

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**A STUDY ON PERSONALITY TYPES, JOB-FIT, AND**  
**CAREER SUCCESS OF HUMAN RESOURCE MANAGERS**  
**IN YANGON**

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**EMBA II 48**  
**EMBA 16<sup>th</sup> BATCH**

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**ACADEMIC YEAR (2017-2019)**

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements  
for the degree of Master of Business Administration (MBA)

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**ACCEPTANCE**

This is to certify that the thesis entitled “**A Study on Personality Types, Job-Fit, and Career Success of Human Resource Managers in Yangon**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

The purposes of this study are to examine the effect of personality types on job-fit and to analyse the effect of job-fit on career success of human resource managers in Yangon. This data is collected via structured questionnaire with 134 respondents out of 209 human resource managers from HR field in Yangon. This study found that the enterprising personality type affects the job-fit due to factors such as enjoyment while working in human resource environment, level of excitement, personal stress management, expectations of career, plan to work long-term in human resource management, freedom of expression at work. Moreover, job-fit has significant effect on career success, resulting the more job fit makes more career success. Therefore, in order to foster growth in the field of human resource, it is pertinent to take personality types into account when hiring employees to increase the likelihood of job-fit and career success.

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## LIST OF ABBREVIATIONS

CNN	=	Convolution Neural Network
FDI	=	Foreign Direct Investment
HR	=	Human Resource
PJFNN	=	Person-Job Fit Neural Network
SDS	=	Self-Directed Search
PEF	=	Person-Environment Fit
PJF	=	Person-Job Fit
PSF	=	Person-Supervisor Fit
PGF	=	Person-Group Fit
POF	=	Person-Organisation Fit

# CHAPTER 1

## INTRODUCTION

The career success of an individual largely depends on them and the environment they work in. For instance, if employees are not motivated or satisfied with their job, there are high chances that they will under-perform and eventually quit. What this means is that as a person maps out career path, it is important to look at the bigger picture. A career in this case refers to a series of behaviours, perceived attitudes and work-related activities during one's lifetime. Newton and his co-authors define it as, "The sequence of employment related positions, roles, activities and experiences encountered by a person" (Newton et al, 2003) and Mcoetzee, on the other hand indicates that a career refers to, "a set of occupational experiences and roles that make up a person's working life" (Mcoetzee, 2002) according to Holland, a career or occupations refers to a way of life or an environment, as opposed to a set of isolated work functions or skills like most people presume. (Holland, 1997)

With this definition, it is clear that a career is not a one or ten years event and therefore any choice relating to it has a great impact on the quality and direction of one's life. A person's career choice determines the decisions they make when it comes to the training they acquire and even the profession they pursue. A career choice decision is influence by a lot of factors; personal, social, environmental, among others. (Kochung et al, 2011)

Located at the centre of Myanmar, Yangon is the country's largest city with over 7 million (7,360,703) people. (myanmar.unfpa.org) It is also a metropolitan city becoming one of the country's largest employment providers. Located strategically at the centre of countries like China, India and Southeast Asia, Myanmar, who has been left behind in developments both economically and politically for decades is finally picking up the pieces from years of autocratic military regime and rebuilding the country fast. With the initiation of political reforms to solve the issues of democratic deficits and ethnic conflicts that have ailed the country for decades, the country is making strides in developments. There has been an increased in interest from foreign investors in the country and the country is slowly rising from the ashes. (McKinsey, 2013)

An increase in investment means increased demand in Human Resource. However, even without the recent growth, a majority of companies in Yangon has always had problems with finding and retaining employees. *The Economist Intelligence Unit* carried out a survey in multinational companies in Asia with over 600 CEOs and the findings indicated skill shortage as the biggest challenge. One of the reasons believed to be the cause of the shortage as skill mismatch which led to high levels of turnover. (The Economist Intelligence Unit, 2012)

High levels of turnover, low job satisfaction, motivation and productivity are some of the problems resulting from a person taking up a career path that does not match their personalities. Matching one's career path to their personality according to Holland (1997) could be the answer to some of the issues facing the human resource industry.

This study focuses on the role that an individual's personality type has to do with the vocation or career they choice and the success that comes with choosing the right career for your personality type. One of the renowned psychologists who have contributed in this area of study is John Holland, who indicates that a person's career, occupation, or vocation choice can be seen as an expression reflecting the person's motivation, ability, knowledge, and personality (Holland, 1997).

With the understanding that individuals have a combination of personality type rather than belong to one specific personality type. Holland developed the Holland code which represents the three personalities an individual's types, characteristics, abilities and values are closest to and picking the first three letters of the said personality type as the individual Holland code. For example, let us say that one has identified Realistic, Investigative and Artistic are the personality types that are representative of in the order indicated, Holland code will be RIA. The code can be generated through assessments and tests like the Holland's Self-Directed Search (SDS) or a ranking system where the individual ranks the six personalities in descending order starting from the one that is the closest representation of who they are.

The importance of Holland's theory, the stated six personality types and the Holland code is that Holland believes a person's personality is correlated with the work environment most suitable for them to thrive, succeed and achieve satisfaction and fulfilment. Therefore, Holland goes further to categorize work environments using a similar typology where there

are: Realistic work environments, Investigative, Artistic, Social, Enterprising and Conventional work environments.

## **1.1 Rationale of the Study**

This study looks at personality types, job-fit and career Success among Human Resource managers in Yangon, Myanmar. The Human Resource managers hold an important position when it comes to management of the Human Resource in the country and identifying how important job-fit is through this research will not only help them understand the value of personality when it comes to career choices and the impact it has on career success but also allow them to replicate the same towards their employees. This also helps them in developing recruitment processes that makes it easier for organizations to employ workers that best suit them and the work environment of the organizations.

This is also important for individuals who offer career advice and guidance because with the understanding of the relationship between personality types, job-fit and career Success, they are able to point students or people seeking to choose relevant and suitable career path towards the right direction. There is a plethora of past studies on the importance of person-job and person-organization Fit on various aspects of job outcomes. Some of these studies have built on the traditional models by incorporating additional factors that were excluded before (Carroll & White, 1982; Samad, 2007). The majority of past research findings indicate a strong association between individuals' personalities or characteristics and job requirements, as well as between people characteristics and the workplace environment as predictors of job outcome measures such as satisfaction rates, reduced turnover, commitment, performance and workplace behavior (Cable & Parsons, 2001; Wen-Shen Yen & Chihyung, nd; Ehrhart, Karen & Guido, 2007; Samad, 2007). However, these models need to be tested further to determine their efficacy in predicting these relationships. Companies have used these research findings as the basis of their recruitment decisions and strategies since every firm would want to hire and retain the right employees who would be dedicated enough to ensure that their organizations attain good results (Spector, 1997; Lee & Olshfski, 2002; Parker, Owen, and Liz Wright, 2001; Seok-Hwan Lee & Dorothy Olshfski, 2002).

## **1.2 Objectives of the Study**

The objectives of this study are:

1. To examine the effect of personality types on job-fit of human resource managers in Yangon, Myanmar.
2. To analyse the effect of job-fit on career success of human resource managers in Yangon, Myanmar.

## **1.3 Scope and Method of the Study**

This study focuses on personality types and job-fit which lead to career success in HR field. Total sample of 134 respondents are selected by the Yamane formula out of 209 HR managers and above positions, take part in this study (MSHRM, 2019). Simple random sampling method is used. The respondents include HR Managers, Senior Managers, Directors and Head of HR, and HR consultants. This study uses quantitative research method with primary data collected with structured questionnaires designed with five-point Likert scale from selected respondents. Secondary data are collected from relevant secondary sources such as textbooks, journals, magazines, internets and previous research papers. The data are collected during the period from April,2019 to August,2019.

## **1.4 Organization of the Study**

The research paper is structured by five different chapters, Chapter 1 starts with an introduction which includes Holland Theory, rationale, objectives, literature review, scope and the methods of the study. Chapter 2 deals with the review of relevant literature of personality types, job-fit and career success of HR mangers in Yangon, Myanmar. Chapter (3) is about the profile and HR industries in Myanmar. Chapter (4) represents the analysis on the personality types, job-fit and career success of HR managers and above position in Myanmar. Chapter (5) is for the final conclusion which includes findings, discussions, suggestions and recommendations based on the result of the study and needs for further research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter presents the literature review of the all the applied variables within the study. It contains the temperament varieties in hour field, Holland's theory, job-fit, and relationship between job-fit and career success. The abstract framework of the study is delineated at the top of the chapter. European nation suggests that people area unit attracted by work environments that permit them to "exercise their skills and skills, categorical their values and attitudes, and attack agreeable issues and roles" (Holland, 1997c). He conjointly goes additional to elucidate that the nearer in terms of matching a person's temperament sort is to his or her work surroundings, the upper the outcomes once it involves aspects like productivity, performance, stability and job satisfaction. This is often called harmony and is outlined because the degree of work between a person's temperament sort and also the style of their work surroundings.

European nation states that, "Studies show that individuals flourish in their work surroundings once there's a decent work between their temperament sort and also the characteristics of the surroundings. Lack of harmony between temperament and surroundings results in discontent, unstable career methods, and lowered performance. (Holland, 1996, p. 397)" The importance of knowing one's temperament sort yet as having a high line of work establish is additionally emphasised in Holland's theory as a result of the lower your line of work identity is that the higher the probabilities of you creating career selections that area unit incompatible and you may invariably find yourself dynamic careers oftentimes, in an endeavor of attempting to seek out what 'makes you tick' once it involves a career.

Once an individual identifies their European nation code they're ready to establish career areas that gift opportunities for them to exercise their skills, abilities, and attribute and categorical themselves absolutely. Platforms that may be wont to establish career selections that work one's temperament embody the O\*NET platform, Holland's Occupation Finder,(Holland,1985c) yet because the wordbook of European nation's activity Codes (DHOC; Gottfredson & Holland,1996) characteristic the correct career to suit your temperament is related to high levels of stability, satisfaction ANd fulfilment and



from an organization's purpose of read, having people whose career selection match their personalities will increase their productivity, performance and motivation reciprocally increasing worker retention within the aforementioned organizations.

**Figure 2.1: Six Personality Types in Holland's Theory**



Source: Holland (1985)

**a. Realistic (R)**

Realistic individuals tend to be stable, active and enjoy manual or hands-on task, working with tools, machines and building things. There most preferred work environment is one that involves working with things like operating machines rather that an environment where they will have to work with people or ideas. Physical activities like athletics, outdoor activities like hiking and working with animals and plants are leisure activities people with this personality type enjoy. When it comes to learning, Realistic Personality individuals prefer a task-oriented learning environment where they learn by practically doing things.

A classroom setting is not very helpful for people whose personality type is predominantly Realistic. When it comes to communicating, this category of individuals is straightforward, frank and direct. Their interpersonal skills are not strong, and they can be

materialistic. These personality type work best in technical industries where they are able to get tangible results of their work. Architecture, engineering, veterinary medicine is some of the industries, most suitable for them.

**b. Investigative (I)**

People who have this personality type behave more like criminal investigators, who are very observant, analytical and their intellectual levels are high. Anything that has to do with science, research or mathematics will spur great interest in them. They enjoy solving challenges or problems that seem complex or abstract. They are introspecting a lot and are very logical. A work environment that is for requires finding of solutions is where individuals with this personality type would prefer working. They prefer working autonomously and being a leader is not something they are interested in. they are scholarly and value learning especially in mathematical and science fields. Careers best suited for this personality type are, scientists, biologists, chemists, medicinal technologies, and system analysts, among others.

**c. Artistic (A)**

This Personality Type is for the creatives. People with this personality type are very creative, imaginative, intuitive and original. People enjoy the arts sectors whether it is visual or performing arts. People are the happiest when painting, playing music, performing on stage, drawing, writing and anything else that is Creative. They express themselves by creating art and the prefer work environments that are flexible and ambiguous meaning they are allowed to be themselves and be creative, imaginative and express their artistic abilities without having to conform to set procedures, rules and orders. They are very open, expressive and emotional. They can also be very impulsive. Musicians, artists, actors, painters and designers are some of the careers that would fall under this category.

**d. Social (S)**

People under the social personality type are Social like the name suggests. These individuals care a lot about others, are humanitarian, responsible and idealistic. Any activities that involves helping others such as healing, counselling, and training is something people with this type of personality enjoy doing. They have great interpersonal skills, are great team players and for them solving problems, is best done through discussions. They are uncomfortable doing activities that require hand-on tasks such as use

of tool and machinery. Their way of communicating is warm, persuasive and personal. Work surroundings that involve activities that impact the lifetime of others which involve operating with folks like teaching, social service, guidance and humanitarian comes square measure the areas folks with this sort of temperament thrive in.

#### Enterprising(E)

If folks square measure energetic, bold, self-assured, formidable and revel in leading others, then this can be the temperament sort that you just belong to. they're persuasive and have a tendency to be attractive creating leadership easier for them. they're nice public speakers and revel in developing structure goals. Management, sales, leadership square measure appreciated career selections for the folks with this temperament sort, someday can be seen as peremptory.

#### Conventional(C)

Conventional people square measure organized, careful, efficient, conscientious and conformist. They get pleasure from operating in AN surroundings with a series of command that's already established and with well-defined tips, rule and orders. Activities that square measure systematic and arranged square measure engaging to them. they're orderly, reliable, terribly accountable, and protracted. They get pleasure from operating in an exceedingly formal work surroundings in positions that require them to prepare regular and maintain processes. Imagination and creativeness don't seem to be their forte and embrace careers like record keeping, clerical officers, secretaries and bankers.

#### Job-Fit

Parsons(1909) introduced congruousness to job (job) steering, conferred on social and cultural context. a lot of specific and comprehensive version of congruousness (Holland 1959) drawing on principles of person-environment scientific discipline, unionised the information being made by new interest inquiring ANd grading technologies and generated an unexampled out gushing if analysis studies in 1989. This analysis base was mixed and enclosed positive and negative relations between person-environment match (PE fit), that is consisting of 4 measures: Person-Job match (PJF), Person-Supervisor match (PSF), Person-Group match (PGF), and Person Organization match (POF), as operationalised exploitation Holland's (1977) theory and work connected behaviours (Hee-sackes, Elloit & Howe 1988; Schwantz 1992, Schwartz Andapian, & Nelson,1986; city, 1985). Spokane(1993) distinguished between 2 generations of congruousness analysis. 1st

generation studies, crude in technique and assumption, correlate rough indication of match (for example, 1st letters Holland's code) exploitation school students and future career selections, with AN array of synchronous measures of assorted job or academic outcomes (for example, stability of major or job preference, satisfaction, etc). Second generation studies utilized a lot of subtle congruousness indications, a lot of typically examined operating adults, incorporated moderator variables like The Netherlands RIASEC sort, age and job security, or cluster importance, and examined changes in congruousness over time, every of that delineate a substantive improvement in methodology (Spokane,1985).

These second generation studies used mathematical indices to calculate congruousness primarily based upon freelance measures of person and surroundings. a number of these articles conjointly examined changes in congruousness over multiple time periods or use operating adult as participants. A 3rd generation of congruousness studies that includes a a lot of comprehensive , up to date definition of congruousness yet as improved style is projected. job-fit is conceptualized because the match between individual information, skills, abilities(RSA) and demands of the work on the needs/desires of a personal and what's provided by the work (Edwards, 1991;O'Reilly, Chatman.& Caldwell,1991) .

According to the literature on Realistic job previews(RKJP; Wanous, 1977, 1980, 1992); correct and realistic job data permits candidates to assess the degree of congruousness between their KSA and job requirement(i.e. PJ Biks; Breugh & Stake,2000,Wanous,1977,1980,1992). candidates UN agency understand a match between their KSA and therefore the job demand square measure probable to stay within the choice method and settle for employment supply. RJP analysis has shown that correct and realistic job data throughout accomplishment and choice is related to positive work outcomes(e.g. low attrition from demand method, high Job Satisfaction, low voluntary turnover, high work performance;(Mealino,Ravlin, & Denist, 20000; Phillips,1998).

However, these studies give AN indirect check of the job-fit hypothesis because it is assumed that RJP permits the individual to assess the extent of job-fit to job selections. Holland's (1997) theory projected AN approach that uses the conception of job-fit to clarify however the extent at that AN individual's characteristics match with the work sort predicts job outcomes. the speculation will be accustomed perceive the type of job and private characteristics which will lead a personal into creating the correct selections that guarantee positive outcomes at the work, yet as people who will bring negative results if chosen instead. Moreover, the theory recommends various strategies of providing help to people

with career problems. One of the assertions made by this theory is that vocational interests are a true reflection of a person's personality types.

Wen-Shen Yen & Chihyung (nd) argued that workers with greater degrees of person-job and person-organization Fit are more likely to uphold organizational citizenship behaviours. It is believed that perceived job-fit. A study conducted by Holcombe Ehrhart & Guido (2007) also found that individuals' vocational interests were significantly related to perceived personality-vocation fit. It was determined that various vocational interest dimensions are better predictors of personality-vocation fit. These findings show the interaction between person and environment in determining behaviour since it was determined that people's perceived fit with any particular occupation was dependent on vocational interests. Moreover, the researcher determined that people with higher levels of conscientiousness often prefer jobs that are routine oriented, predictable and structured. It was also determined that emotional stability was a predictor of one's likelihood of taking up a leadership role. Although it has been theorized that personality and job-fit are related factors, this study showed that only certain characteristics were associated with certain job roles.

Judge, Heller, and Mount (2002) used a five-factor model to investigate the relationship between personality and job-fit. It was determined that character types such as Neuroticism, Conscientiousness and Extraversion had significant positive relationship with Job Satisfaction. Moreover, the researchers also identified that Neuroticism was the most significant predictor of Job Satisfaction. It was also determined that emotional stability and Extraversion also contribute to higher levels of Job Satisfaction. Conscientiousness was the second among the factors that had the most influence on Job Satisfaction. The other types that also contributed to employees' job satisfaction rates include openness to experience and agreeableness, though their relationship with Job Satisfaction was statistically weak.

In a similar study, Judge, Higgins, Thoresen & Barrick (1999) examined the relationship between the Five personality types and mental ability as a predictor of career success. It was hypothesized that career success depended on Job Satisfaction (intrinsic success) and on occupational and income status (extrinsic success). The researchers determined that conscientiousness was positively related to both intrinsic and extrinsic success. Moreover, general mental ability was found to be a strong predictor of extrinsic career success. It was also determined that personality contributed to career success. The

researchers found that the Big Five Traits were strongly related to career success in adulthood.

### **2.3 Measures for Job-Fit**

Kristof (1996) argued that although job-fit has been deeply explored by researchers and scholars, there is need to do more research to come up with the right models of measurements that can be used to determine people's level of fit with their work environment. Kristof maintains that reaching higher levels of person- job-fit is important for organizations because it helps in retaining the right employees who are committed to their work and flexible enough to adopt to the changing work environment. Although person- job-fit has been widely explored in literature, efficient measurement models are still lacking.

Thus, more extensive research studies that would help in developing such measurement models are recommended. Some of the techniques currently used to operationalize job-fit include models that measure similarities between organizational and people characteristics. One of the ways this is achieved is by trying to determine the way organizational values relate with those of its employees. Such strategies look at the organizational cultures and individual values to determine their similarities. This way, value congruence is treated as a fundamental issue that defines job-fit because values are the key factors that determine organizational cultures and determine how employees behave and conduct activities within their workplaces (Kristof (1996).

Caldwell & O'Reilly (1990) used the profile-comparison process model to measure person-fit and to relate it with organizational job results such as employees' work attitudes and job performance. This model defines fit as the extent at which a person's strengths and weaknesses match with the job requirements. This model investigated job-fit across a variety of job categories, hence confirming that the model can be applied across industries and various job categories to study this phenomenon of job-fit. However, this model may be prone to several limitations because it depends on feedback from employees about their perceived job-fit, which may be prone to individual bias.

Chatman (1989) argued that researchers must incorporate both situation and person factors in their models when predicting their behaviours. Even though organization researchers have come up with models to explain the interaction between these factors,

many of these frameworks do not account for how people factor influence situations. The researcher proposes a job-fit model that would address these challenges by accounting for how people influence situations within organizations. In addition, this model would compare the value profiles of employees with that of their organization to determine their relationship. Such frameworks have proved beneficial since their results often show the nature of relationship between job-fit and job outcomes.

A study conducted by Westerman & Cyr (2004) analyzed three models of measuring job-fit. These models include work Environment Congruence, which uses a needs-supplies fit measure, Values Congruence and Personality Congruence, which employ supplementary fit measures. In this study, it was determined that the Work Environment and Values Congruence had significant positive relationship with organizational commitment and Job Satisfaction.

However, the study determined that Personality Congruence was not related to Job Satisfaction and commitment. These measures were also used to examine employees' intent to leave or to stay with their current employers. It was determined that the three measures predicted employees' intentions to remain, although factors such as job satisfaction and commitment played a critical role in this relationship. It was also determined that Work Environment Congruence and Values Congruence were strongly related with job outcome measures. The researcher argues that a multidimensional model of job-fit can prove effective in measuring these relationships.

Caldwell & O'Reilly (1990) argued that overall person-fit is a critical factor that determines employers' job recruitment activities as companies mostly focus on peoples' abilities and the extent at which they fit with their organizations' job characteristics. Companies have determined that job-fit is related to various job outcomes, hence the importance of applying the model in their recruitment procedures. Thus, the assessment of persons and the likelihood of fitting into the particular jobs point towards a relationship between abilities and job characteristics. Peltokangas (2014) also supported the job-fit theory as an appropriate model for predicting the relationship between individual abilities and job characteristics. This study determined that the higher the extent at which a leader's ability and personality profile matches with job characteristics profile, the lower the chances of him suffering from burnout and the higher job performance. These findings further point to the importance of personality and ability profile to job characteristics.

Zhu et al. (2018) argued that the theory of job-fit still needs further research and development because it lacks quantitative methods through which talents and job requirements can be measured. The researchers propose a data driven framework developed using the Convolutional Neural network (CNN), which is referred to as job-fit Neural Network (PJFNN). This model can provide the right framework for matching job requirements to the talents and abilities of employees. The model will be used to represent data on job-fitness from past job applications. It has a hierarchical structure for representation that allows for the estimation of whether job applicants fit the jobs for which they have applied and further identify how the candidate satisfies the job requirement items. This study showed that PJFNN is a reliable framework in predicting the job-fit relationship.

Venkatesh et al. (2017) used the total rewards theory to study work outcomes such as extrinsic, intrinsic and social as factors that determine person-job and job-fit beliefs of employees in the IT industry. The researchers further proposed that gender is a moderating factor of the relationship between the way job outcomes and fit perceptions are evaluated. The results of this study were in support of this model by determining that gender moderates' extrinsic outcomes of job-fit. Men were found to be more likely to determine their job-fit perceptions than women. Moreover, the researchers found that social outcomes on person-job and job-fit perceptions were also moderated by gender, such that women tended to focus more on social outcomes of these factors than men did.

It was also determined that job-fit perceptions in both genders were influenced by intrinsic job outcomes. This model shows the importance of including different factors that are always excluded in various models, such as the influence of gender on person-job and job-fit perceptions. It shows that the multidimensional approach should be adopted while developing these models. Doverspike, Kung, O'Connell & Durham (2006) examined the association between job performance and turnover status with motivational or job-fit. The researchers focused on finding out whether standardized forced-choice job-fit measurement tool and the Personal Preference Questionnaire would strengthen the power of biographical information in predicting the job-fit relationship.

The study findings supported the hypothesis that such measures are sturdy and would improve the strength of the story data framework. These measures will be effectively employed by employers for choosing workers that best work the task necessities for functions of making certain increased job performance and commitment. These findings indicate the importance of exploitation standardized job-fit measures particularly once



predicting turnover, job performance and commitment. The findings of this study additional showed that the story live could prove additional reliable in predicting turnover than the person-fit model. Studies have shown that a forced-choice approach to examining job-fit could prove effective in predicting job outcomes like turnover and job performance. These measures will increase the prophetic power of the normally used ability measures.

It implies that ability measures will be used at the side of Job-Fit measures to reinforce the effectiveness of them as prophetic models for job outcomes. The implication of those findings is that organizations ought to think about using forced choice-measures to predict job retention and performance additionally to the assessment approaches they usually use. These findings show that the link between geographical point problems and person factors ought to even be incorporated in these models to see however work connected problems will force people to go away their jobs (Doverspike, Kung, O'Connell & Durham (2006).

As has been seen within the majority of those studies, person-job and person-fit theories give systematic frameworks for examining however worker or individual skills and personalities act with the atmosphere and job characteristics to predict work outcomes. The person-job and job-fit theories have contributed to heaps of analysis studies during this field, and plenty of have noticed the limitation of a number of these models in predicting job outcomes (Schermerhon, Hunt and Osborn, 2005). several researchers have projected new approaches or frameworks to enhance these theories as a result of the inherent failures, as some have noted that additional person and atmosphere factors got to be incorporated in these models to enhance their effectiveness in modelling the importance of people's personalities and skills on job outcomes (Edwards, Caplan & Harrison, 2002).

However, the bulk of those studies have confirmed that harmony between person characteristics and job necessities or work atmosphere has been shown to be a robust predictor of positive job outcomes like increased performance, worker satisfaction, reduced turnover and better levels of commitment. These findings show the link between actual and perceived levels of person-environment and job-fit with job outcomes. However, actual levels of perceived work, as determined by matching associate degree individual's values with those of the organization, appear to be the strongest predictor of this relationship. As has been shown higher than, the studies involve in depth analysis that will cause the event of additional comprehensive measures of person-job and person-environment work

perceptions.

## 2.4 Career Success

Career success is outlined by Arthur et al. (2005) because the ‘accomplishment of fascinating work-related outcomes at any purpose in a very person’s work expertise over time’(p.179). As antecedently noted, career success encompasses each objective and subjective criteria (Hughes 1958). The literature typically coalesces on the definition of the target criteria as that that is directly evident and therefore simply measured and verified. Objective career success usually depends on ‘landmarks’ that may be pronto compared across folks as a way of judgement for fulfillment (e.g., Arthur et al,2005; Populus alba & Wiese,2008; Heslin,2005; Hueges 1958).

Definitions for subjective success ar significantly additional imprecise, as well as ‘a self-evaluation of career progress’ (offered by Arthur et al2005,p.179, supported Stebbins,1970) ‘ individual’s subjective apprehension and analysis of his or her career’ (Van Maanen,1977,p.9), ‘individual’s sensory activity evaluations of and emotive reactions to their career’(offered by nan ogram and Feldman, 201,p170, supported Greenhouse et al. 1990; Turban Dougherty, 1994). These definitions will be taken in 2 ways in which. First, they recommend that individuals from associate degree overall subjective analysis of their career success, which can or might not be driven by objective factors.

Second, the definitions imply that there ar extra parts to career success on the far side objective factors that need subjective evaluations (I.e., can not be retrieved from a customary system database). Within the gift study we tend to concentrate on the latter interpretation. Supported many fashionable career theories we tend to argue that a Person’s career success is driven by objective factors additionally to people who ar less tangible in nature and need subjective interpretation. we tend to aim determine|to spot} factors additionally to people who ar less tangible in nature and need subjective interpretations reaching to identify these core subjective factors and build a way to live them and facilitate comparisons across people. Within the following sections, we tend to describe however career theories support the inclusion of subjective factors on the far side Associate in Nursinging overall subjective appraisal. Next, discussing the style during which SVS has been operationalized within the literature to this point highlight the deficiencies of those operationalization as a way of accessing SCS. Many trendy career theories recommend that

for several folks, Career success extends on the far side ancient objective factors. Moreover, several of those theorists recommend that SCS is many-sided. For instance, Hall (1976) projected the construct of the variable career, highlight the importance of flexibility, freedom, continuous learning, and intrinsic rewards for several folks navigating the fashionable career landscape. Arthur and Rousseau (1996) introduced the boundary less career, outlined as a career that's freelance from ancient structure career arrangements with one organization (DeFillippi & Arthur, 1996).

Sequent analysis on the subject suggests that sure factors ar a lot of vital to success in those with a boundary less attitude, like leaning and development (Granrose & Baccili, 2006) and work life conflict (Wille, Delaware Fruyt & Feys, 2013). Lastly, the plaything career model (Mainiero & Sullivan, 2006) describes however folks modification the trail of their career to match totally different aspects of their lives each within and out of doors of labor. The authors expressly highlight the role of 3 key motivators: credibleness, challenge, and work-life balance. Thus, though these theoretical views take issue to some extent in their focus, the concept that success has an inside critical part supported multiple criteria may be a constant theme.

Beyond theory, many researchers have applied the construct of SCS to empirical work. There has been goodish selection in researcher's interpretations of SCS, as proved by the amount of various constructs listed in Arthur et al.'s (2005) review. As proof of this diversity in constructs, an inventory of items for measures that ar oftentimes wont to represent the foremost common operationalization of SCS (i.e., Career Satisfaction, perceived overall career success, and three-dimensional conceptualization of success) is provided.

## **2.5 Previous Studies**

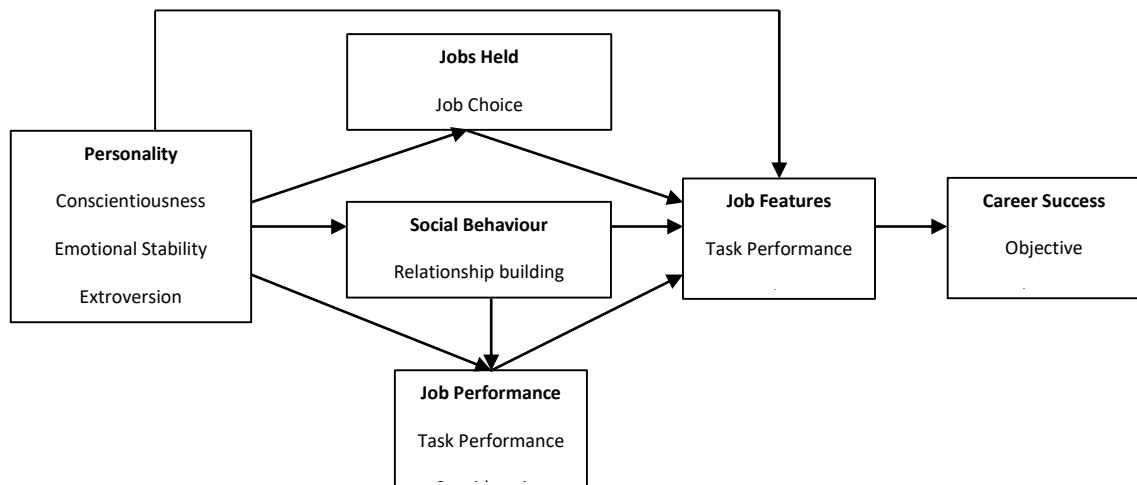
A study done by Y.Peng, 2014 relating to the impact of job-fit on Job Satisfaction suggests that job-fit is correlative with Job Satisfaction. Y.Peng's definition of job-fit is that the same because the definition of job-fit applied during this study. The study explored totally different model pathways to estimate the results of direct and indirect effects of job-fit/ self-efficacy on Job Satisfaction. Findings shows that there's a major direct impact of job-fit on the extent of Job Satisfaction.

Source: Y.Peng (2014)

This is because of the actual fact that workers with higher degrees of job-fit are a lot of qualified and might complete their jobs a lot of with efficiency, which means that they are doing not suffer huge job stress. Conversely, workers with lower degrees of job-fit cannot complete their jobs with efficiency and so, suffer heavier employment and pay longer on operating, learning and coaching. This produces huge job stress that results in employment Satisfaction of a coffee level consequently. A study done by F.Adrian, (2018) on the connection between temperament and activity success suggests that temperament is correlative to career success.

The study used a abstract framework linking temperament to jobs command, social behaviour, job performance, job options and eventually to career success as shown in Figure a pair of.2. The study additionally observed the match between temperament and therefore the four factors, specifically job performance, social behaviour, job command and job options, as job-fit. The four factors are crucial determinants of the congruity between temperament and job-fit of an individual. The findings show that if there's a precise degree of congruity between the temperament sort and therefore the options of the task, there's the next likelihood of achieving each objective and subjective career success.

**Figure 2.3 Conceptual Framework of F.Adrian**



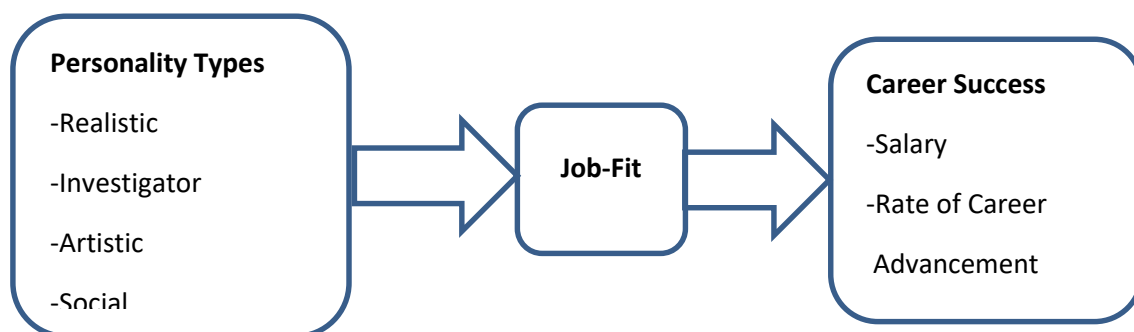
Source: F. Adrian, 2018

This is due to the fact that if the right personality type is paired with the right kind of job, there is an increase in the task performance and easier relationship building with co-workers which is otherwise also known as job-fit as stated in the study done by F. Adrian. This subsequently leads to career success, both objective and subjective. The attractiveness of the job held to other employees also increases the subjective career success.

## 2.6 Conceptual Framework of the Study

As shown in the conceptual framework, Holland's personality types consist of six types of Personality; Realistic, Investigative, Artistic, Social, Enterprising, and Conventional, job-fit also known as congruence, result of matching between personality and job, and career success measuring by salary, Rate of Career Advancement, and Job Satisfaction. In this study, Realistic personality type is taken as the doer, Investigative personality type as the persuader, Artistic is as the creator, Social as the helper, Enterprising as the persuader, and Conventional as the organizer. job-fit or congruence means the matching scores of comparing personality and environment. Career success refers to how high the salary is, how wide the Career Advancement, and how big the Job Satisfaction is. Career Advancement refers to upward progression of one's career. Salary is a form of payment from an employer to an employee in return for work performed. Job Satisfaction is a measure of employees' contentedness with their job.

**Figure 2.4: Conceptual Framework of the Study**



Source: Own Compilation, 2019

This study intends to examine the relationship between each personality types and job-fit, to analyse the link between job-fit and career success of HR managers in the HR field. By doing so, the relationship between the personality types and career success in the field of HR can also be determined. In this analysis, six types of personalities as shown in Figure 2.3, is the independent variable, which will affect job-fit, the dependent variable. The interaction between the two variables results in the extent of career success. This study mainly intends to examine the effectiveness of personality on job-fit, to analyse the relationship between job-fit and career success of HR managers in the HR field because this test is very essential to every industry to put the right man in the right place.

## **CHAPTER 3**

### **PERSONALITY TYPES OF HR MANAGERS IN YANGON**

This chapter focuses on the relationship between personality type and job-fit, and job-fit and career success of HR managers in Yangon. This chapter also included the explanation of the type of personality types of HR managers, how high they get their job-fit and their career success rate in the end. The demand of the HR personal in every industry is higher and higher day by day because the SMEs business is expanding along with the FDI (Foreign Direct Investment). Therefore, employees from another job and fresh-grads tend to come to the HR field with the reason of easiness to get the higher paid job. HRM (Human Resource Management) is essential to manage people to get things done.

a living or for the purpose of higher salary and ease of availability of the job. In addition, the characteristic of Artistic type is completely against the job nature of HR field which is related to “get things done through people”.

## CHAPTER 4

### ANALYSIS ON THE EFFECT OF PERSONALITY TYPES ON CAREER SUCCESS IN HR INDUSTRY IN YANGON

This chapter discusses about the data analysis and finding from questionnaires completed by 134 employees of HR managers in Yangon and in this chapter, three main parts are included to study relationship between personality types, job-fit and career success. Firstly, this study shows analysis on the effect of personality types on job-fit. Secondly, it shows analysis on the effect of job-fit on career success. In this study, linear regression model is used in order to find out these relationships by surveying.

#### 4.1 Analysis on the Effect of Personality Types on Job-Fit

This section explores the effect of personality types such as Realistic, Investigative, Artistic, Social, Enterprising and Conventional Types on job-fit of HR managers in Yangon.

##### 4.1.1 Personality Types

To explore personality types which containing 30 questionnaires on a five point Likert scale is used. The personality types explored by this questionnaire include Realistic, Investigative, Artistic, Social, Enterprising and Conventional Types. The data are collected from 134 HR managers and above position from different organizations and analysis is done using SPSS Software and the validity is established through suitable statistical means. The results are as shown in Table (4.1).

**Table (4.1) Realistic Type**

No.	Statements	Mean
1	Preference for guarding money in an armoured car.	3.59
2	Willingness to monitor a machine on an assembly line.	3.39
3	Inclination for driving a taxicab.	3.32
4	Liking for assembling products in a factory.	3.02



5	Disposition for setting up and operate machines to make products.	3.56
	Total	3.37

Source : Survey data,2019

Most preferred activity amongst the Realistic Type is guarding money in an armoured car while the least preferred is to assemble products in a factory. This is possibly because the respondents are all managers and above level in their respective companies and would not like assembling products in a factory compared to the other activities. Taking into account the other activities, the means average at around 3.37 for Realistic.

**Table (4.2) Investigative Type**

No.	Statements	Mean
1	Preference for studying animal behaviour.	3.47
2	Willingness to develop a new medicine	3.64
3	Inclination for studying rocks and minerals.	3.69
4	Liking for studying the population growth of a city.	3.50
5	Disposition for investigating crimes.	3.56
	Total	3.57

compared to other industries such as the teaching industry, which has more than two-thirds of employees that are single. Moreover, number of respondents above the age of 50 is relatively low at around 17, showing that there is a lack of older employees in the HR field.

For education level, most are degree holders and the second is Master holders. It indicates that the HR field is run mainly by educated people. Only a few (11) number of HR Diploma holders are in the HR field but some of them still get the director position with the HR Diploma certificate.

Most of the respondents get more than 2,000,000Ks, because of high demand for experienced and capable HR personnel in the industry. There is an anomaly within the respondents' salary, namely the only employee with a salary below 500,000Ks. This is

because the respondent is an unexperienced diploma holder that is hired by a family business that is new to HR. The manager position was given to the diploma holder for superficial purposes rather than functional purposes.

When bracketing the respondents in terms of years of service in the industry, most of them fall under 0-3 years whilst the rest makes up for the rest(65% of the subject pool). Normally, it is quite impossible for someone to become a manager without having work experience but with the support of work experience from other industries or MBA, one can get the manager position within 0-3 years range of work experience. Unfortunately, the longer year of service in HR, the lesser the number of people seen. This could be due to the HR field being fairly new to Myanmar, the employees lack experience in terms of the number of years. It is expected that as the HR field in Myanmar matures, the average number of service years will increase accordingly.

In this study, HR managers and above positions such as Senior HR Manager, HR Directors and Heads of HR, HR consultants are regarded as HR managers. In HR field respondent profile, there are 7 HR directors and 9 HR consultants while most of the people in HR field are HR Managers and Senior HR Managers. This is because directors and consultants have the highest level in terms of the hierarchal position in an organisation, similar to other industries and organisations. HR managers represent the most at 98 in number and 73.13% in percentage which shows HR manager position is dominating the HR field in term of number.

It is because of the demand of HR knowledgeable personnel and HR professional in the workforce in Myanmar. In HR field's respondent profile, number of HR directors and HR consultants is 7 and 9 respectively while most of the people in HR field are HR Managers and Senior HR Managers. With the modern trend in business world, HRM becomes very popular that almost all of the companies even the traditional-way-practised family business are trying to change the organization structure to insert HR personnel, resulting the surge in HR managers in the workplace.

### **3.2 Personality Types of Respondents**

As shown in Table 3.1, number of Realistic Type of HR Managers are 12, while Investigative, Artistic, Social, and Enterprising number 26, 9, 27 and 41 respectively. It

shows that the Enterprising Type of people are the majority in HR field and is similar with HR personnel in US. The enterprising type of people represents the majority amongst the pool of respondents, showing that the people with leadership skill are the most engaged people in the HR field. The combination of Enterprising and Social makes up almost half of the total respondents. Thus, it is evident that the leader type (Enterprising Type) and the social type of people are dominating in the HR field.

**Table 3.2 Personality Types of HR Managers**

<b>Personalities Types</b>	<b>No.</b>	<b>%</b>
Realistic	12	8.96
Investigative	26	19.40
Artistic	9	6.72
Social	27	20.15
Enterprising	41	30.60
Conventional	19	14.18
Total	134	100.00

Source: Survey Data, 2019

The Artistic Type represents only 9 out of the 134 respondents and are generally not suitable to work in the HR field for the long run. However, those Artistic personality type of people are engaging in the HR field for the sake of having a job, that is to earn for

Source : Survey data,2019

Most preferred activity amongst the Investigative Type is studying rocks and minerals while the least preferred activity is to study animal behaviour. Taking into account the other activities, the means average at around 3.57 for Investigative.

**Table (4.3) Artistic Type**

<b>No.</b>	<b>Statements</b>	<b>Mean</b>
1	Preference for directing a play.	3.50
2	Inclination for playing a musical instrument.	3.63
3	Liking to act in a movie.	3.58
4	Proclivity to act in a play.	3.00
5	Willingness to pose for a photographer.	3.27
	Total	3.39

Source : Survey data,2019

Most preferred activity amongst the Artistic Type is to play a musical instrument while the least preferred activity is to act in a play. Taking into account the other activities, the means average at around 3.39 for Artistic.

**Table (4.4) Social Type**

<b>No.</b>	<b>Statements</b>	<b>Mean</b>
1	Proclivity to help people with personal or emotional problem.	3.72
2	Preference for counselling people who have a life-threatening disease.	3.67
3	Liking to do volunteers work at a non-profit organization.	3.67
4	Willingness to help families and care for needy relatives.	3.44
5	Inclination towards assisting doctors in treating patients.	3.57
	Total	3.61

Source : Survey data,2019

Most preferred activity amongst the Social Type is to help people with personal or emotional problem while the least preferred activity is to help families and care for needy relatives. Taking into account the other activities, the means average at around 3.61 for Social.

**Table (4.5) Enterprising Type**

<b>No.</b>	<b>Statements</b>	<b>Mean</b>
1	Preference for managing a retail store.	3.51
2	Proclivity for managing the operations of a hotel.	3.78
3	Liking to manage a supermarket.	3.96
4	Inclination towards managing a department within a large company.	3.6
5	Willingness to be responsible for the operation of the company.	3.62
	Total	3.69

Source : Survey data,2019

Most preferred activity for Enterprising Type is to manage a supermarket while the least preferred activity is to manage a retail store. Taking into account the other activities, the means average at around 3.69 for Enterprising.

**Table (4.6) Conventional Type**

No.	Statements	Mean
1	Preference for keeping accounts payable/receivable for an office.	2.41
2	Inclination towards computing and recording statistical and other numerical data	2.59
3	Liking to calculate the wages of employees.	2.89
4	Willingness to keep records and financial transactions for an organization.	3.27
5	Penchant for keeping inventory records.	2.74
	Total	<b>3.52</b>

Source : Survey data,2019

Most preferred activity for Conventional Type is to keep records and financial transactions for an organisation while the least preferred activity is to keep accounts payable/receivable for an office. Taking into account the other activities, the means average at around 3.52 for Conventional.

**Table (4.7) Summary of Personality Types**

No.	Descriptions	Mean
1.	Realistic Type	3.37
2.	Investigative Type	3.57
3.	Artistic Type	3.39
4.	Social Type	3.61
5.	Enterprising Type	3.69
6.	Conventional Type	3.52
	<b>Overall Mean</b>	<b>3.52</b>

Source : Survey data, 2019

As shown in Table (4.7), the highest personality type of employees is Enterprising Type and the second is Social Type. According to these data, most employees are Enterprising Type who are essentially leaders and achieve career success in leadership positions. The characteristics include being happy in managing in retail stores, satisfaction in managing the operations of hotels, supervising a super-market, overseeing a department within a large company and finally being the person responsible for the operations of the

company. People of these personality type have a higher job-fit compared to other personality types, thus this increases the percentage of job-fit via personality.

On the other hand, the lowest personality type of employees are Realistic and Artistic Type. Referring to the data, it is evident that there is the least number of employees who are the Realistic Type, who performs better in environments where they work with machines and hands-on work rather than with people or ideas. The second least number of employees are the Artistic Type, who generally are creative and performs well in job areas that require critical thinking. However, these two personality types have a relatively low job-fit in this industry. Hence, having less employees of these two personality types mean that there are more employees of other personality types and this also increases the percentage of job-fit via personality.

#### 4.1.2 Job-Fit

To explore job-fit which containing 6 questionnaires on a five point Likert scale is used. The data was collected from 134 employees from different positions and analysis was done using SPSS Software and the validity was established through suitable statistical means. The results are as shown in Table (4.8).

**Table (4.8) Job-Fit**

<b>No.</b>	<b>Descriptions</b>	<b>Mean</b>
1.	Enjoyment while working in the HRM environment	3.81
2.	Level of excitement involving HRM	3.73
3.	Personal stress management level in HRM	4.01
4.	Expectations of career	3.84
5.	Plans to work in HRM in the long run	3.98
6.	Expression of self in the work environment	3.87
	<b>Overall Mean</b>	<b>3.87</b>

Source : Survey data,2019

As shown in Table (4.8), most managers and above position have job-fit in HR field in Yangon mainly because most managers rarely get stressed in the HRM work environment even when faced with challenges. On the other hand, the lowest component of job-fit score is the level of excitement for the respondents involving HRM. Lastly, other components such as enjoyment while working in the HRM environment, expectations of

career, plans to work in HRM in the long-term and expression of self at work environment, also contribute significantly to the overall job-fit score.

#### **4.1.3 Effect of Personality Types on Job-Fit**

In this section, analyses the effects of personality types (realistic, investigative, Artistic, Social, Enterprising and Conventional) on job-fit of HR managers and above positions in Yangon. The linear regression model is applied. The output from generating linear regression model is shown in Table (4.9).

**Table (4.9) Effect of Personality Types on Job-Fit**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	2.443	0.612		3.988	0.000	
Realistic	0.053	0.094	0.048	0.564	0.574	1.302
Investigative	-0.015	0.072	-0.016	-0.207	0.836	1.061
Artistic	-0.210*	0.111	-0.156	-1.892	0.061	1.228
Social	-0.025	0.094	-0.021	-0.267	0.790	1.097
Enterprising	0.255***	0.067	0.304	3.802	0.000	1.161
Conventional	0.323***	0.080	0.329	4.059	0.000	1.193
R Square	0.296					
Adjusted R Square	0.263					
F Value	8.963***					

Source : Survey data,2019

Note : \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As shown in Table (4.9), the value of R Square is 0.296 that means this specified model could explain 29 percent about the variation of the job-fit of the HR field. The model can explain 26.3 percent about the variance of the independent variable (personality types) and dependent variable (job-fit) because adjusted R square is 0.263. The overall significant of the model, F value, is significant at 1 percent level that indicates the specified model can be said valid.

The significance level of personality types such as Enterprising and Conventional identify that people who have the desire of managing a retail store, supermarket, operations of a hotel, department and also people who are better at keeping, computing, calculating the financial or statistical data and records are significantly better job-fit.

On the other hand, the Artistic type of HR managers who are keen on doing arts performances such as directing a play, playing a musical instrument, acting in a play or in a movie are negatively getting job-fit.

The significant level of personality types like Enterprising and Conventional types are at 1 percent confidence level. The significant level of personality type like Artistic type



is at 5 percent confidence level. However, Realistic, Investigative and Social types are not significant relations on job-fit. Enterprising and Conventional variables have the expected positive sign and highly significant coefficient value at 1 percent level. The positive relation indicates that increase in Enterprising and Conventional variables lead to increase in job-fit in the HR field. Artistic variable has the expected negative sign and significant coefficient value at 5 percent level. The negative relation indicates that the increase in Artistic variable leads to decrease in job-fit in HR field in Yangon by giving more Enterprising and Conventional variables makes more job-fit in HR field in Yangon. Moreover, by giving less Artistic variable makes more job-fit in HR field in Yangon.

The Significant level of personality types like Enterprising and Conventional types identify that people who have the desire of managing; retail store, supermarket, operation of a hotel, department and who like keeping, computing, calculating are significantly getting job-fit in HR field in Yangon.

On the other hand, the Artistic type of HR managers who are knee on doing arts performance such as directing a play, playing a musical instrument, acting in a play in moving, are negatively getting job-fit. As a result, people with enterprising type who are self-confident, energetic, ambitious, managing and leading others, are significantly getting job-fit in HR field. And, conventional type of HR managers and above positions, who are organized, careful, efficient, conscientious, and conforming, are also significantly getting job-fit.

The artistic type of people, who are creative, imaginative, intuitive, enjoy the arts sectors, are negatively getting job-fit; that is, the lesser the characteristics of artistics, the more the job-fit obtains in HR field.

## **4.2 Analysis on Effect of Job-Fit on Career Success**

This section explores the effect of job-fit on career success such as Salary, Rate of Career Advancement and Job Satisfaction.

### **4.2.1 Career Success**

To explore career success which containing 6 questionnaires on a five point Likert scale is used. The career success explored by this questionnaire includes Salary, Rate of

Career Advancement and Job Satisfaction. The data are collected from 134 employees from HR managers and above position of different organizations and analysis is done using SPSS Software and the validity is established through suitable statistical means. The results are as shown in Table (4.10).

**Table (4.10) Career Success**

<b>STATEMENTS</b>	<b>Mean</b>
Satisfaction with overall pay structure.	3.71
Preference of one's job over other jobs	3.75
Satisfaction with take-home pay	3.59
Contentment with one's career progression	3.83
Perception of recognition and appreciation at work	3.95
Satisfaction with working in the HR field	3.71
<b>Overall Mean</b>	<b>3.75</b>

Source : Survey data,2019

Receiving recognition and appreciation at work is the biggest contributor to the score of career success while satisfaction with the take home pay has the lowest score amongst the 6 questions. This is in-line with Table (4.5), which shows that salary is the least important factor while job satisfaction is the most important factor to career success. Rate of career success is also relatively crucial in determining career success.

Career success variables like Salary, Career Advancement and Job Satisfaction are included in analysing the effect of job-fit on career success of managers and above positions in HR field in Yangon. According to this data, Job Satisfaction variable is the highest amongst its other two counterparts of career success. Therefore, most of the HR Managers choose only HR related job rather than any others or HR Managers still want to be in the HR field and obtain career success through recognition and appreciation for having job-fit.

#### **4.2.2 Effect of Job-Fit on Career Success in HR Field in Yangon**

In this section, analyses the effects of job-fit on career success in HR field in Yangon. The linear regression model is applied. The output from generating linear regression model is shown in Table (4.11)

**Table (4.11) Effect of Job-Fit on Career Success**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.397	0.245		5.693	0.000	
Job-Fit	0.613***	0.063	0.645	9.742	0.000	1.000
R Square	0.416					
Adjusted R Square	0.412					
F Value	94.915***					

Source : Survey data,2019

Note : \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As shown in Table (4.11), the value of R Square is 0.42 that means this specified model could explain 42 percent about the variation of career success in HR field in Yangon. The model can explain 41.2 percent about the variance of the independent variable (job-fit) and dependent variable (career success) because adjusted R square is 0.412. The overall significant of the model, F value, is significant at 1 percent level that indicates the specified model can be said valid.

The significant level of job-fit is at 1 percent confidence level. job-fit variable has the expected positive sign and highly significant coefficient value. The positive relation indicates that increase in job-fit leads to increase career success in HR field in Yangon by making more job-fit in HR field in Yangon makes more career success. In HR field in Yangon, career success factors like Salary, Career Advancement and Job Satisfaction are important variables which coming from job-fit.

Finally, HR managers in Yangon HR field are having career success by achieving satisfaction with overall pay structure and take-home pay, preference of own job and recognition and appreciation at work, contentment with career progression, and satisfaction with working in HR field, through job-fit from personality types.

## **CHAPTER 5**

### **CONCLUSION**

This chapter is organized with findings and discussions, suggestions and recommendations are presented based according to the surveyed results. It also presents suggestions for further result. The purpose of this study is to analyse Personal Types of managers and above position in HR field in Yangon and to examine the effect of Personal Types on career success through job-fit in HR field in Yangon.

#### **5.1 Findings and Discussions**

This study based on personality types (Realistic, Investigative, Artistic, Social, Enterprising and Conventional types) which lead to job-fit and career success of HR managers and above positions in HR field in Yangon. In order to achieve this paper, primary data are used by means of simple random sampling method. To examine the effectiveness of personality types on career success through job-fit, one hundred and thirty-six employees are analysed by collecting structured questionnaires. Then regression analysis is used in seeking to determine the effect of personality types on job-fit and career success. After analysing the surveyed data, based on the outcomes of mean values, it can assume that HR managers are getting job-fit mostly by means of Enterprising type, Conventional type and Artistic type in HR field in Yangon.

Regarding job-fit, most HR managers get job-fit through the following types such as being happy in managing a retail store, feeling satisfied in managing the operations of hotels, or in overseeing a super-market, in addition to supervising a department within a large company and finally being a responsible person for the operation of the company, keeping accounts payable/receivable for an office, computing and recording statistical and other numerical data, calculating the wages of employees, keeping records and financial transactions for an organization, keeping inventory records. However, the following trait including directing a play, playing a musical instrument, acting in a movie, acting in a play and posting for a photographer must less to get job-fit lead to career success in HR field in Yangon.

According to the result of the study, there is a great effect of job-fit on career success in HR field in Yangon. Most managers have job-fit by means of being enjoy in working in

the HRM work environment, existence of things involving HRM, getting stress rarely in face of challenges, existence symmetrically career and career expected, planning to work in HRM long-term and availability of freedom of expression at work.

The result found that the moderating effects of demographic variables are not related between personality types and career success in HR field in Yangon. Because male or female, single or married employees and age level are not very effecting on both job-fit and career success in HR field in Yangon.

Based on the result of the study, it can be concluded that Enterprising and Conventional variables and job-fit have positive relationship with each other, however, Artistic variable and job-fit have negative relationship with each other so that the effect of personality types impacts on career success through job-fit. Therefore, it can be assumed that the personality types are important in getting job-fit in HR field in Yangon which leads to career success.

## **5.2 Suggestions and Recommendations**

Based on the findings, the HR field gets many benefits to understand what it can get job-fit from personality types more effectively and increase career success in the workplace. Most HR managers are satisfied with job-fit through Enterprising, Conventional and Artistic types in HR field in Yangon.

The recruitment and selection system in the HR field can be further improved by integrating the personality types tests which help to find right candidates for the right jobs.

The HR field has more people with Enterprising personality type who like being happy in managing a retail store, feeling satisfied in managing the operations of hotels, or in overseeing a super-market, in addition to supervising a department within a large company and finally being a responsible person for the operation of the company. Similarly, there are relatively more people embodying Conventional personality type in this industry. People with this personality type enjoy keeping accounts payable/receivable for an office, computing and recording statistical and other numerical data, calculating the wages of employees, keeping records and financial transactions for an organization, keeping inventory records. Since people with these two personality types make up for the bulk of the HR field, there is a higher percentage of job-fit which leads to the career success in the HR field. Therefore, hiring people of these two personality types will improve the

efficiency and productivity of the industry owing to better Job-Fit and consequently, higher rate of career success.

On the contrary, Artistic Type people appreciate doing things such as directing a play, playing a musical instrument, acting in a movie, acting in a play and posing for a photographer. They have low job-fit in this industry and are the least likely to have higher levels of career success compared to other personality types.

Finally, it is beneficial for both employers and employees to allocate right Human Capital to the right place in order to achieve business and career success via aiming for higher job-fit. The recruitment and selection system in the HR field can be further improved by integrating the personality types tests which help to find right candidates for the right jobs.

### **5.3 Needs for Further Research**

This study focuses only on the personality types like Realistic, Investigative, Artistic, Social, Enterprising and Conventional type on job-fit and career success in HR field in Yangon. This study does not cover the whole HR field or other related industries. Therefore, further researchers should study leadership styles, reward system and ethical behaviours at work, work-life balance system that may affect job-fit of employees. Moreover, these personality types should be used in Educational industry, Service industry, Manufacturing Industry and Government departments. More investigations on the effects of personality types or traits on career success through job-fit are also worthwhile for further studies to get 'right man, right place'. In addition, further studies that base on influencing factors towards job-fit and career success in other area with larger sample size can also be a more fruitful research if cost and time allows.

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## APPENDIX I

### A. Questionnaire

Sample number.....

Date.....

Dear esteemed respondent

***Participating in this research is voluntary and should be done out of your own free will.***

This questionnaire aims to facilitate a study that explores, examines, and analyzes personality types, vocation-fit and career success of HR managers in Yangon. This specific study will be focused on identifying the link between vocation-fit in terms of personality type and career success.

You are requested to give truthful responses to the various questions in this questionnaire to the best of your ability, so as to help us understand whether matching one's personality to their work environment affected their career success. To ensure that there is utmost confidentiality and respect of privacy, a sample code number will be assigned to you. Feel free to seek clarification on any question or issue you need more information on.

**SECTION A: Personal Profile (tick the appropriate box)**

**1. Age**

20-30

40-50

30-40

50 and above

**2. Gender**

Male

Female

**3. Marital Status**

Single

Married

**4. Education level**

Diploma

Master

Degree

PHD

**5. How long have you been a HR manager?**

3-5 years

5 - 10 years

10-15 years

>15years

**6. Position**

HR Manager

Senior HR Manager

HR Director/HR Head

HR Consultant

**7. Income**

300,000-500,000ks

500,000-1,000,000ks

1,000,000-2,000,000ks

>2,000,000ks

**SECTION B: Personality Trait Questionnaire**

1 = strongly disagree, 2 = disagree, 3 = ne

gree, 5 = strongly agree

STATEMENTS	1	2	3	4	5
I like guarding money in an armored car.					
I like to study animal behavior.					

I like to direct a play.					
I like to perform nursing duties in a hospital.					
I like to manage a retail store.					
I like to keep accounts payable/receivable for an office.					
I like to monitor a machine on an assembly line.					
I like to develop a new medicine.					
I like to play a musical instrument.					
I like to counsel people who have a life-threatening disease.					
I like to manage the operations of a hotel.					
I like to compute and record statistical and other numerical data.					
I like to Drive a taxicab.					
I like to study rocks and minerals.					
I like to act in a movie.					
I like to do volunteers work at a non-profit organization.					
I like to manage a supermarket					
I like to calculate the wages of employees.					
I like to assemble products in a factory					
I like to study the population growth of a city.					
I like to act in a play.					

I like to help families and care for needy relatives.					
I like to manage a department within a large company.					
I like to keep records and financial transactions for an organization					
I like to set up and operate machines to make products.					
I like to investigate crimes.					
I like to pose for a photographer.					
I like to assist doctors in treating patients.					
I like to be responsible for the operation of the company.					
I like to keep inventory records.					

**SECTION C: Job-Fit (tick the appropriate box)**

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

<b>STATEMENTS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I enjoy working in the HRM work environment					
Everything involving HRM is exciting for me					
I rarely get stressed even in face of challenges					
Where I am in my career is where I expected to be					
I plan to work in HRM long-term					
I am free to be myself and express myself fully in this work environment					

**7. Salary, Career Advancement and Job Satisfaction(tick in the appropriate box)**

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

<b>STATEMENTS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I am satisfied with overall pay structure.					
I would have more to offer in a different career					
I am satisfied with my take home pay.					
I am happy with my career progression as it is					
A change in my career would offer me more satisfaction					
If I have everything in life, I would still want to work in the HRM industry					



## APPENDIX : Regression Output

### Regression results for Personality Types & Job-Fit

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.544 <sup>a</sup>	0.296	0.263	0.57311	2.144

a. Predictors: (Constant), Mean\_Con, Mean\_Rea, Mean\_Inv, Mean\_Soc, Mean\_Ent, Mean\_Art

b. Dependent Variable: Mean\_JF

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.663	6	2.944	8.963	.000 <sup>b</sup>
	Residual	42.042	128	0.328		
	Total	59.705	134			

a. Dependent Variable: Mean\_JF

b. Predictors: (Constant), Mean\_Con, Mean\_Rea, Mean\_Inv, Mean\_Soc, Mean\_Ent, Mean\_Art

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.443	0.612		3.988	0.000		
	Mean_Rea	0.053	0.094	0.048	0.564	0.574	0.768	1.302
	Mean_Inv	-0.015	0.072	-0.016	-0.207	0.836	0.942	1.061
	Mean_Art	-0.210	0.111	-0.156	-1.892	0.061	0.814	1.228
	Mean_Soc	-0.025	0.094	-0.021	-0.267	0.790	0.912	1.097
	Mean_Ent	0.255	0.067	0.304	3.802	0.000	0.861	1.161
	Mean_Con	0.323	0.080	0.329	4.059	0.000	0.838	1.193

a. Dependent Variable: Mean\_JF

## Regression results for Job Fit & Career Success

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.645 <sup>a</sup>	0.416	0.412	0.48598	2.124

a. Predictors: (Constant), Mean\_JF

b. Dependent Variable: Mean\_CS

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.417	1	22.417	94.915	.000 <sup>b</sup>
	Residual	31.412	133	0.236		
	Total	53.829	134			

a. Dependent Variable: Mean\_CS

b. Predictors: (Constant), Mean\_JF

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.397	0.245		5.693	0.000		
	Mean_JF	0.613	0.063	0.645	9.742	0.000	1.000	1.000

a. Dependent Variable: Mean\_CS

