-oriented

style of leadership. Adventurers are productive, enthusiastic, quick and confident. They like to introduce others to new activities and adventures. They are excellent performers and, like Task-oriented leaders, have a tendency to bend people's mind in order to get their support. They prefer ideas and theories for implementation.

Positive significant correlation was again obtained between Asserters and Task oriented leadership style which seems to be quite natural. Like Task oriented leaders, Asserters are direct and strong. Set rules in life. They exercise appropriate force towards others. They turn self-centred where work situation is concerned and to accomplish their task they can be assertive. The Task-oriented leaders have similar characteristics. Thus hypothesis 17 was confirmed.

#### **MBTI Types and Leadership Styles :**

According to the results obtained by working out correlations between four leadership styles and eight MBTI types of personality dimensions, four significant correlations were obtained. Out of these significant correlations, two positive correlations and two negative correlations were obtained (Table 35 and 36).

Looking into the correlations obtained for four leadership styles with Introversion / Extraversion MBTI dimensions, only Participative leadership style yielded significant correlations with Introversion and Extraversion. Introversion yielded negative significant correlations and Extraversion was significantly and positively correlated.

Negative correlations between Participative style and Introversion is very natural. The person who is participative in his style of leadership cannot be an introvert because participation requires a lot of discussion, talking and reaching out to people. These qualities come naturally to extraverted persons who can facilitate fuller participation of employees in activities, in decision making, in clear and adequate communication and



is a climate of sharing.

According to the correlation table (Table 35 and 36) showing the correlation values of four leadership style and four dimensions of MBTI, significant correlations were obtained of Authoritative style of leader with Judging and Perceiving preferences of MBTI dimensions only.

Judging dimension yielded positive significant correlation with Authoritative style of leadership. Judging types are more interested in logical analysis and verifiable conclusions. They are decisive, firm, sure, setting goals and sticking to them. They regulate and control life. They like to be structured and organised. Authoritative leaders are self oriented and are characterised by the high degree of power wielded by the supervision of work. The power and decisions making functions are absolutely concentrated in him. He controls communication network and restrict interaction. So, the relationship obtained between Authoritative leadership style and Judging preference look normal.

Perceivers are gatherers of information and they go into the details often more than once before deciding. They are open, flexible, adaptive and non-judgemental and are able to see and appreciate all the sides of issues so the positive significant correlations obtained between Perceivers and Authoritative leaders is natural as Authoritative leaders rarely seek help for decision making, they are firm and sure and are directive and communicative type.

Though only four significant correlations were obtained but overall results were very significant in the sense that in all positive correlation obtained with Introversion were positive and all negative correlations were obtained with Extraversion. In the same way, if the positive correlation was obtained for Extraversion, negative correlation was obtained for Introversion for that style. This holds good for rest of the three Sensing /

Intuitive, Thinking / Feeling and Judging / Perceiving pair of preferences. If one dimension yielded positive correlation with a style the other yielded negative correlations with the other member of the pair.

**Some secondary conclusion :**

Tables 37, 38, 39, 40 compares the the scores of manufacturing and service sector organisations on Enneagram dimensions of personality. On a sample of 150 managers, and supervisors significant differences could be found on the dimensions of Helpers, Perfectionists, Romantics, Questioners and Peace-makers. Rest of the dimensions (Achievers, Observers, Adventurers and Asserters) yielded non-significant results.

One of the reason for getting Achievers, Observers, Adventurers and Asserters not significantly different in different organisations might be that all these managers have probably similar features of being authoritarian, dominant, workholics and goal orientedness. Managers by and large are expected to act that way. Hence, no significant differences across organisations was obtained.

That means, since managers are authoritative positions they exhibit characteristic of dominance in various forms embodied in personality dimensions of Achievers, Adventurers, Asserters and Observers and, hence, managers in all organisation display characteristics which are not significantly different from each other.

On the other hand, the personality types which the present researcher prefers to call 'soft types' like Helpers, Perfectionists, Romantic and Questioners have certain amount of intellectualism in them with humane approach. However, all managers may not belong to these categories because these are not supposed to be essential characteristics of managers or who are supposed to be down-to-earth practical professionals. So, there is a trend of significant differences on these dimensions.

Tables 64, 65, 66, 67, 68, and 69 compare the scores of nine Enneagram Personality Types in two public sector organisations (O3 = manufacturing, O4 = service), the scores on five dimensions, namely Perfectionists, Achievers, Questioners, Adventurers and Peace-makers, were significantly different when the scores were compared on the entire sample. But when the score of one type on one dimension in one organisation was compared with scores of sample of the same type from other organisation, no significant t value occurred. All the Enneagram types which were significantly different in two types of organisations, namely, manufacturing and services indicated higher mean scores in dimensions have in service organisations as compared to manufacturing organisation. All these types have the quality of hardworking, responsible, honest, trustworthy and goal orientations. This suggests that one can draw a conclusion that the people of above types are found more in service sector than in manufacturing sector. The aims and objectives of public sector service organisations are different from manufacturing ones. Service organisations aims at providing services to the people of the country at the minimum possible cost of money and time whereas manufacturing organisations are run on profit motive.

Results presented in Table 72 and 73 compare the scores of manufacturing (O3) and service organisations (O1) in public sector on MBTI dimensions of personality. Significant differences could not be found on the Thinking and Feelings dimensions. The mean value was more in service organisations on Feeling dimension and more in manufacturing organisations on Thinking dimension. The reason could be that service organisations are more in contact with public so they have sympathetic, appreciative and harmonious approach in dealing and their decisions are based on person-centred values. In manufacturing organisations managers have to deal with the technical aspects with less public dealing so they are objective and less soft in their approach. They focus

on cause and effect by analyzing and weighing the evidence. The rest of the dimensions Introversion / Extraversion, Sensing / Intuitives, and Judging / Perceiving could not yield any significant difference.

Looking at the result Tables (Tables 51, 52, and 53) that describe the comparison between public and private sector organisations, Achievers, Observers, Asserters and Adventurers dimensions were significantly different on the whole of 150. The mean obtained in the above dimensions is more in private sector than in public sector. The above dimensions of personality have somewhat similar features of being dominant, goal oriented, authoritative and responsible. This may be the reason that more of these types are more in private sector. This might be because in private sector the hierarchy is not very big as in public sector. The workload and responsibility shared on the managers is more in private company and the managers get the opportunity to be assertive, learn new things and have a say in decision making whereas in public sector, both organisations being very large there was higher tendency for bureaucratisation when performance depends on the orders from higher authority. Hierarchy matters a lot over there.

Results shown in the Table 58 and 59 compare the scores of public (O3) and private manufacturing organisation (O1) on MBTI dimensions of personality. Significant difference were yielded only on Extraversion - Introversion dimension. The mean value was more in public sector (O3) on Introversion dimension and private sector (O1) yielded more in Extraversion dimension.

In the present state of data it is not easy to explain these results. The present researcher can only say that probably a research with much greater sample can only confirm such a result with any amount of certainty. All that has been obtained in this research is merely a trend. Obviously there can not be any definite reason for public sector companies to have more Introverted managers / supervisors and their private

sector counterparts. Better we await for more data on these scores.

This research has nevertheless thrown out several interesting findings and trends including a significant look into a concept (Enneagram) which has yet to enter into psychology - worldwide.

A summary view of the entire dissertation follows in the next chapter.