PERSONALITY PROFILES OF HOSPITALITY STUDENTS:
A COMPARISON OF THESE TRAITS TO THOSE
PREFERRED BY THE HOSPITALITY
INDUSTRY

THESIS

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MASTER OF SCIENCE

By

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One problem facing the hospitality industry today is turnover. Management turnover rates of 50 and 75 percent continue to plague all segments of the industry.

Personality type theory holds that people are happier in environments that are compatible with their personalities. This study examines 229 undergraduate students enrolled in hospitality education at the University of North Texas. The Myers Briggs Type Indicator was administered to these students to determine their predominant personality types, and to compare these types to those desired by hospitality industry professionals for success within the industry. Variables such as gender, work experience, and classification were also examined in comparison to student personality types.
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CHAPTER I

INTRODUCTION

Many factors affect an individual's selection of a career and subsequent career satisfaction. Individuals need to consider characteristics such as their abilities, interests, needs, values, and personality as well as characteristics of the work environment when choosing a career. Of particular interest to this researcher is the effect an individual's personality has on career selection.

According to personality type theory, there are certain tendencies that are naturally used by individuals (Myers, 1980). People are happier in environments that are compatible with their personalities (Arthur, 1989). Individuals are born with predispositions toward a preferred personality trait such as extraversion or introversion (Myers, 1980). They are more extroverted than introverted or more introverted than extroverted. If one is in a situation that requires regular use of the less dominant trait, frustration occurs. All individuals are happier and content in an environment that allows them to use their preferred traits. Congruency between internal (self) and external (environment) factors increases job satisfaction (Arthur, 1989).
Statement of the Problem

The hospitality industry is experiencing a labor crisis of tremendous proportions. Labor turnover in the industry is at a rate of 240% (McCaulley and Woods, 1989). Research related to turnover in the industry to date has focused on external factors such as hours, salary, training, and promotions affecting job dissatisfaction (Blumenfeld, Jourdan, Kent, & Shock, 1987, Damonte & Vaden, 1987, VanDyke & Strick, 1990). Internal factors such as personality, interests, and needs may also affect job satisfaction and labor turnover. Perhaps by understanding the type of individual who chooses hospitality management as a career, and attempting to match potential employee traits identified as needed by industry professionals, job satisfaction can be increased, and employee turnover can be reduced.

Purpose Statement

The purpose of this study was to identify personality traits of undergraduate majors in hotel and restaurant management at the University of North Texas, and to compare their personality traits to those traits identified as desirable by hospitality industry professionals.

Research Questions

The study focused on the following research questions:

1. What are the personality traits of individuals who major in hotel and restaurant management?

2. How do the personality traits that hotel and
restaurant management majors possess compared to the personality traits preferred by hospitality industry professionals?

a. Are hotel and restaurant management majors more likely to be extroverted as opposed to introverted?

b. Are hotel and restaurant management majors more likely to be feeling as opposed to thinking?

3. Are females more likely to possess the preferred traits than males?

4. Are those individuals with work experience in the hospitality industry more likely to display extroverted and feeling traits than those without work experience?

5. Are students who are classified as juniors and seniors (upper division) more likely to display extroverted and feeling traits than those who are classified as freshmen and sophomores (lower division)?

Delimitation

This study applies only to students majoring in hotel and restaurant management at the University of North Texas.

Limitations

1. Environmental or other factors (end of semester) may have influenced the subjects' responses.

2. This study measured subjective characteristics; and definitions are limited to Myers Briggs terminology and traits described in the review of literature.

3. The population consisted of students present on the
day the survey was administered; thus only students in attendance were surveyed.

4. Answers to the questionnaire may have been biased by knowledge of the respondents of the purpose of the research.

Basic Assumptions

The following assumptions were made for purposes of this study:

1. Personality influences human behavior.
2. Subjects have an interest in the hospitality industry.

Definition of Terms

The following terms were defined for use in this study:

1. **Personality traits** are the behavioral characteristics by which each person can be compared and contrasted with other people (Bernstein, et.al., 1988)
2. **Hospitality students** are persons who have identified Hotel and Restaurant Management as their major at the University of North Texas.
3. **Upper divisions students** are students who have earned 60 credit hours and are classified by the institution as juniors or seniors.
4. **Lower division students** are students who have earned less than 60 credit hours and are classified by the institution as freshmen or sophomores.
Significance of the study

Personality may be a predictor of one's job satisfaction and individuals whose jobs are compatible with their personality traits are likely to express greater job satisfaction than those whose jobs and personality are incongruent (Arthur, 1989). Stability and productivity are natural outcomes of satisfied "congruent" individuals. If a company used personality tests and hired "compatible" personalities (individual needs, and interests compatible to the company needs) and high turnover continued to be a problem then evaluation of the external work environment (hours, job demands) rather than evaluation of internal factors (individual needs) should be the focus of their efforts to reduce turnover. With a management turnover rate of 50% or more, (Qume Group Ltd., 1990) it is important to determine whether the complexity and uniqueness of the hospitality industry are compatible with the personality characteristics of new recruits.

In addition, the key to personal development lies in knowing one's strengths and building on them. Examining the personality traits of students majoring in hospitality management aids in this process. If students know their personality type and which characteristics are desired by hospitality professionals, they will be better able to understand and evaluate whether the hospitality field is for them.
CHAPTER II

REVIEW OF LITERATURE

This chapter consists of two parts. The first part is concerned with the theoretical background for the study. The second part discusses recent literature within the hospitality industry relative to this study.

Career Development Theories

Parsons (1909) developed a matching model of career choices that specified three steps to job satisfaction. The first step is self knowledge, understanding one's own personality, interests, needs, and values. The second step is knowledge of the work environment, understanding job rewards, and job demands. The third step is a combination of steps one and two. Parsons postulated that job satisfaction, was a result of the goodness of fit between self knowledge and knowledge of the work environment.

Subsequently, Holland (1973), postulated that vocational choices are expressions of people's personalities. People prefer and search for work environments that will allow them to exercise their skills and abilities, express their attitudes and values, and take on agreeable problems and roles. Holland labeled this
process congruence. Congruent individuals are more satisfied and less likely to change environments than are incongruent persons (Arthur, 1989).

In order to understand congruence, it is necessary to understand that individuals have specific personality preferences (Myers, 1980). One is likely to use or prefer to use one personality trait over another. Jung (1971) suggests that personality consists of four broad categories. Jung’s four categories of personality are perception, judgement, extraversion/introversion, and attitude. All of these personality categories, except attitude are on a continuum.

Of the first three categories, a person uses "some" of each category, but tends to prefer or lean toward one end of the continuum represented by each category. For example, under perception, one might use sensing (S) traits often or intuition (N) often. Sensing is using the five senses to become aware of things. Intuition is adding unconscious hunches to information received from the outside. Under judgment one might use thinking (T) or feeling (F). Thinking refers to being logical and impersonal, and feeling being appreciative, subjective, and personal. Within each category, whichever end an individual prefers will automatically be used. (Myers, 1980).

Jung (1971) states that individuals will be happier and more effective when they are functioning in their dominant
A destructive conflict may exist between people and their jobs when the job makes no use of the worker’s natural combination of perception and judgment, but constantly demands the opposite combination. If they have a perceptive personality, it will be difficult to make quick decisions, and if an individual has a judgment personality it will be difficult to ponder and be in an environment where closure of decisions is not quick (Jung, 1971). Myers (1980) studied Jung’s work and developed the Myers Briggs Personality Indicator to measure individuals’ tendencies toward each of the four types. Through study of the various types, Myers determined that several components of personality can be combined. For example, the categories can be combined to form different types such as ST (sensing/thinking, which is practical and factual), SF (sensing/feeling, which is personal, warm and sociable), NF (intuitive/feeling, which is warm, insightful, and creative), and NT (intuitive/thinking, which is logical and technical).

In addition to the traits of perception and judgment, are the traits of extraversion/introversion and attitude. The extraversion/introversion trait distinguishes between introversion (I), and extraversion (E). Introverts focus on ideas and like working within their heads. Extroverts on the other hand, focus on the outside environment and like working actively with objects or people. (Myers, 1980).
The last component in Jung's personality types is that of attitude. One can have either a perceptive (P), or a judging (J) attitude. Unlike the other three categories that are on a continuum, one of these traits (perception or judgment) must be shut down for the other to work. When individuals are forming perceptions they have not yet formed a judgment. Once they have formed a judgment they are no longer taking in information, thus they are no longer forming perceptions (Myers, 1980).

Personality directs one's thinking and subsequent actions. The index preferences between extraversion (E) and introversion (I) affect choices as to "whether to direct perception/judgment mainly on the outer world (E) or mainly on the world of ideas (I)" (Myers & McCaulley, 1989, p.2). The index preferences between sensing (S) and intuitive (N) affect choices as to "which kind of perception is preferred when one needs or wishes to perceive" (Myers & McCaulley, 1989, p.2). The thinking (T) and feeling (F) judgment affects choices as to "which kind of judgment to trust when one needs or wishes to make a decision" (Myers & McCaulley, 1989, p.2). And, the judgment (J) and perception (P) affect choices as to "whether to deal with the outer world in the judging attitude or in the perceptive attitude." (Myers & McCaulley, 1989, p.2).

An individual has four distinct preferences; one preference in each of the four categories (Perception,
Judgment, Extraversion/introversion and Attitude) described by Jung. Of these distinct preferences, accountants, bank employees, and persons in finance, and commerce tend to be sensing/thinking (ST). Persons in sales, customer relations, nursing and education tend to be sensing/feeling (SF). Creative writers, theologians, counselors, and health related professionals tend to be intuitive/feeling (NF), and attorneys, photographers, researchers and scientists tend to be intuitive/thinking (NT) (Myer, & McCaulley, 1989). It could be speculated that hospitality professionals would be sensing/feeling (SF), or more like those individuals employed in sales and customer relations because they deal continually with customers and delivery of service.

Using Jung’s theory, a detailed look at hospitality students’ personalities is helpful in determining which traits the students need to be successful in the industry. For example, as a hospitality manager, knowing one’s own personality and how that personality interacts with persons in different aspects of the industry could be very valuable. If, for example, a manager does not like to pay attention to details then perhaps he or she needs to hire a staff member who does like to attend to details. Compatibility within the organization and how to interact with others of different or similar personality types could also be addressed. A manager who is introverted might want to learn strategies for compatibility with extroverted employees and
peers to maintain or achieve success. This manager needs to assign public relation duties, guest relations duties, and employee training duties to those who are comfortable with extroverted modes. According to career satisfaction theory, individuals are most satisfied when working in an environment that is congruent with their personalities. Knowing a company's culture and the overall personality types prevalent in that culture can assist managers in making hiring and placement decisions.

**Hospitality Literature**

**Industry Expectations**

Certain personality traits, identified by industry professionals, seem to contribute to managerial success in hospitality management (Higgins, 1989; Worsfold, 1989). Higgins (1989) through the use of the Management Effectiveness Analysis, (MEA) analyzed 50 food and beverage managers. The MEA diagnoses behavior related to six functions (ability to evaluate, decide, implement, lead, follow through, and relate to others). After completing the diagnosis, Higgins asked the supervisors of the 50 managers to rate them as effective or ineffective. The effective managers had an equal balance between conservatism and innovation and were decisive with delegation of tasks being difficult. Higgins also characterized effective managers as strong in motivating subordinates and very focused.

Worsfold (1989) studied 28 hotel managers in a major
United Kingdom hotel group. The personnel director of the company selected the managers who were considered the most competent. These managers had a good track record and were operating the most prestigious and largest hotels in the company. Worsfold (1989) reported that hotel managers had a higher score in extraversion than business executives. He also found that successful hotel managers related well to people and showed concern for people. They had above average assertiveness, a competitive spirit, and a venturesome outlook. They were good at working as a team and supportive of others. These are all extrovert (E) traits on the Myers Briggs Type Indicator (MBTI). Based on Worsfold's findings the most successful hotel managers, using the MBTI types, are enthusiastic (E, extrovert on the MBTI), sociable (F, feeling on the MBTI), persevering (J, judging on the MBTI), and imaginative (N, intuitive on the MBTI).

An examination of the literature revealed little consideration of personality traits in the selection process throughout the hospitality industry. For example, Van Dyke & Strick, (1990) surveyed 200 restaurant and hotel managers to collect information in the areas of manager recruitment, selection, and retention. They found that most companies use reference checks and internal check lists as their major selection method for their managerial staff. They also found that because employers are sued for slander and libel,
it is becoming increasingly difficult to obtain adequate information through these means. The characteristics most desired by these hospitality companies were experience, honesty, ambition, leadership, and energy for restaurant managers. Experience, people, leadership, and managerial skills and attitude were the most desired skills for hotel managers. According to Van Dyke & Strick, (1990) the managers surveyed believed salary and promotion were the best retention and motivational tools for their managerial employees (environmental factors).

McFillen, Riegel, and Enz (1986), on the other hand, studied 1046 managers of a national quick-service restaurant chain and found that job satisfaction leads to organizational commitment and intent to stay (retention). Besides outside congruity (expectations vs. reality), one must also experience internal congruity (fit of the job with personality). If employees' expectations for wages, reasonable work schedules, and work environments are met (external congruency), but the job requirements do not fit their personality (lack of internal congruency) they are likely to be dissatisfied.

The five panelists at a conference on education, recruitment, and employee selection, held at the University of Massachusetts, all concurred that employers expect managers' written and verbal abilities to be superior. Managers must have an above average ability to deal with
guests and employees (Wilson, 1990). Employers also expect a manager to be able to juggle many responsibilities at one time (Wilson, 1990). Managers must have empathy, high intellect, a service orientation, and an outgoing personality (Wilson, 1990). In a survey of 75 General Managers of large hotel chains, Tas (1989) found that industry professionals also expect managers to be competent in human relation skills, guest problems, and customer relations. Extroverted, enthusiastic, individuals with effective communication skills are needed to perform these interpersonal tasks. Cullen and Dick (1989) in their study of 364 hospitality students found that the hospitality student was by far more entrepreneurial than the traditional business students. Maxon’s study (1988) of 210 people going through the Thompson’s Group Outplacement Process at Hewlett Packard’s Queens Ferry Microwave Operation, defined the traditional business school entrepreneurs as introverted, intuitive, thinking, and judging types (INTJ).

Based on this review of literature, hospitality professionals tend to hire or want to hire individuals who have strong interpersonal skills (F on MBTI), are energetic and enthusiastic (E on MBTI), persevering (J on MBTI), and imaginative (N on MBTI). Perhaps, this distinct personality type is necessary to juggle all the responsibilities, fast pace, and change that takes place in the ever changing hospitality industry.
Student Expectations and Characteristics

Using Jung's theoretical model, Brymer and Pavesic (1990) explored the personality types of 106 hospitality graduates from 11 programs in the United States. Of Carl Jung's psychological types, the largest group (22% of the total) of the hospitality graduates surveyed were ESJT (Extrovert, Sensing, Thinking, and Judging). Extraversion appeared in 69% of the respondents which is 6% less than found in the general population. This finding suggests that external factors may contribute to turnover. Pavesic and Brymer, while identifying distinct personality types among hospitality graduates, found no distinction separating those who stayed and those who left the hospitality industry.

In Cullen and Dick's (1989) survey of 364 hospitality students, the students labeled themselves as hard working, materialistic, and competitive. In terms of choosing hospitality management for a career, Damonte and Vaden (1987), surveyed 550 hotel and restaurant administration students enrolled in programs throughout the United States. They reported that work experience and influence by hospitality professionals were the two key determinants on career choice of hospitality students. The potential for interesting work and advancement are also strong determinants in this selection process. A study of 47 graduating seniors from five different hotel and restaurant programs concluded that the way a company treats its
employees and the degree of interest provided by the work, also rate as top determinants of students in accepting positions with companies (Laker & Gregory, 1989).

In order to provided students with realistic expectations of the industry, many hospitality programs require internships and or industry experience prior to graduation. The more work experience graduates have, the greater their understanding of the uniqueness of the business. With work experience comes fewer surprises and possibly a greater understanding of the demands of the hospitality industry, and hopefully a lower turnover rate. Knutson (1989) reported that students enrolled in the hotel and restaurant management program at Michigan State University complete a six month internship to help them develop a realistic picture of the industry.

Many company recruiters feel that they realistically explain "expectations" when they interview prospective management trainees. Yet, the industry continues to turn over 38% of hospitality graduates within five years of graduation (Pavesic & Brymer, 1990).

Perhaps the effectiveness of the method of matching students to the hospitality industry through "explaining", and internships is not enough. Realizing that job satisfaction is affected by the congruity between personality and environment makes a look at personality seem necessary.
CHAPTER III

METHODS AND PROCEDURES

Population

The population used for this study consisted of 319 hotel and restaurant majors enrolled in eleven hotel and restaurant management classes during the spring 1991 semester at the University of North Texas. Two hundred and forty students present on the days the questionnaires were distributed responded to this survey. Two hundred and twenty nine of the questionnaires were used to compile data. Eleven questionnaires were not used. These consisted of nine questionnaires completed by non majors and two incomplete questionnaires.

Instrumentation

The Myers Briggs Type Indicator (MBTI) is a personality indicator that is designed to measure psychological types, identified by Jung (Myers & McCaulley, 1989). This indicator contains four different indexes explaining an individual's tendency toward extraversion versus introversion; sensing versus intuition; thinking versus feeling; and judgment versus perception.

"The intent of the Myers Briggs is to reflect a habitual choice between rival alternatives, analogous to
right-handedness. One expects to use both the right and left hands, even though one reaches first with the hand one prefers. Similarly, every person is assumed to use both poles of each of the four preferences, but to respond first or most often with the preferred functions or attitudes." (Myers, & McCaulley, 1989, p. 3).

Test-retest reliability of the MBTI shows consistency over time (Myers, & McCaulley, 1989). The percentage of agreement in each MBTI category ranges from 66% to 90% with a five week to six year interval. Because the MBTI is designed to implement Jung's theory of psychological types "its validity is determined by its ability to demonstrate relationships and outcomes predicted by theory" (Myers & McCaulley, 1989, p.175). This consistency with behavior for each type has been tested with other personality measures such as the Adjective Check List, California Psychological Inventory, Edwards Personality Preference Survey, Emotions Profile Index, Kuder Occupational Interest Survey and many others. Positive and negative correlations support these construct validity correlations.

This study is a descriptive study with comparisons between the hospitality industry professionals' requisite personality characteristics and personality characteristics of students majoring in hospitality management at the University of North Texas. Due to the established reliability and validity of the Myers Briggs Type Indicator,
no pilot study was conducted.

Collection of Data

Permission for conducting the study was granted by the Dean of the School of Human Resource Management. The researcher attended a hotel and restaurant management faculty meeting and arranged a time with each faculty member to distribute the survey and collect the data. The Use of Human Subjects form was approved by the Graduate School office prior to data collection. Over a period of one month the researcher attended each class and distributed the Myers Briggs Type Indicator along with a cover letter and a brief demographic survey (see Appendix A). Students were instructed that participation was strictly voluntary.

The Myers Briggs Type Indicator was obtained from the Consulting Psychologist Press in Palo Alto, California. The students responded on computerized answer sheets. Each question consisted of forced responses requiring an answer that indicated how they liked to look at things or decide things. They were instructed not to spend a great deal of time considering answers, and to indicate how they most often felt about a choice. The demographic section consisted of questions related to the student's major, classification, gender, age, career plans, and industry experience (see Appendix B). Students were instructed to complete a 3x5 card if they desired the results of their responses to the indicator. These cards were numbered to
correspond to answer sheets so results could be returned to individual students. Results were sent to students requesting them, the last week of the semester. Students were also given a handout describing the major characteristics of each MBTI personality type. After data collection, demographic information (students' major, gender, age, career plans, and industry experience) was entered by the researcher onto each computerized answer sheet.

Analysis of Data

Since gender of the subject has an effect on scoring the Myers Briggs Type Indicator, the data processing center at the University of North Texas ran programs for the left side of the response sheet for males and females and separate programs for the right side of the scoring sheet for males and females. The TF questions carried a weight as a function of sex; thus sums of the left and sums of the right sides were necessary to determine the "type" of each individual. These responses were charted by the researcher to determine a number for each preference (E=12, left side totals and I=6, right side totals). The strongest (highest number) of each preference was highlighted and entered onto the computerized answer sheet for each subject. This resulted in the scoring of each subject's personality type. Two male and two female questionnaires were checked manually to insure accurate data entry.
After all information was compiled onto each answer sheet, an SPSS program for IBM OS/MVS was used to analyze the data, using frequency distribution charts and chi square tests of independence. The chi square test of independence is a means of answering questions about data that appear in frequencies. All individuals in this study were classified by personality type and tested for relationships with demographic categories.
CHAPTER IV

RESULTS AND DISCUSSION

This research was designed to answer the following questions: (1) What are the personality traits of individuals who major in hotel and restaurant management? (2) How do the personality traits that hotel and restaurant management majors possess compare to the personality traits preferred by hospitality industry professionals? (3) Are females more likely to possess the preferred traits than males? (4) Are those individuals with work experience in the hospitality industry more likely to display extraverted and feeling traits than those without work experience? (5) Are students classified as juniors and seniors (upper division) more likely to display extroverted and feeling traits than students classified as freshmen and sophomores (lower division)?

In order to answer these questions the data were analyzed by computing frequencies, percentages, means, and chi square tests of independence. Descriptive statistics were used to compare male/female personality traits; prior employment versus no employment and personality traits; and class standing and personality traits.
Subjects

Four hundred and six students were declared majors in hotel and restaurant management during the 1991 spring semester. Of these, 319 were enrolled in eleven hotel and restaurant management classes offered during the 1991 spring semester. Of the 406 students majoring in hotel and restaurant management, during the spring semester, 186 of these students were males and 220 were females (see Table 1). In this study, 96 of the students that responded were male and 133 were females.

Table 1
Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Declared Majors N= 406</th>
<th>Respondents N=229</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>186 (46%)</td>
<td>96 (42%)</td>
</tr>
<tr>
<td>Females</td>
<td>220 (54%)</td>
<td>133 (58%)</td>
</tr>
</tbody>
</table>

The mean age of the students who responded was 22.7 years old. The mean age for females was 22 years and 23 years for males.

One hundred and eighty one (79%) respondents had previously been employed in the hospitality industry, and 135 (59%) were currently employed in the hospitality industry. Seventy-nine (44%) had worked in hotels, 99
(54%) had worked in restaurants and three (2%) had worked in travel and tourism (see Table 2).

Table 2

<table>
<thead>
<tr>
<th>Segments of the hospitality industry</th>
<th>Respondents that had prior work experience in the hospitality industry</th>
<th>Respondents future career plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels/motels</td>
<td>79 (44%)</td>
<td>99 (54%)</td>
</tr>
<tr>
<td>Restaurants</td>
<td>99 (54%)</td>
<td>52 (29%)</td>
</tr>
<tr>
<td>Travel/tourism</td>
<td>3 (2%)</td>
<td>31 (17%)</td>
</tr>
</tbody>
</table>

Of the respondents who planned to work in the hospitality industry, 54% planned to pursue careers in hotel management. Twenty nine percent planned to pursue careers in restaurant management and 17% planned to pursue careers in travel and tourism (see Table 2).

Seventy-two percent (156) of the students surveyed were juniors and seniors (upper division) and 28% (60) were classified as freshmen or sophomores (lower division).

Research Question 1: What are the personality traits of individuals who major in hotel and restaurant management?

Although there were students in each of the sixteen possible types, 61% were included in five personality types (see Table 3).
### Table 3

**Personality Types**

<table>
<thead>
<tr>
<th>Personality Type</th>
<th>Number of Respondents N=229</th>
<th>Percent</th>
<th>Percent in General Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESTJ</td>
<td>40</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>ESTP</td>
<td>28</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>ENTP</td>
<td>25</td>
<td>11%</td>
<td>4%</td>
</tr>
<tr>
<td>ESFJ</td>
<td>24</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>ENFP</td>
<td>23</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>ISTJ</td>
<td>16</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>ISTP</td>
<td>13</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>ESPF</td>
<td>13</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>ISFJ</td>
<td>10</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>ENTJ</td>
<td>9</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>INTP</td>
<td>8</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>ISFP</td>
<td>6</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>INFP</td>
<td>8</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>INTJ</td>
<td>5</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>ENFJ</td>
<td>3</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>INFJ</td>
<td>1</td>
<td>.4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

*(Myers & McCaulley, 1989)*

According to the indicator, ESTJ (extroverted, thinking, with sensing) people tend to be organized, logical
and focused on the job, as opposed to focusing on the people involved in the job. Eighteen percent of the respondents fell into this category. The next largest percentage fell into four groups consisting of ESTP (extroverted, sensing, thinking, perceptive); ENTP (extroverted, intuitive, thinking, perceptive); ESFJ (extroverted, sensing, feeling, judging); and ENFP (extroverted, intuitive, feeling, perceptive).

According to Myers and McCaulley (1989), ESTJ's work in the present rather than planning for the future, basing decisions on solid facts. They like setting goals and making decisions. ESTJ's may make hasty decisions and overlook other people's concerns.

Twelve percent of the students were classified as ESTP (extroverted, sensing, thinking, perceptive). ESTP (extroverted, sensing, thinking, perceptive) persons are generally friendly and adaptable. They focus on what exists but are unprejudiced and tolerant. They like first hand experience. ESTP's sometimes have problems with abstract concepts and ideas, being more effective with hands on than written tests. ESTP's like life, and find much enjoyment in good food, clothes, and material things. Current hospitality literature identifies persistence as a very important trait for success within the industry. To be successful in the hospitality industry, ESTP's may need to develop their judgment for more persistence and focus, or
too much emphasis can be on "having a good time". ENTP's (extroverted, intuitive, thinking, perceptive), which comprised 11% of the respondents, are innovators with imagination and a desire for accomplishment. They are perceptive about other people and like many new projects with challenges. ENTP's find routine boring and prefer to let someone else do the "follow-through". The challenge of continual new projects combined with the necessity of many routine tasks is common to hospitality management. To be successful in the hospitality industry ENTP's may need to develop their judgment to be able to complete tasks (as opposed to always starting but not completing jobs).

ESFJ's (extroverted, sensing, feeling, judging) were 11% of the respondents. ESFJ (extroverted, sensing, feeling, judging) persons radiate fellowship. They place a high value on human contact and are friendly and sympathetic. These are traits desired by hospitality officials. ESFJ's are loyal, and often concentrate on the viewpoints of others. They are practical, enjoy variety but can adapt to routine. ESFJ's are at their best when dealing with people. ESFJ's sometimes ignore problems due to the involvement of people, and they must stay focused on the issue at hand. Sometimes ESFJ's risk jumping to conclusions. In order to be successful in the hospitality industry this tendency may need to be controlled.

According to Myers and McCaulley (1989), ENFP's
(extroverted, innovative, feeling, perceptive) are enthusiastic innovators. Ten percent of the respondents were classified in this type. They are extremely perceptive of others and skillful in handling people. They like routine and may have difficulty following through on projects. In order to be successful in the hospitality industry, these individuals need to develop their judgment so that their aspirations are achieved.

Based on career satisfaction theory, congruency between the individual’s personality and the type of job being performed is vital. Looking at the predominant types of hotel and restaurant students at the University of North Texas, there are differences in terms of the personality types represented by the respondents and those personality types desired by the industry.

Based on the review of literature it appears that industry professionals would like to recruit extroverted, sensing, feeling, judging (ESFJ) or extroverted, sensing, feeling, perceptive (ESFP) types for entry level management positions. However, only 10% of the respondents were ESFJ and 6% were ESFP. ESFJ’s and ESFP’s are individuals who are extroverted (E). ESFJ’s and ESFP’s use the sensing perception and are aware of present realities (S). These two types also make judgments based on subjective values rather than analysis or logic (F). More respondents (18%) were in ESTJ category (see Table 3). Rather than making
judgments based on subjective values (concern for others; nurturance; sociability), this type is logical and skeptical (T).

Research Question 2: How do the personality traits that hotel and restaurant management majors possess compare to the personality traits preferred by hospitality professionals?

The hospitality literature indicates a very clear and strong need for persons with venturesome outlooks who are team players, enthusiastic, sociable, energetic and outgoing. These traits are indicative of individuals who are classified as extroverted (Higgins, 1989; Worsfold, 1989) (see Table 4).

Hospitality industry professionals prefer individuals who are extroverts and who focus on people. According to hospitality professionals, successful managers have people skills and the ability to "get the job done through people" (see Table 4). Examining the most often mentioned traits as desired by industry officials, extroversion is very important. When the hospitality traits were "matched" to Myers Briggs types, 8 out of 21 major traits (38%) related to extraversion (see Table 4).

Results of this study and the Brymer and Pavesic (1990) study raise a question regarding the personality "type" that is attracted to hospitality programs. Brymer and Pavesic's top type was also ESTJ (22%) which is someone who is
"responsible, organized and realistic". (Brymer, & Pavesic, 1990, p.85).

Table 4

Traits desired by industry matched with

Myers Briggs Types

<table>
<thead>
<tr>
<th>Trait</th>
<th>Myers Briggs Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>conservative, innovative balance</td>
<td>SJ, EN</td>
</tr>
<tr>
<td>decisive</td>
<td>TJ</td>
</tr>
<tr>
<td>hands on</td>
<td>ESTP, ES</td>
</tr>
<tr>
<td>motivator</td>
<td>FJ, EF</td>
</tr>
<tr>
<td>relates well to people</td>
<td>FJ, EF, IF</td>
</tr>
<tr>
<td>concern for people</td>
<td>FP, EF, IF</td>
</tr>
<tr>
<td>assertive</td>
<td>T, NJ</td>
</tr>
<tr>
<td>competitive</td>
<td>E, NJ</td>
</tr>
<tr>
<td>venturesome</td>
<td>EN</td>
</tr>
<tr>
<td>supportive</td>
<td>F, FJ</td>
</tr>
<tr>
<td>enthusiastic</td>
<td>E, NF</td>
</tr>
<tr>
<td>sociable</td>
<td>E, FJ</td>
</tr>
<tr>
<td>persevering</td>
<td>NJ</td>
</tr>
<tr>
<td>imaginative</td>
<td>N, NP</td>
</tr>
<tr>
<td>honest</td>
<td>F, NF</td>
</tr>
<tr>
<td>energetic</td>
<td>E, ET</td>
</tr>
<tr>
<td>verbal skills</td>
<td>T, NF</td>
</tr>
<tr>
<td>able to juggle responsibilities</td>
<td>P, ES</td>
</tr>
<tr>
<td>empathetic</td>
<td>F, FP, EF, IF</td>
</tr>
<tr>
<td>intellectual</td>
<td>P, IN, EN, IS, ES</td>
</tr>
<tr>
<td>outgoing</td>
<td>E, E</td>
</tr>
</tbody>
</table>
ESTJ's, according to Myers and McCaulley (1989), may need to work at taking feeling values into account. They may overlook what they and other people care about and may need to develop an appreciation for those around them. Appreciation of those around them is an important requisite for success within the hospitality industry. An ESTJ can also become impatient and may not always be responsive to other points of view. ESTJ's focus on logic, rules, facts, and reality. ESTJ's when working around people, may need to learn to exercise their "feeling" (F) values in order to be successful in the hospitality industry.

Research question 2 a: Are hotel and restaurant management majors likely to be extroverted as opposed to introverted?

One hundred and sixty five of the respondents were extroverts (72%), and 64 were introverts (28%) (see Table 5). Extraversion (E) and introversion (I) reflect one's attitude toward the outer world. An E oriented person is at home with people and the outer environment. An I oriented person is at home with ideas and inner thinking. Results suggest that hotel and restaurant majors are more extroverted than introverted.

Research question 2b: Are hotel and restaurant management majors more likely to be feeling as opposed to thinking?

Sixty three percent (63%) of the respondents were thinking (T) types and 37% were feeling (F) types (see Table 5). Of the 144 thinking types, 72 were female (50%) and 72 were male (50%). Seventy two percent of the 85 feeling
were male (50%). Seventy two percent of the 85 feeling types were female and 28% of the 85 feeling types were male.

Table 5

<table>
<thead>
<tr>
<th>Extroverted/Introverted/Feeling/Thinking Traits</th>
<th>For Males and Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males N=96</td>
<td>Extrovert 65 (68%)</td>
</tr>
<tr>
<td>Females N=133</td>
<td>100 (75%)</td>
</tr>
<tr>
<td>All Respondents</td>
<td>165 (72%)</td>
</tr>
</tbody>
</table>

Traits desired by industry professionals that match up with the feeling (F) and thinking (T) traits on the MBTI are traits such as motivation, relating to people, concern for people, supportive, honesty, empathy, intellect, and interpersonal skills (see Table 4). Clearly, the feeling (F) personality type is not dominant among students currently enrolled in hospitality management at University of North Texas.

Research question 3: Are females more likely to possess the preferred traits than males?

Using chi square tests, the feeling (F) trait was the only trait that resulted in a significant difference between males and females at the .01 level, $\chi^2=9.52$ p<.01. This
finding is in tune with the traditional societal characterization of males and females. Females are expected to be feeling, sensitive, and warm. Males are expected to be analytical, factual, and unemotional (Naisbitt & Aburdene, 1990). This finding suggests women may be more congruent with the hospitality industry than men. Females were more F dominant than males (see Table 5). Although more females (75%) scored high or appeared more extroverted than males (68%), no significant difference was found at the .05 level.

Perhaps with an increase in the number of women entering hospitality management positions, this compatibility of F types will naturally reduce attrition rates. Based on respondents in this study, the traits characteristic of women appear to be compatible with personality requirements of the hospitality industry.

Research question 4: Are those individuals with work experience in the hospitality industry more likely to display extroverted and feeling traits than those individuals without work experience?

Neither group, those with or those without work experience in the hospitality industry, showed stronger or weaker preferences for extroverted ($\chi^2 = .037, p > .05$) or feeling ($\chi^2 = .028, p > .05$) personality traits. No significant difference existed at the .05 level between those who had been employed in the hospitality industry and those who had
Table 6

**Work Experience in the Hospitality Industry**

<table>
<thead>
<tr>
<th></th>
<th>Extrovert</th>
<th>Feeling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>133 (73%)</td>
<td>69 (38%)</td>
</tr>
<tr>
<td>N=183</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Employed</td>
<td>30 (69%)</td>
<td>15 (35%)</td>
</tr>
</tbody>
</table>

Research question 5: Are students who are classified as juniors and seniors (upper division) more likely to display extroverted and feeling traits than those classified as freshmen and sophomores (lower division)?

There was no significant difference between students who were classified as lower division students versus students classified as upper division students in terms of displaying extroverted ($\chi^2=2.36, p>.05$) or feeling traits ($\chi^2=.236, p>.05$). Neither group exhibited a stronger or lesser tendency toward E or F personality traits (see Table 7).
### Table 7

**Upper Division and Lower Division Students**

**Extroverted and Feeling Traits Displayed**

<table>
<thead>
<tr>
<th></th>
<th>Extrovert</th>
<th>Feeling</th>
</tr>
</thead>
</table>
| **Lower Division students**  
| N=60         | 38 (63%)   | 21 (35%) |
| **Upper Division students**  
| N=156        | 117 (75%)  | 62 (40%) |
CHAPTER V

SUMMARY AND CONCLUSION

This study examined the personality traits of students majoring in hotel and restaurant management at the University of North Texas. The purposes of this study were to determine what hospitality professionals identify as the ideal personality type for the hospitality industry and which personality types are attracted to the hotel and restaurant major. The Myers Briggs personality traits of introversion/extraversion and feeling/thinking were tested to determine if there was a relationship between these traits and the variables of gender, work experience in the hospitality industry, and student classification.

The population for this study consisted of students enrolled in 11 hotel and restaurant management classes at the University of North Texas, during spring semester, 1991. The data were collected using the Myers Briggs Type Indicator, which has been tested for reliability and validity, and a ten question demographic questionnaire. The surveys were distributed to students in 11 hospitality classes. The data from 229 questionnaires were analyzed by computing frequencies, percentages, and chi square tests of
independence to find the association of work experience, classification in school, and gender to the traits of E/I (extraversion and introversion) and F/T (feeling and thinking) on the Myers Briggs Type Indicator. Of the 229 respondents, 42% were males and 58% were females. Seventy nine percent of the respondents had been employed in the hospitality industry and 21% had not been. Twenty eight percent of the respondents were lower division students and 72% were upper division students.

Results

Sixty one percent of the respondents were extroverted, sensing, thinking, judging (ESTJ), extroverted, sensing thinking, perceptive (ESTP), extroverted, intuitive, thinking, perceptive (ENTP), extroverted, sensing, feeling, judging (ESFJ), and extroverted, intuitive, feeling, perceptive (ENFP), which represents five of the 16 possible types. The majority of respondents were extroverted (72%). Hospitality industry professionals clearly indicate a need for extroverted and feeling employees.

No significant difference appeared between those individuals who had been and those who had not been employed in the hospitality industry with respect to Extroverted/Introverted or Feeling/Thinking personality traits. Of those who had been employed, the majority (55%) worked in the restaurant segment, and 44% worked in the hotel/motel segment. There also was no significant
difference between upper division students and lower division students in regard to these identified traits (extraversion/introversion and feeling/thinking).

The one factor that showed significance using the chi square test of independence was that of gender. With one degree of freedom, females were significantly more feeling (F) than males. Fifty eight percent of the males who responded were extroverted (E), and 25% of the males who responded were feeling (F) types. Seventy five percent of the females were extroverted (E) and 46% of the females were feeling (F) types.

Conclusion

Today, in the hospitality industry management turnover continues to be a problem. According to Holland’s Career Satisfaction theory (1973), individuals have certain inherent needs that must be congruent with the work they are performing. Individuals must be compatible in their career both externally and internally to be happy. External congruency deals with hours, pay, job demands, and work environment. Internal congruency deals with personality, values, and interests.

One factor that may contribute to management turnover is personality. Understanding personality congruency and the effect it has on retention could enable industry to implement changes that would meet the needs of individuals attracted to the business. This understanding could also
help industry recruit persons exhibiting these desired traits.

Current literature suggests that motivated, extroverted, people oriented, competitive, enthusiastic, sociable, persevering, and imaginative individuals are the ones most likely to be successful in the hospitality industry. Based on the results of this study, it appears that perhaps females are more likely to have the traits desired by industry. Females are significantly more feeling (F) than males.

Recommendations for Further Research

Further research could focus on the personality traits of students in other hospitality programs. Pavesic and Brymer (1990) found, in the 11 programs they surveyed, distinct personality types. Understanding the individual personality type being recruited into the industry would certainly aid in designing external, as well as internal work environments. Understanding the individual personality type being recruited into hospitality programs at universities could be of assistance as well. The personality types of students could impact the types of educational experiences planned in classes.

Examining some individual "success" stories (persons who lead and set the example for the hospitality industry) and identifying the personality traits they possess may also be useful. This would give additional credence to the
traits that are being discussed as most desirable. Within the industry, part of training programs could include an understanding of personality types. Different types could learn about each other. Introverts (I’s) could learn to understand extroverts (E’s) and extroverts (E) could learn to understand introverts (I). More harmony and teamwork would occur within the hospitality industry.

An in depth look at the various segments existing within the hospitality industry (fast food, fine dining, luxury, suite, and budget hotels, travel, club management, etc) may also be beneficial. Each of these segments may require a different personality type for success in the industry.

Longitudinal research focusing on the personalities of the subjects in this study could offer additional data related to personality characteristics and longevity in the hospitality industry. Understanding which personality types appear to be the most "successful" according to industry expectations, and the turnover rate of the different personality types would be valuable to human resource directors.
APPENDIX A

QUESTIONNAIRE COVER LETTER
APPENDIX

Dear Student:

Each year, many individuals leave the hospitality industry for other careers. Personality could be a factor that contributes to the high turnover in the industry, thus we are studying the personality of students enrolled in hotel and restaurant management. Attached is a questionnaire to obtain information for a master's thesis, in the School of Hotel and Restaurant Management.

There are no right or wrong answers to these questions. Your answers will show how you like to look at things and how you like to go about deciding things. Your participation is voluntary and you may stop at anytime without penalty. All responses will be confidential and only grouped data will be reported. The survey is anonymous. The questionnaire is coded since we plan to send you follow-up questionnaires after you graduate.

Please complete the enclosed 3x5 card, and check whether you would like to know your results. Again, thank you for completing this questionnaire.

Lynda Martin
Graduate Student

Joyce Nies
Major Professor
APPENDIX B

DEMOGRAPHIC QUESTIONNAIRE
questionnaire number

Please answer the following questions before completing the personality inventory.

Circle or write in your response

1. ARE YOU MAJORING IN HOTEL AND RESTAURANT MANAGEMENT?
   Yes..........................1  4
   No.............................2
   If no what is your major?
   please specify______________

2. SEX
   Male..............................1  5
   Female............................2

3. WHAT IS YOUR AGE? ..................years  6 7

4. DO YOU PLAN TO WORK IN THE HOSPITALITY INDUSTRY WHEN YOU GRADUATE?
   Yes.................................1  8
   No..(skip to question 6)..2

5. WHERE DO YOU PLAN TO WORK?
   Hotel/Motel.......................1
   Food Service......................2  9
   Travel/tourism...................3
   Other (please specify).........4
6. HAVE YOU EVER WORKED IN THE HOSPITALITY INDUSTRY?

Yes..........................1  
NO..(skip to question 8)........2 10

7. WHERE HAVE YOU WORKED? (circle all that apply)

Hotel/Motel................1  
Food Service...............2 11  
Travel/tourism.............3 12  
Other (please specify)....4 13

8. ARE YOU CURRENTLY WORKING IN THE HOSPITALITY INDUSTRY?

Yes..........................1

No.(skip to question 10).....2 15

9. WHERE DO YOU WORK?

Hotel/Motel................1 16

Food Service...............2  
Travel/tourism.............3

Other (please specify).....4

10. WHAT IS YOUR CLASSIFICATION?

Freshman....................1 17

Sophomore...................2  
Junior.......................3

Senior.......................4
REFERENCE


Knutson, B.J. (1989). A survey of HRIM alumni: were their expectations met? Council on Hotel Restaurant and


