

ABSTRACT

The aim of this study is to investigate into the managing styles of the Malaysian managers using the Myers-Briggs Type Indicator (MBTI) as psychometrics assessment profile and the contribution of managing styles as predictor to managerial performance. It is but to study into how some of the most important managing styles combine and interact when managing will produce different management action types and managerial performance.

This study uses convenient sampling technique to exam the 215 Malaysian managers from different ethnics holding management positions. The methodology used in this study is through self-administered questionnaire where the core instrument is a (modified) MBTI psychometric profile. Reliability test using Chronbach's apha coefficients, correlation coefficients, cross-tabulation, T-test and multiple regressions are statistical tools used to examine the relationship between managing styles and managerial performance, and the extent where managing styles contribute to the prediction of managerial performance.

Results from the hypotheses testing concluded that there are correlation between managing styles and managerial performance, and, managing styles as predictor to managing performance are at statistically significant level (that is $p < 0.05$), except for Intuition managing style with no correlation. This explains that six out of the seven managing styles (that is 85.71 per cent) contribute to the prediction of managerial performance.

In term of preferred managing style of the Malaysian managers, they prefer Extraversion, Sensing, Thinking and Judging styles of managing which made up the four combination styles as ESTJ using MBTI psychological type model of personality. Conversely, they use less of the Introversion, Intuition, Feeling and Perceiving styles of managing.