Personality Analysis as Career Indicator in Selected Dinning Establishment in Balanga City: An Aptness of Employability

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A B S T R A C T

The research study emphasizes the significance of personality characteristics in the provision of high-quality service and the guarantee of customer satisfaction. Career success, job performance, and workplace harmony are contingent upon personality compatibility. The research investigates the personality types of kitchen and dining personnel in casual dining restaurants in Balanga City, Bataan, a significant commercial and tourist hub. The research study employed descriptive statistics and Pearson's correlation analysis to survey 100 employees and 10 recruiting managers using the Myers-Briggs Type Indicator (MBTI). The results showed that there was a negligible correlation between gender and personality attributes, with no significant differences among the respondents. The research study recommends that managers should take into account the MBTI personality differences when allocating tasks in order to optimize job fit and performance. Furthermore, training programs should improve communication and cooperation. The results underscore the necessity of intervention plans to eliminate employability gaps and guarantee that the characteristics of employees and the job requirements are in alignment in the casual dining sector of Balanga City.

RESUMO

O estudo de pesquisa enfatiza a importância das características de personalidade na prestação de um serviço de alta qualidade e na garantia da satisfação do cliente. O sucesso profissional, o desempenho profissional e a harmonia no ambiente de trabalho dependem da compatibilidade de personalidade. A pesquisa investiga os tipos de personalidade dos funcionários da cozinha e do refeitório em restaurantes casuais na cidade de Balanga, Bataan, um importante polo comercial e turístico. O estudo utilizou estatística descritiva e análise de correlação de Pearson para entrevistar 100 funcionários e 10 gerentes de recrutamento, utilizando o Indicador de Tipo Myers-Briggs (MBTI). Os resultados mostraram uma correlação insignificante entre gênero e atributos de personalidade, sem diferenças significativas entre os entrevistados. O estudo recomenda que os gestores levem em consideração as diferenças de personalidade do MBTI ao alocar tarefas, a fim de otimizar a adequação ao cargo e o desempenho. Além disso, programas de treinamento devem aprimorar a comunicação e a cooperação. Os resultados reforçam a necessidade de planos de intervenção para eliminar lacunas de empregabilidade e garantir que as características dos funcionários e os requisitos do cargo estejam alinhados no setor de restaurantes casuais da cidade de Balanga.

Introduction

Personality plays a significant role in career success. Personality is important for a variety of reasons. One reason is fit - how well a person's personality fits the job, the team, and the organization. A lack of fit is a major source of conflict and turnover, Landis explained. Personality influences whether people are hired, promoted, derailed, help others, are perceived as leaders, etc. (Dr. Landis B. 2020). Personality traits of service providers are important determinants of providing proper service to customers and keeping them satisfied with service delivery. The findings confirmed the importance of personality traits, particularly expressive personality, in organizational commitment and service quality commitment in hotel middle managers (Front. Psychol. 2020).

The relationship between work and personality has been studied and debated for a long time. *Psychology Work* or *I/O Psychology* is the term used to refer to the study of the environment and setting where productivity occurs, and the employees who work there. The main objective of conducting I/O Psychology in the workplace is to identify difficulties and be able to provide a remedy. It also intends to increase workers satisfaction and change or innovate the pre-existing workplace dynamics.

As cited in the study of Dellova et. Al. (2022), person's thankfulness for life is the foundation of all their accomplishments. Ikigai, a Japanese word that many people are unfamiliar with, refers to the spirit of pursuing something passively but persistently for a long and happy reason to live. Others find that finding a meaningful purpose is a simple process, but it is not given priority. According to the study, it is critical that workers and employees understand their own mission in life. This insight has motivated the researchers to investigate how workers discover their purpose and match their career trajectories with their vocation, profession, mission, and passion, which eventually results in a genuine sense of fulfillment. It's amazing that someone who has a strong sense of purpose for working for their organization knows just where to go and concentrate on the important things.

The City of Balanga, Bataan known to be a melting pot of good valor in human capital and food enthusiast hub for the long time, held the esteem of mix personality of different professions. Among the establishments in the City of Balanga the most numerous are the restaurants and casual dining establishment that offer many varieties of cuisines and comfort food. Therefore, the researchers chose it as the place and or scope where the conduct of the research will be taken place. By utilizing the Myers-Briggs Type Indicator (MBTI) the researchers will be able to know the different personality types of the employees responsible for food preparation and food beverage service. This research is particular to the aforementioned workers because the researcher will provide the data in regards to what they

have in common and how they react, adapt, grow, perceive, and how this relates with their nature of work and environment.

The research focuses on distinguishing the personality types of the kitchen and dining staff in different casual dining restaurants in the City of Balanga, Bataan Province. City of Balanga is a commercial and tourist hub, among other Municipalities in the province of Bataan. This place is the most crowded, and there are a widespread number of businesses and a variety of restaurants around this City. By the end of this research the target beneficiary of this research project is the following: Human Resource Personnel and Talent Acquisition, this would benefit them in selecting and deliberating in selecting personnel and when it comes to hiring and meeting possible potential candidates on the position. Company Management, they considered as the main beneficiary of this research since this would discover how restaurant and other dining establishment pinpoint their employment standards and how do they handle employees with different personalities in the food service sector.

The general objective of this study is to inform the different casual dining restaurant and establishment about the Myers-Briggs Type Indicator and how it relates to kitchen and dining staff that work in the different restaurants and casual dining in Balanga City Bataan: To determine the use of Myers Briggs Type Indicator among the existing employees and staff of the restaurant and or establishment, To determine the essential personality assessment among hiring managers and the current employee or staff; To assess and measure the gap that might align to preferred personality quality of the staff and or hiring manager. To evaluate and give some intervention to address the gap and increase employability tendency of the staff/employee

Methodology

Research Design

The research study was conducted through quantitative methods of research. The most fundamental research approach for examining the issue as it is in its current state is the descriptive research method, which falls under quantitative research. The study uses descriptive research design – survey method. Descriptive research is a research method used to describe a population's characteristics. It collects data for a wide range of what, when, and how questions about a specific population or group. Specifically, descriptive survey method. A descriptive survey research method that quantitative a data to provide you with relevant and accurate information is called descriptive survey research. Descriptive survey design is a time-saving research method that involves people who are at the center of the research objective.

Using this methodological approach, researchers will gain a thorough understanding of complex or phenomena in a specific sense based on a small geographical area. In accordance

with this, the researchers conducted an MBTI assessment for dinning and kitchen employees in City of Balanga. The results will analyze by hiring personnel in order to determine which MBTI personality types of kitchen workers are most likely to be employed by casual dining restaurants in the chosen location.

Population, Sample Size and Sampling Technique

The sampling method that the researchers use in this study is the probability sampling system in which the probability of selecting each individual is the same or at least known, allowing it to be statistically realigned (Sharma, 2017). Researchers will figure out the probability to make sure that everyone who fills out the survey has an equal chance of being chosen and that the results are true to the entire population.

The respondents of this study are dinning and kitchen staff and personnel who are at least 18 years old above and are currently employed by casual dining restaurants and other food service industries situated in City of Balanga. The researcher chose them as the respondents of the study so that they can contribute significant information and valuable data regarding this research.

The researcher use a quota sampling of 100 respondents. The sampling technique use to choose the respondent of this study is systematic sampling.

Research Instrument Development

The researcher will make use of the 16 Personalities Test developed by NERIS Analytics Limited (2022). The research instrument for this study consisted of two parts: The first part was a demographic profile of the respondents, including their age, gender and educational attainment. The second component was the MBTI (Myers-Briggs Type Indicator) Personality Test, which would reveal how their personality type influences various aspects of their lives. In order to assess respondents' individual preferences in worldview and decision-making, the questionnaire used frequency ratings on Likert scales. The questionnaire has a total of 60 items.

Table 1.

Likert Scale Model to Measure the Level of Frequency of the Dinning and Kitchen Staff

Score	Scale Value Range	Verbal Interpretation
5	4.50-5.00	Always
4	3.50-4.49	Often
3	2.50-3.49	Sometimes
2	1.50-2.49	Rarely
1	1.00 -1.49	Never

Table 2.

Likert Scale Model to Measure the Level of Frequency of the Dinning and Hiring Manager

Score	Scale Value Range	Verbal Interpretation
5	4.50-5.00	Always
4	3.50-4.49	Often
3	2.50-3.49	Sometimes
2	1.50-2.49	Rarely
1	1.00 -1.49	Never

Validation

According to Mohajan (2017), reliability and validity are the two most significant and fundamental qualities in determining the measurement tool or instrument for a successful study. The researcher consulted their research adviser for the initial review of the correctness of the research instrument. Upon the approval of the research adviser the research instrument was sent to three (3) validators who are experts in the field of discipline of MBTI personality test and hiring process for validation. The three (3) Professional validator can determine and validate the researcher's paper, composed of one (1) Human Resource Manager and two (2) from the academe that have knowledge which is related to the study. A validation form was accomplished by the jurors in evaluating the validity of questions to ensure that these are correct and essential to be included in the questionnaire. The research instrument was then revised according to the evaluation and final recommendation of the validators

Pre-testing

The pre-testing was conducted through face-to-face questionnaire distribution with the cooperation of twenty (20) randomly selected respondents. To ensure that the respondents understood each question on the instrument, they must be working in the dinning and kitchen establishment in the City of Balanga. The purpose of the pre-testing to make sure that all the survey questions are understandable and so that all the survey items will be understood by the participants.

Data Gathering Procedure

The researchers started gathering of data last August -October 2024, considering the time line of the research study. The researchers will ask for the consent of the participants before including them as respondents to this study. The objectives and purpose of this study will be explained to them, and they will be assured of the confidentiality of all personal

information and responses that will be provided. A printed questionnaire handed over to the respondents, who will be given enough time to fill in their answers. The researchers were present to answer questions from the respondents about some items that needed clarification. Upon completion, the survey questionnaires will be immediately retrieved by the researcher. The questionnaire results will then be counted and examined prior to being given to a statistician for a more accurate data analysis. Through this, the researchers can identify the responses of the kitchen staff and hiring manager as a result of this study.

Results and Discussion

Dinning and kitchen personnel

Table 3.

Demographic Profile for Respondents (Gender)

Gender	Frequency (n=100)	Percentage (%)
Male	55	55
Female	45	45
Total	**100**	**100**

Table 3, shows the demographic profile of the respondents (n=100). Specifically, it reveals that 55% (55) are male and 45% (45) are female. This result established that the kitchen and dining staff were dominated by male.

Table 4.

Demographic Profile for Respondents (Age)

Age	Frequency (n=100)	Percentage (%)
18-28 years old	72	72
29-39 years old	18	18
40-50 years old	10	10
51-60 years old	0	0
Total	**100**	**100**

Table 4 shows, that majority of respondents fall within the age range of 18-28 years old, comprising 72% (72) of the sample. Other age groups include 29-39 years old at 18% (18), 40-50 years old at 10% (10), 51-65 years old at 0% (0). Also, in terms of age 72% of the kitchen and dining staff belong to 18-28 years old indicating that they are college graduate and can be deemed as with barely few years of employment in their present position

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Table 5

Demographic Profile for Respondents (Educational Attainment)

Educational Attainment	Frequency (n=100)	Percentage (%)
Elementary Graduate	1	1
High School Graduate	9	9
College Graduate	55	55
Undergraduate	12	12
College Undergraduate	23	23
Total	**100**	**100**

Table 5 shows, that in educational status shows that 1% (1) have completed elementary education, 9% (9) are high school graduate, 55% (55) are college graduates, 12% (12) are undergraduate, 23% (23) are senior college undergraduates. This finding was supported by the result of educational attainment of the respondents indicating they are college graduate with 55%.

Table 6.

Weighted Mean and Verbal Interpretation of the MBTI (Myers-Briggs Type Indicator) Personality -Outwardly

MBTI Personality Test Outwardly	Mean	Stnd. Dev	Verbal Interpretation	Remarks
1. You regularly make new friends.	4.06	0.91	Often	Almost Similar
2. You spend a lot of your free time exploring various random topics that pique your interest.	3.96	0.87	Often	Almost Similar
3. Seeing other people cry can easily make you feel like you want to cry too.	3.25	1.20	Sometimes	Almost Similar
4. You often make a backup plan for a backup plan.	4.23	0.73	Often	Almost Similar

5. You usually stay calm, even under a lot of pressure.	4.11	0.92	Often	Almost Similar
6. At social events, you rarely try to introduce yourself to new people and mostly talk to the ones you already know.	3.67	0.89	Often	Almost Similar
7. You prefer to finish one project before starting another.	4.12	0.86	Often	Almost Similar
Composite Mean	3.92	0.92	Often	Almost Similar

Table 7 above shows the respondents MBTI Myers-Briggs Type Indicator Personality Test Outwardly results. Specifically, the respondents display the perception of the kitchen and dining staff of their MBTI personality as outwardly. The highest mean rating of perception was noted on they often make a backup plan for a backup as indicated by the mean rating of 4.23 with standard deviation of .73 indicating that the perception is quite similar to all the employees. However, the lowest rating of 3.25 means the employees perceived themselves that sometimes they see other people cry easily that they also wanted to cry. Over-all composite means of 3.92 shows that the kitchen and dining staff are often showing outwardly personality in the work station and over-all average standard deviation of 0.92 indicating similarity in their perception.

Table 7.

Weighted Mean and Verbal Interpretation of the MBTI (Myers-Briggs Type Indicator) Personality -Inwardly

MBTI Personality Test Inwardly	Mea nn	Stn d Dev	Verbal Interpretatio n	Remarks
8. You are very sentimental.	4.01	0.89	Often	Almost Similar
9. You like to use organizing tools like schedules and lists.	4.04	0.78	Often	Almost Similar
10. Even a small mistake can cause you to doubt your overall abilities and knowledge.	3.47	1.13	Sometimes	Almost Similar

	Mean	Stnd. Dev	Verbal Interpretation	Remarks
11. You feel comfortable just walking up to someone you find interesting and striking up a conversation.	3.64	0.93	Often	Almost Similar
12. You are not too interested in discussing various interpretations and analyses of creative works.	3.12	1.09	Sometime	Almost Similar
13. You are more inclined to follow your head than your heart.	3.56	0.78	Often	Almost Similar
14. You usually prefer just doing what you feel like at any given moment instead of planning a particular daily routine.	3.42	0.98	Sometimes	Almost Similar
15. You rarely worry about whether you make a good impression on people you meet.	3.54	0.91	Often	Almost Similar
Composite Mean	**3.61**	**0.94**	**Often**	**Almost Similar**

Table 7, describes the MBTI personality in terms of inwardly. The composite mean rating of 3.60 describes them as they often showed inward personality in their work station with the standard deviation of 0.94 proved that they were almost the same in their perception. The highest rating of 4.04 showed that they are often to use organizing tools like schedule and list as they perform their daily work schedules. They gave a similar rating among themselves with the standard deviation of .78. The lowest mean rating they almost gave a similar rating of 3.12 which posted that they are sometimes not too interested in discussing various interpretations and analysis of creative works.

Table 8.

Weighted Mean and Verbal Interpretation of the MBTI (Myers-Briggs Type Indicator) Personality -Processing

MBTI Personality Test Processing	Mean	Stnd. Dev	Verbal Interpretation	Remarks
16. You enjoy participating in group activities.	3.98	0.91	Often	Almost Similar
17. You like books and movies that make you come up with your own interpretation of the ending.	3.81	0.95	Often	Almost Similar
18. Your happiness comes more from helping others accomplish things than your own accomplishments.	4.15	0.80	Often	Almost Similar

	Mean	Stnd. Dev	Verbal Interpretation	Remarks
19. You are interested in so many things that you find it difficult to choose what to try next.	3.83	0.76	Often	Almost Similar
20. You are prone to worrying that things will take a turn for the worse.	3.40	0.96	Sometimes	Almost Similar
21. You avoid leadership roles in group settings.	3.10	1.19	Sometimes	Almost Similar
22. You are not an artistic type of person.	3.02	1.14	Sometimes	Almost Similar
23. You think the world would be a better place if people relied more on rationality and less on their feelings.	3.63	0.90	Often	Almost Similar
Composite Mean	**3.62**	**0.95**	**Often**	**Almost Similar**

Table 8 assessed the MBTI personality of employees in terms of processing. Analysis of Table 8, that among the statements on MBTI personality test the respondents with standard deviation of 1.14 were almost similar in giving the lowest rating of 3.02 indicating that sometimes they are not artistic person, whereas, the highest mean rating of 4.15 proved that their happiness comes more often in helping others accomplished things than their own accomplishment. The standard deviation of .80 indicates that their perception is almost similar or unanimous. The composite means of 3.62 proves that in terms of their processing personality they are often perceived to practice and they are almost unified in their decision as noted by the standard deviation of 0.95.

Table 9.

Weighted Mean and Verbal Interpretation of the MBTI (Myers-Briggs Type Indicator) Personality -Information

MBTI Personality Test Information	Mean	Stnd. Dev	Verbal Interpretation	Remarks
24. You prefer to do your chores before allowing yourself to relax.	3.99	0.91	Sometimes	Almost Similar
25. You enjoy watching people argue.	2.50	1.27	Sometimes	Almost Similar

	Mean	Stnd. Dev	Verbal Interpretation	Remarks
26. You tend to avoid drawing attention to yourself.	3.26	1.15	Sometimes	Almost Similar
27. Your mood can change very quickly.	3.65	0.98	Often	Almost Similar
28. You lose patience with people who are not as efficient as you.	3.41	0.97	Sometimes	Almost Similar
29. You often end up doing things at the last possible moment.	3.39	0.93	Sometimes	Almost Similar
30. You have always been fascinated by the question of what, if anything, happens after death.	3.36	1.10	Sometimes	Almost Similar
Composite Mean	**3.37**	**1.04**	**Sometimes**	**Almost Similar**

Table 9 measures the MBTI personality of the hired kitchen and dining staff of food services in Balanga City in terms of information. Analysis of the said table established that this MBTI Personality information was sometimes shown as noted by the composite mean of 3.37, a similar rating was also established with a SD of 1.04. Continuing our analysis of the said table indicated that the highest mean rating of 3.99 interpreted as they often think that the world will be a better place if people relied more on rationality and less on their feelings. They seemed to be unanimous in their perception as exhibited by the SD of 0.91. However, the lowest mean rating of 2.50 showed that sometimes they prefer to do their chores before allowing themselves to relax. Their perception was almost similar with SD of 1.27.

Table 10.

Weighted Mean and Verbal Interpretation of the MBTI (Myers-Briggs Type Indicator) Personality -Deciding

MBTI Personality Test Deciding	Mean	Stnd. Dev	Verbal Interpretation	Remarks
31. You usually prefer to be around others rather than on your own.	3.37	1.01	Sometimes	Almost Similar
32. You become bored or lose interest when the discussion gets highly theoretical.	3.04	0.97	Sometimes	Almost Similar

MBTI Personality Test Deciding	Mean	Stnd. Dev	Verbal Interpretation	Remarks
33. You find it easy to empathize with a person whose experiences are very different from yours.	3.53	0.93	Often	Almost Similar
34. You usually postpone finalizing decisions for as long as possible.	3.37	0.92	Sometimes	Almost Similar
35. You rarely second-guess the choices that you have made .	3.37	0.92	Sometimes	Almost Similar
36. After a long and exhausting week, a lively social event is just what you need.	3.28	1.09	Sometimes	Almost Similar
37. You enjoy going to art museums.	3.65	1.16	Often	Almost Similar
38. You often have a hard time understanding other people's feelings.	3.16	1.13	Sometimes	Almost Similar
39. You like to have a to-do list for each day.	3.51	1.12	Often	Almost Similar
40. You rarely feel insecure.	3.22	1.16	Sometimes	Almost Similar
41. You avoid making phone calls.	3.04	0.89	Sometimes	Almost Similar
42. You often spend a lot of time trying to understand views that are very different from your own.	3.44	0.89	Sometimes	Almost Similar
43. In your social circle, you are often the one who contacts your friends and initiates activities.	3.38	1.05	Sometimes	Almost Similar
44. If your plans are interrupted, your top priority is to get back on track as soon as possible.	3.87	0.80	Often	Almost Similar

MBTI Personality Test Deciding	Mean	Stnd. Dev	Verbal Interpretation	Remarks
45. You are still bothered by mistakes that you made a long time ago.	3.46	1.09	Sometimes	Almost Similar
Composite Mean	**3.38**	**1.01**	**Sometimes**	**Almost Similar**

Table 10 assessed the MBTI Personality of the kitchen and dining staff as deciding. referring to the mentioned table, the group of chosen respondents are sometimes deciding based on their MBTI personality as recorded with a mean rating of 3.38 and their unanimous in their rating with SD of 1.01. Continuing on the said table, the lowest mean rating of 3.04 was noted on the statements they sometimes became bored or lose interest when the discussion gets highly theoretical, and they sometimes avoid making phone calls. But they were noted to be often in going back to their tracks as soon as possible when their plans were interrupted as shown by the mean rating of 3.87 and SD of 0.80 indicating similarity of perceptions among the group.

Table 11.

Weighted Mean and Verbal Interpretation of the MBTI (Myers-Briggs Type Indicator) Personality – Judging

MBTI Personality Test Judging	Mean	Stnd. Dev	Verbal Interpretation	Remarks
46. You rarely contemplate the reasons for human existence or the meaning of life.	3.32	1.15	Sometimes	Almost Similar
47. Your emotions control you more than you control them.	3.20	0.98	Sometimes	Almost Similar
48. You take great care not to make people look bad, even when it is completely their fault.	3.29	0.90	Sometimes	Almost Similar
49. Your personal work style is closer to spontaneous bursts of energy than organized and consistent efforts.	3.39	0.79	Sometimes	Almost Similar
50. When someone thinks highly of you, you wonder how long it will take them to feel disappointed in you.	3.55	0.88	Often	Almost similar

MBTI Personality Test Judging	Mean	Stnd. Dev	Verbal Interpretation	Remarks
51. You would love a job that requires you to work alone most of the time.	3.62	0.96	Often	Almost Similar
52. You believe that pondering abstract philosophical questions is a waste of time.	3.12	1.15	Sometimes	Almost Similar
53. You feel more drawn to places with busy, bustling atmospheres than quiet, intimate places.	3.31	1.10	Sometime	Almost Similar
54. You know at first glance how someone is feeling.	3.69	0.88	Often	Almost Similar
55. You often feel overwhelmed.	3.54	0.80	Often	Almost Similar
56. You complete things systematically without skipping over any steps.	3.56	0.80	Often	Almost Similar
57. You are very interested by things labeled as controversial	3.48	0.98	Sometimes	Almost Similar
58. You would pass along a good opportunity if you thought someone else needed it more.	3.63	0.87	Often	Almost Similar
59. You struggle with deadlines.	3.27	1.09	Sometimes	Almost Similar
60. You feel confident that things will work out for you.	4.04	1.01	Often	Almost Similar
Composite Mean	**3.47**	**0.96**	**Sometimes**	**Almost Similar**

Table 11 assessed the MBTI personality of the kitchen and dining staff in terms of judging. Based on the result of the composite mean of 3.47 indicating that they were sometimes judgmental in their personality, seems that their perception is almost similar with SD of 0.96. Both the kitchen and dining staff gave themselves the highest mean rating of 4.04 intensifying that they were often confident to feel that thing will work out for them. The SD of 1.01 noting they were almost similar in the rating that they gave to themselves. The lowest mean rating of 3.12 noted that they sometimes believed that pandering on philosophical abstract question is

a waste of time and that they were unified in their rating as shown by a standard deviation of 1.15.

Table 12.

Analysis of Profile of the Respondents and their Significant Relation to MBTI Personality using Pearson's Product Correlation

R Value	Interpretation
.01 - .24	Very Small Correlation
.25 - .49	Moderately Small Correlation
.50 - .70	High Correlation
.71 - .99	Very High Correlation
1.00	Perfect Correlation

Analysis on profile of the respondents and their significant relationship to MBTI personality using pearson's product of correlation. The null hypothesis that no correlation between the two mentioned variable was further tested at 0.05 level of significance

Table 13.

Significant relationship between gender and MBTI Personality

MBTI Personality	Pearson's r	Descriptive equivalent	Probability level at 0.05	Remarks
Outwardly	-0.007	Negative very small correlation	0.947	Insignificant
Inwardly	-0.105	Negative very small correlation	0.300	Insignificant
Processing	-.161	Negative very small correlation	0.112	Insignificant
Information	-.106	Negative very small correlation	0.297	Insignificant
Deciding	-.163	Negative very small correlation	0.108	Insignificant
Judging	-.061	Negative very small correlation	.549	Insignificant

Table 13 presents the analysis of correlational between gender and MBTI personality described as outwardly, inwardly, processing, information, deciding and judging. The significance of relationship was tested using the 0.05 level of significance.

Careful analysis of table shows that in terms of gender all the mentioned MBTI personality posted negative very small relationship to gender with the following coefficient of correlation r, outwardly -.007, inwardly r -.015, processing r -.161, information r -.106, deciding r -.163 and judging r -.061. The test whether the relationship is significant or not. Was conducted at 0.05 level of significance. The relationship between gender and MBTI personality were all noted to be insignificant with the prob. Level all greater than 0.05, 0.947, .300, .112, .297, .108 and .549 were all higher than the level of significance at 0.05. thus, the null hypothesis that gender has no relationship to MBTI Personality was accepted.

Table 14.

Significant Relationship between Age and MBTI Personality

MBTI Personality	Pearson's r	Descriptive equivalent	Probability level at 0.05	Remarks
Outwardly	.089	Very small correlation	.383	Insignificant
Inwardly	.203	Very small correlation	.043	Significant
Processing	.141	Very small correlation	.164	Insignificant
Information	.226	Very small correlation	.025	Significant
Deciding	.224	Very small correlation	.026	Significant
Judging	.183	Very small correlation	.183	Insignificant

Table 14 presents the analysis of correlational between age and MBTI Personality described as outwardly, inwardly, processing, information, deciding and judging. The significance of relationship was tested using the 0.05 level of significance. Scrutinizing table 12 revealed that 3 MBTI Personality showed some degree of correlation to age and the relationship was found to be significant. Age established a very small correlation to inwardly r= .203, information r = .226 and deciding r .224, however all the very small relationship established by these 3 MBTI personalities were all found to be significant because their probability level of .043, .025 and .026 were all less than the probability level at 0.05. Thus, the null hypothesis that age has no relationship to MBTI personality is partially denied.

Table 15.

Significant Relationship between Educational Attainment and MBTI Personality

MBTI Personality	Pearson's r	Descriptive equivalent	Probability level at 0.05	Remarks
Outwardly	-.069	Negative very small correlation	.496	Insignificant
Inwardly	-.033	Negative very small correlation	.747	Significant
Processing	-.070	Negative very small correlation	.491	Insignificant
Information	-.021	Negative very small correlation	.838	Significant
Deciding	-.015	Negative very small correlation	.881	Significant
Judging	-.028	Negative very small correlation	.785	Insignificant

Table 15 presents the analysis of correlational between age and MBTI Personality described as outwardly, inwardly, processing, information, deciding and judging. The significance of relationship was tested using the 0.05 level of significance.Scrutinizing Table 13 revealed that none of the MBTI Personality showed some degree of correlation to educational attainment this was established by the following coefficient of correlation r, outwardly -.069, inwardly -.033, processing -.070, information -.021, deciding and judging r= -.015 and -.028 interpreted as negative very small correlation.

Table 16.

Significance difference in the MBTI Personality of the Kitchen and Dining Staff when gender is taken into consideration

		Sum of Squares	Df	Mean Square	F(1, 98), 3.94 at 0.05 level of significance	Sig. at 0.05 level	Remarks
Outward	Between Groups	.000	1	.000	.001	.971	No difference
	Within Groups	26.029	98	.266			
	Total	26.030	99				

Inward	Between Groups	.290	1	.290	1.102	.296	No difference
	Within Groups	25.769	98	.263			
	Total	26.058	99				
Processing	Between Groups	.543	1	.543	4.48	.02	Different
	Within Groups	11.858	98	.121			
	Total	12.401	99				
Information	Between Groups	.570	1	.570	4.19	.03	Different
	Within Groups	13.328	98	.136			
	Total	14.898	99				
Deciding	Between Groups	.565	1	.565	4.03	.03	Different
	Within Groups	13.72	98	.140			
	Total	22.476	99				
Judging	Between Groups	.074	1	.074	.263	.609	No difference
	Within Groups	27.661	98	.282			
	Total	27.735	99				

Analysis of variance in the MBTI Personality traits of the kitchen and dining staff was conducted to determine significant difference when they were grouped by gender. Test of significance is further tested at 0.05 level. From Table 14 sources of variations from within group and between groups was conducted. Sources of variations were identified as total sum of squares, the degree of freedom and the mean sum of squares. Based on table there are 3 MBTI personality that the two groups of respondents differed considering their gender. For the processing the sum of squares between and within group are .543 and 11.858, degree of freedom within is 98 and between group is 1, the mean sum of squares between group is .543 and within group is .121. The entire sources of variation yield and F test of 4.48 with a level of significance of 0.02 which is less than the allowable level of significance at 0.05, thus establishing a significant difference between the two groups of employees. In terms of significant difference was also noted in information and decided, the computed F test value respective of the two variables are 4.19 and 4.03 with significance level of 0.03 for both which is less than the allowable level of significance of 0.05 indicating a significant difference exist.

Table 17.

Rank ordered of frequency and percent of MBTI Personality Type Profile (n=100)

Profile	Male		Female		Total	
	f	%	f	%	f	%
ENTJ	5	5	4	4	9	9
ISTJ	3	3	2	2	5	5
ESFJ	3	3	3	3	6	6
ESTP	1	1	3	3	4	4
ENFP	3	3	2	2	5	5
ISTP	4	4	3	3	7	7
ESFP	3	3	4	4	7	7
INFP	3	3	3	3	6	6
ESTJ	5	5	3	3	8	8
ISFJ	3	3	3	3	6	6
ISFP	5	5	2	2	7	7
ENTP	3	3	2	2	5	5
INTP	4	4	3	3	7	7
INTJ	3	3	3	3	6	6
INFJ	4	4	2	2	6	6
ENJF	3	3	3	3	6	6
Total	**55**	**55**	**45**	**45**	**100**	**100**

Table 17 shows, respondents who are working in the food service establishment in City of Balanga as kitchen and dining staff reflected all 16 personality type profiles measured by the MBTI. The most common profiles among respondents were ENTJ (9%), ISTJ (5%), ESFJ (6%), and ESTP (4.0%). Nearly 24% of the respondents had a profile of either ENTJ, ISTJ, ESFJ, or ESTP. The second common profiles were ENJF (6.0%), INFJ (6.0%), INTJ (6.0%), INTP (7.0%), and ENTP, and ISFP, which accounted for 5.0.% and 7.0% respectively. ENTJ and ESTJ were also predominant among all the respondents in the kitchen and dinning staff of City of Balanga Bataan.

Table 15 also shows that a gender analysis indicated that, among ENTJ respondents, 4.0 % were female whereas 5.0 % were male. There were more male (3.0%) respondents with ISTJ personality type than their female (2.0 %) counterparts. The ESFJ personality type was more balance in female respondents (3.0 %) than male respondents (3.0%). The ESTP personality type has a mere slight variance among male (1.0 %) and female respondents (3.0 %).

Table 18.

Frequency and percent of MBTI Dimension (n=100)

Dimension	F	Percent
Extroversion (E)	50	50
Introversion (I)	50	50
Sensing (S)	50	50
Intuition (N)	50	50
Thinking (T)	51	51
Feeling (F)	49	49
Judging (J)	52	52
Perception (P)	48	48

Table 18 shows, that considering Extroversion (E) – Introversion (I) dimension, 50.0% of the respondents were E, while 50.0% were I. On the Sensing (S) - Intuition (N) dimension, 50.0% of the respondents were S, while the remaining 50.0% were N. The Thinking (T) – Feeling (F) dimensions was represented by 51.0% of the respondents on the T preference and 49.0% on the F preference. On the Judging (J) – Perceiving (P) dimension, 52.0% of the respondents were J, while 48.0% were P.

HIRING MANAGERS AND MANAGERS

Table 19.

Demographic Profile for Hiring Manager and Manager (Gender)

Gender	Frequency (n=10)	Percentage (%)
Male	4	40
Female	6	60
Total	**10**	**100**

Table 19, shows the demographic profile of the hiring manager and manager (n=10). Specifically, it reveals that 40% (4) are male and 60% (6) are female. This result established that the hiring manager and manager dominated by female.

Table 20.

Demographic Profile for Hiring Manager and Manager (Age)

Age	Frequency (n=10)	Percentage (%)
18-28 years old	3	30
29-39 years old	6	60
40-50 years old	1	10
51-60 years old	0	0
Total	**10**	**100**

Table 20 shows, that majority of hiring manager and manager fall within the age range of 29-39 years old, comprising 60% (6) of the total respondent in hiring manager and manager. Other age groups include 18-28 years old at 30% (3), 40-50 years old at 10% (1), 51-65 years old at 0% (0). Also, in terms of age 60% of the hiring manager and manager belongs to 29-39 years old indicating that they are college graduate and can be deemed as years of experience on the position as hiring manager and manager.

Table 21.

Demographic Profile for Hiring Manager and Manager (Educational Attainment)

Educational Attainment	Frequency (n=10)	Percentage (%)
Elementary Graduate	0	0
High School Graduate	0	0
College Graduate	7	70
Undergraduate	0	0
College Undergraduate	3	30
Total	**10**	**100**

Table 21 shows, that in educational status at 70% (7) have completed and finished their college degree and graduated while 30% (3) had still in college undergraduate because of their years in experience and stayed in the food service establishment or company they were promoted to be a manager.

Table 22.

Frequency of MBTI Dimension for Hiring Manager and Managers (n=10)

Analysis	Mean	Verbal Interpretation	Remarks
ANALYST			
INTJ-ANALYSIS/INTJ (ARCHITECT)	4.30	Often	Almost Similar
INTP- A / INTP- T (LOGICIAN)	4.20	Often	Almost Similar
ENTJ-A / ENTJ- T (COMMANDER)	3.90	Often	Almost Similar
ENTP- A / ENTP-T (DEBATER)	3.80	Often	Almost Similar
DIPLOMATS			
INFJ- A / INFJ - T (ADVOCATE)	4.30	Often	Almost Similar
INFP- A / INFP - T (MEDIATOR)	4.10	Often	Almost Similar
ENFJ -A/ ENFJ - T (PROTAGONISTS)	4.20	Often	Almost Similar

Analysis	Mean	Verbal Interpretation	Remarks
ENFP- A / ENFP-T (CAMPAIGNER)	3.60	Often	Almost Similar
SENTINELS			
ISTJ-A / ISTJ- T (LOGISTICIAN)	3.90	Often	Almost Similar
ISJ-A / ISJ - T (DEFENDER)	3.60	Often	Almost Similar
ESJ-A / ESTJ-T (EXECUTIVE)	4.30	Often	Almost Similar
ESFJ-A / ESFJ- T (CONSUL)	3.70	Often	Almost Similar
EXPLORER			
ISTP- A / ISTP-T (VIRTUOSO)	3.20	Sometimes	Almost Similar
ISFP - A / ISFO-T (ADVENTURER)	4.00	Often	Almost Similar
ESTP-A / ESTP- T (ENTREPRENEUR)	4.30	Often	Almost Similar
ESFP-A / ESFP-T (ENTERTAINER)	3.80	Often	Almost Similar
Composite Mean	**3.95**	**Often**	Almost Similar

Table 22 illustrates the division of the MBTI dimension for hiring managers and managers into four (4) dichotomies or categories: Analyst, Diplomats, Sentinels, and Explorer. Each category contains four subcategories that represent the MBTI personality traits associated with each major dichotomy or category. The highest means on the MBTI Dimension for hiring managers and managers were INTJ-Analysts/Architects, who have a mean of 4.30 under the Analyst category; INFJ-A/INFJ-J—Advocates, who have a mean of 4.30; and ESTP-A/ESTP-T—Entrepreneurs, who also have a mean of 4.30. The lowest mean on the MBTI Dimension for hiring managers and managers is ISTP-A/ISTP-T-Virtuoso, which has a mean of 3.20.

It clearly shows that the predominant personality traits of the ten (10) hiring managers and managers are in the categories of INTJ, INFJ, and ESTP. The study reveals that the hiring managers and managers in question possess a strong sense of analytical purpose and independence, are sophisticated, imaginative, sensitive, and caring individuals, and are pragmatic individuals who exhibit spontaneity. However, there are some drawbacks associated with this category: they have a tendency to take reckless risks, are sensitive individuals who strongly dislike disagreement, maintain an unwavering focus, and reject all opposing ideas.

Final Consideration and Conclusion

In the research study conclusion, the eight MBTI dimensions of the respondents in City of Balanga's dinning and restaurant businesses are successfully identified. The findings indicate that the majority of respondents possess features associated with either extraversion (E) or introversion (I), as well as sensing (S), intuition (N), thinking (T), and judging (J). On the other hand, responders are least represented in the Feeling (F) and Perception (P) dimensions. The high extroversion (E) prevalence suggests that many workers are adept at interacting with others and engaging with customers. Furthermore, the preference for logical thinking in decision-making is suggested by the emphasis on Thinking (T) over Feeling (F). These MBTI insights offer insightful information about how individual differences impact job performance and behavior in the workplace. Recruitment tactics and workplace dynamics in the food service sector can be improved by having a better understanding of employees' personality qualities. Employers can match candidates with positions that complement their working styles and skills by using MBTI evaluations. This strategy encourages effectiveness, job happiness, and high-quality customer service. The study concludes by highlighting the value of MBTI personality profiling in maximizing company's effectiveness and staff selection.

The results of this study show that there is no substantial association between gender or educational achievement and MBTI personality traits, as evidenced by the fact that the relationships across all cluster criteria are minimal. The null hypothesis, which states that there is no connection between gender and MBTI personality, is accepted. However, there is some evidence that age is related to certain MBTI personality traits, especially when it comes to introspection, information processing, and decision-making. This suggests that the null hypothesis regarding age is only partially true. In general, demographic factors such as gender and education have little effect, but age may have a limited yet significant impact on certain aspect of personality

The research study concludes that, when grouped by gender, the MBTI personality types of the dining and kitchen personnel differed significantly. The results contradicted the null hypothesis, which claimed there was no discernible difference. Initial assumptions were challenged by the data, which showed differences in how people process information and make judgments. These variations demonstrate how gender affects personality attributes in work environments. Gaining an understanding of these differences helps enhance team dynamics and communication at work. Employers can utilize this information to assign roles that complement workers' cognitive preferences and areas of strength. The research study also emphasizes how crucial it is for workforce management to take psychological diversity into account. Future studies could examine the effects of these variations on job satisfaction and performance. Organizations may create a more productive and inclusive workplace by recognizing these differences. In the end, this study advances improved people management

techniques by offering insightful information on the psychological dynamics of kitchen and dining employees.The research study concludes that hiring managers and employers develop an intervention plan to address the growing employability gaps in Balanga City, Bataan, and ensure that the individual's personality aligns with the employer's needs. This will help to fill the gaps in the problem statement. The researcher suggested a course of action:

Each person who has been hired or is presently working should complete an MBTI Self Awareness Workshop. A thorough personality-career compatibility report will be provided. Additionally, it will provide career advice on fields and positions that are most appropriate for each MBTI type.

Workplace Adaptability Training is conducted. This will generate a skill that can be used in the workplace based on the tendencies or indicators listed in the MBTI.

Mentoring and job simulation. In order to help employees and/or employed individuals acquire industry-related relevant skills, it will expose them to real-world scenarios.

Career guidance. Companies and/or food service establishments should get back in touch with their staff to tailor value chain communications that emphasize their strengths, value, and likelihood of long-term career fulfillment.

Food Service businesses in Balanga City, Bataan, can guarantee a staff that is in line with industry demands and fosters individual career fulfillment by incorporating these strategies. Higher job performance, more employee retention, and regional economic growth will all be facilitated by these initiativ

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