Management by objectives in relation to employees' personality types in Egyptian hotels

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Abstract

In order to increase organizations' productivity, managers focus on employees' creativity in setting and achieving forward-looking goals. This approach is known "Management by objectives" (MBO), which requires every department manager to set specific measurable goals with each employee and discuss the result toward the previously set goals. On the other hand, every employee has a unique personality that differentiates him from others. Hence, understanding the employee personality gives clues about how he acts and feels in various situations. Therefore, to manage people effectively, it is helpful to understand their different personalities for placing them into their suitable jobs and to understand how they can set their specific goals. This research aims at investigating the influences of personality types on MBO in the hotels industry. A survey method was used to collect practical data from 229 employees in 31 five star hotels in Greater Cairo; the obtained data was analyzed statistically. The research revealed that there are two personality types had positive influences on MBO dimensions. The research recommends that hotels should study employees' personality types to be able to create teams of personality types that can positively influence MBO.

Keywords: Management by objectives- personality types – DISC model
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Introduction

MBO is the process whereby the performance goals and objectives are set by each subordinate in collaboration with his superior at the start of the appraisal period (Armstrong, 2006). This Philosophy is effective, as it is result oriented, emphasizes accomplishments rather than inputs, encourages participation at all levels of an organization (Holbeche, 2004). On the other hand, the employee's personality has a strong effect on his behavior particularly in tasks that involve a lot of autonomy or freedom, personality tends to exert a strong influence on work behavior (Klassen, 2006).

Literature review

MBO

Although several authors discussed the organizations' human resource handling approaches, still the most famous theories in this field were by Douglas McGregor in his book "The Human Side of Enterprise". He developed two connected theories (X and Y) for describing how the organization handles their employees; Theory X: predominated in the business world through the first decades of the 20th century. It was considered as a hard approach for handling human resource, as it aimed to deal with employees as just a factor like any other factor in the input-output equation, they need to be managed and exploited efficiently and tightly. Besides, it assumed that employees are reluctant to fulfill their jobs' obligations and continuously trying to find ways to avoid work or reduce their efforts. The opposite extreme of "X" was theory Y, which explained the human resource soft approach, as it emphasizes that employees are not like any other resources, it is simply the organizations' creative resource. Hence, theory Y focused on strategies used for gaining commitment by informing employees about the company's mission, values, plans, and trading conditions, i.e. involving them in deciding how tasks should be carried out and grouping them in teams that work without strict supervision (Boxall et al., 2007).

Based on Y theory and other theories that defend the right of human resource to think, learn and react, the term "Management by Objectives" emerged (Tahir et al., 2008). It was first used by Peter Drucker in his book 'The Practice of Management', then it has been further updated by several researchers, among them Douglas McGregor, George Odiorne, and John Humble(Armstrong, 2006). Simply, MBO is a

management approach that encourages the manager and his/her subordinate set objectives to be accomplished within a set period (Antoni, 2005). Again, MBO is a systematic and organized approach that allows both managers and employees to focus on achievable goals and to attain the best possible results from the organizations' available resources (Paul, 1997). Afterwards, MBO has been developed to be a practice of a larger management pattern called "participatory management" or "consultative management", which is a type of management in which employees at all levels are encouraged to contribute ideas towards identifying and setting organizational-goals, problem solving, and other decisions that may directly affect them (Dahlsten et al., 2005).

The main principle behind MBO is to assure that all the organizations' employees have a clear understanding of their objectives, well awareness of their roles and responsibilities. Hence, the subordinates are then held directly responsible for achieving their plans, which on turn achieve those of the organization (Concepcion, 2008).Based on that, MBO has several advantages; i.e. it encourages managers and employees to be committed to specific achievements by focusing on results and to gain better employees' commitment, control and coordination toward goal accomplishment (Cao et al., 2009). Moreover, MBO increases employees' loyalty, reduces turnover rates and helps them to see their strengths and weakness points in operation on a specific objective. In addition, it helps the organization to anticipate change and to delineate concrete measurements that will clarify goals achievement rates (Caiand Hu, 2005).

To achieve its goals, MBO needs to be deployed via a system that permits mutual effective communication between managers and subordinates; such a system consists of six steps: (1)Set organization's goals, based on organizations strategic planning, (2) Set departmental goals, (3) continuous monitoring performance and progress, (4) performance evaluation, (5) reward performance (Drucker, 1954). The following figure shows the sequence of the five-step MBO process
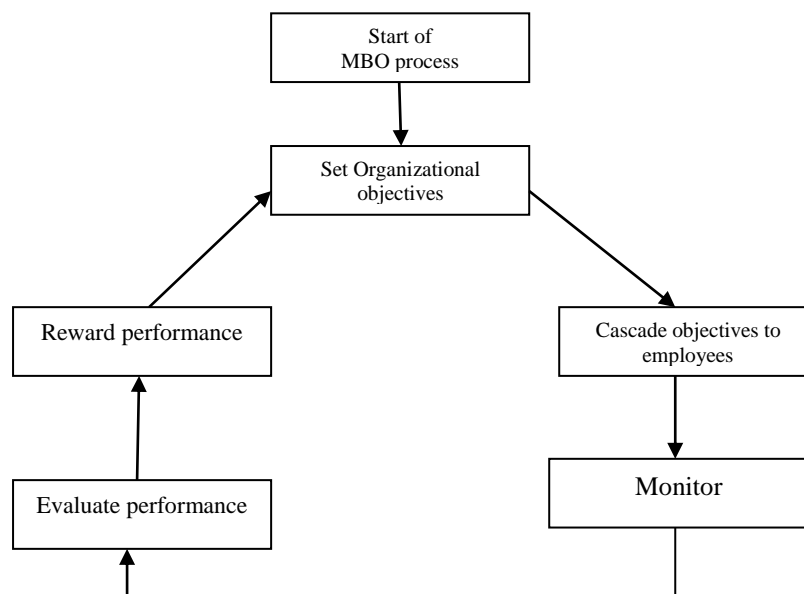
Figure (1): the five-step MBO process

(Drucker, 1954)

According to Drucker (1980), there are four basic dimensions to be watched carefully to avoid MBO traps and to help the organization stay on the right track: First is to ensure the suitable atmosphere between managers and subordinates which is based on trust, second is to get managers and employees participating to put, implement and achieve their goals, third is to ensure their commitment to achieve the in advance set goals, finally is to focus on the result, not on the activity only by continuously monitoring performance feedback.

Personality types

The starting point of understanding people is to realize and accept that people are not the same (Klassen, 2006). However, Difference is not bad, but a lack of understanding others can cause real problems such as tension, disappointment, unmet expectations and poor communication (McLean, 2004). In hopes of understanding different types of personalities, several studies have discussed personality classification and many psychologists and scientists have explored behavioral patterns. Most notably Hippocrates, began to recognize and categorize differences in behavior that seemed to follow a certain pattern (Scott et. al., 2004).

In his book "The Emotions of Normal People", William Marston developed DISC assessment model as one of the methods used to characterize people's personality. He explained that human behavior is as a reaction to other people, situations, and events in the person's environment. Hence, DISC is a practical way to understand people in the common settings of everyday's' life, since then, DISC model has become one of the easiest and classic models used for understanding peoples' personalities(Klassen, 2006).

DISC model as away for analyzing peoples has several advantages that made it an effective tool for understanding personality types, i.e. it works as a positive tool to highlight a person in his strengths and address his blind spots. Moreover, it helps to recognize that each person has a unique blend of all the major personality traits to a greater or lesser extent, hence, to recognize that behavioral patterns are fluid and dynamic as a person adapts to his environment (Scott et. al., 2004).

DISC model is based on two fundamental elements about how people normally behave: a) person's "internal motor" which expresses peoples' paces, and was sorted to two types: outgoing or reserved, b) person's "external focus" which expresses peoples' priorities, and was sorted to two types, task oriented and people oriented (Marston, 1928). figure (2)shows the two elements
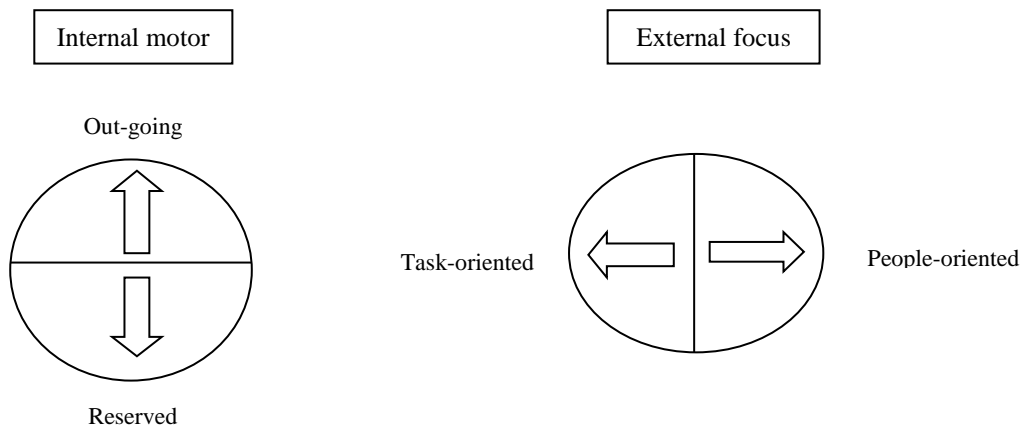
Figure (2): Elements of DISC model
(Marston, 1928)

Based on these two elements, there are four behavioral tendencies helps in characterizing people: outgoing, reserved, task oriented and people oriented. All people have some of these tendencies in different situations and at different times. However, most of them have one or two of these tendencies describing their everyday behavior and the other tendencies usually do not fit them well and may even seem "abnormal" to their behavior. Merging these four tendencies in one circle shapes four basic personality types (figure 3): A) "Dominance" (D) is for Outgoing and Task-oriented (upper left quadrant),b) "Influence" (I) is for Outgoing and People-oriented (upper right quadrant), c)"Steadiness" (S) is for Reserved and People-oriented (lower right quadrant), and d) " Conscientiousness" (C) is for Reserved and Task-oriented (lower left quadrant).The descriptive terms will begin with D, I, S and C. Thus, the term "DISC" was introduced (Marston, 1928).

Out-going

Task-oriented

D   I

C   S

People-oriented

Reserved
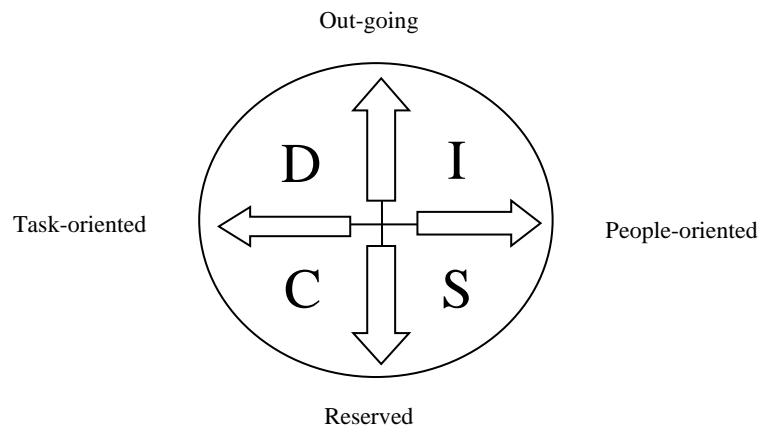
**Figure (3): The four basic quadrants of DISC model behavior circle
(Marston, 1928)**

Based on figure (3), there are four types of people are motivated by four intrinsic behavioral patterns.

- Dominant (Driving-Doer): is for powerful, strong and assertive people who tend to be independent and results driven. They always enjoy challenges, taking action and getting to the bottom line as quickly as possible and making it happens. They always focus on respect and results.
- Inspiring (Interesting-Interactive): refers to social and communicative people who are out going, sharing thoughts, participating on teams, and entertaining and encouraging others. They always focus on admiration and recognition
- Supportive (Steady-Stable): is for patient, persistent, and thoughtful people who tend to be supportive, cooperative and helpful to others. They prefer being behind the scene, working inconsistent ways. They are often good listeners and avoiding change and conflict. They always focus on friendship and appreciation.
- Cautious (Competent-Careful): is for people who check for details and quality and cares for accuracy. They always focus on trust and integrity (Scott et. al., 2004).

Afterwards, many tests existed under the name "DISC test", these tests were considered as personal assessment tools marketed by various psychological consulting companies for use by human resources departments, each of them with their own differences. These tests aim at sorting personality types' using survey questions, psychometric tests and situational cases to analyze persons types based on DISC traits. It always produces a report about the person's type and his main behavioral traits, which helps to improve employees' productivity, teamwork and communication (Inscape Publishing, 2005).

Research objectives

For the purposes of the study, the following objectives are formulated:
- Investigating the influences of personality types on MBO in the hotels industry;
- Identifying the most common personality type that exists in the hotels industry;
- Illustrating to what extent hotels are implementing MBO approach;

Research hypotheses

The research hypothesizes the following Hypotheses (Hs):
- There is a significant relationship between personality types and MBO.
- Personality types influence MBO dimensions.

Conceptual framework

The research suggested the following framework to examine the relationship between DISC personalities and MBO (figure 4)
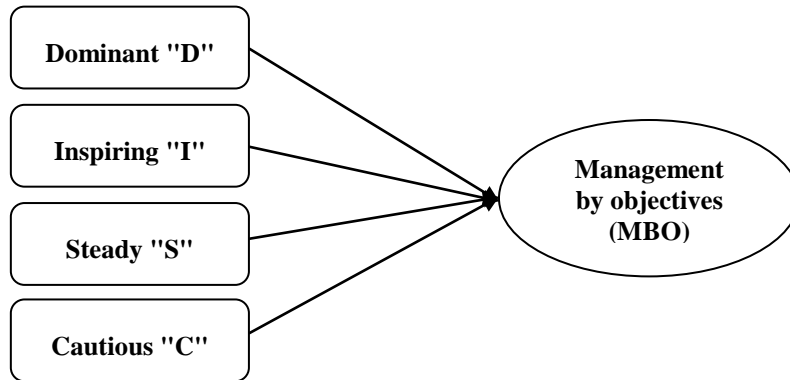
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Figure (4): conceptual framework: DISC personalities and MBO

Research Methodology

A survey method was used to collect practical data, a questionnaire directed to 229 employees in 31 five star hotels in Greater Cairo. The questionnaire is composed of 3 parts. The first part includes 5 questions related to respondents personal data, the second part was a DISC test by Rosenberg and Silvert (2013) to sort respondents personality types according to DISC model, and the third part composed of 4 constructs asking for the required dimensions for applying MBO (trust – participation – commitment – feedback). These dimensions used a five point likert-type scale ranging from "1=strongly disagree" to "5= strongly agree" to score the responses. The obtained data was analyzed statistically by Statistical package for social sciences program "SPSS" 20 to obtain descriptive analysis and to calculate reliability and validity analysis, Spearman correlation analysis and regression linear analysis.

To test the influence of personality types on MBO, a regression equation was established as follow:

$$\mu Y = \alpha + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + \beta 4 X4$$

Where; μY= MBO, α = Constant, X1= Dominant, X2= Inspiring, X3= Steady, X4= Cautious

Results and Discussion

Reliability and Validity

To measure the internal consistency of the study instrument, Cronbach's Alpha was used to calculate the reliability of the questionnaire. Besides, the validity of the findings was calculated (Table 1).

Table 1: Coefficient of reliability and validity of the MBO constructs

No.	Constructs	No. of items	Cronbach's Alpha	Validity
1	Trust between superior and subordinates	5	.95	.974
2	Participation in setting objectives	5	.96	.979
3	Commitment of subordinates to achieve objectives	6	.96	.979
4	Feedback between superior and subordinate	5	.93	.964
	Overall Total Scale	21	.97	.984

Table (1) indicated that the coefficient of Cronbach's Alpha for the constructs of was (97%); the overall validity was (98%). These results assured that the instrument is reliable; while Cronbach's Alpha of the used DISC test was not calculated as it is previously examined and approved by other researchers (Rosenberg and Silvert, 2013).

2. Descriptive Statistics

The demographic data, personality types of the respondents and the implementation of management by objectives approach in the hotels of the study were organized and tabulated by using frequencies, percentage, mean scores and standard deviation.

2.1 Demographic data of the respondents

The respondents' demographic profile is shown in table (2) as follow:

Table 2: The respondents' demographic profile

Demographics	Characteristics and Classification	Frequency (N)	Percentage (%)
Gender	Male	212	92.6
	Female	17	7.4
	Total	229	100
Age	Below 30 years	81	35.4
	30- 45 years	117	51.1
	Above 45 years	31	13.5
	Total	229	100
Educational level	College graduate	202	88.2
	Postgraduate	27	11.8
	Total	229	100
Position	High management	36	15.7
	intermediate level/ supervisor	76	33.2
	Operational level	117	51.1
	Total	229	100
Work Experience	Less than 5 years	72	31.4
	5- 10 years	95	41.5
	More than 10 years	62	27.1
	Total	229	100

Table (2) illustrates that Out of 229 respondent, 212 respondents (92.6%) are males while the remaining 17 respondents (7.4%) are females. Among these respondents 81 respondents (35.4%) are below 30 years old, 117 respondents (51.1%) are from 30-45 years old and 31 respondents (13.5%) are above 45 years old. In terms of educational level, the majority of the respondents are college graduates (88.2%) while 11.8% are postgraduates. According to the current position, about 15.7% of respondents are of high-management level, 76 respondents (33.2%) are inter-mediate level/ supervisors and 117 respondents (51.1%) are operational level. Regarding work experience, about 72 respondents (31.4%) have work experience of less than 5 year, while 95 respondents (41.5%) from 5 to 10 years and 62 respondents (27.1%) more than 10 years.

Personality types

Table (3): Personality types of the respondents

No.	Personality type	Frequency (N)	Percentage (%)
1	Dominant	44	19.2
2	inspiring	38	16.6
3	Steady	78	34.1
4	Cautious	69	30.1
	Total	229	100

Table (3) shows respondents Personality types' according to the findings of the used DISC test, the table shows that about 19.2% of respondents (44) are dominant type "D" , 38 respondents (16.6%) are Inspiring

type "I", while 78 of them (34.1%) are Steady type "S" and 69 respondents (30.1%) are Cautious type "C". This finding indicates that there is a variety of personality types in the study sample.

The implementation of MBO in the hotels of the study

The mean scores and standard deviation are calculated to illustrate to what extent hotels are implementing MBO approach. Table (4) indicates that the overall mean of implementing MBO is 3.61(SD= .922).

Table 4: The implementation of MBO

No.	Statement	Mean	Std. deviation
1	Trust between superior and subordinates	3.84	1.025
2	Participation in setting objectives	3.24	1.147
3	Commitment of subordinates to achieve objectives	4.00	.899
4	Feedback between superior and subordinates	3.36	1.065
	Overall Mean	3.61	.922

Note: Scale range from "1=strongly disagree" to "5=strongly agree"

Based on presented data, the hotels of the study are implementing MBO approach but this implementation is not fully integrated; since commitment of subordinates to achieve setting objectives obtained the higher mean score (4.0) while participation in setting objectives obtained the lower mean score (3.24). Trust between superior and subordinates was (3.84) and feedback between superior and subordinates was (3.36). According to this finding, MBO implementation needs more improvement especially in dimensions of workforce participation and feedback.

Correlation analysis between variables of the study

This section discusses the coefficient of correlation between personality types and MBO in hotels. These relationships illustrated in table (5):

The relationship between personality types and MBO

To test the first hypothesis (H1) which says, "There is a significant relationship between personality types and MBO", the Spearman's correlation was used to measure this relationship.

Table 5: The relationship between personality types and MBO

	Variables		Personality types	MBO
Spearman's rho	Personality types	Correlation	1.000	.191**
		Sig. (2-tailed)		.004
		N	229	229
	MBO	Correlation	.191**	1.000
		Sig. (2-tailed)	.004	
		N	229	229
** Correlation is significant at the 0.01 level (2-tailed).				

According to table (5), a highly positive Spearman's correlation (0.191) was obtained between personality types and MBO. This finding indicated significance at less than (0.04) level. Also, the correlation was relatively high, as cleared in table (5). Therefore, the results were significant; hence, the findings mean that the (H1) was supported.

The relationship between "Dominant" type and MBO

To calculate the correlation between "Dominant" type of personality and MBO, the spearman correlation was used.

Table (6): The relationship between "dominant" type and MBO

	Variables		**"Dominant" type**	**MBO**
Spearman's rho	"Dominant" type	Correlation Sig. (2-tailed) N	1.000 229	.043 .520 229
	MBO	Correlation Sig. (2-tailed) N	.043 .520 229	1.000 229
** Correlation is significant at the 0.01 level (2-tailed).				

The results obtained of table (6) cleared no significant relationship between the type "Dominant" and MBO because the Sig. value (.520) is more than 5% level.

The relationship between "Inspiring" type and MBO

The Spearman's correlation was used to calculate the relationship between "Inspiring" type of personality and MBO (table7).

Table (7): The relationship between "Inspiring" type and MBO

	Variables		"Inspiring" type	**MBO**
Spearman's rho	"Inspiring" type	Correlation Sig. (2-tailed) N	1.000 229	.163* .014 229
	MBO	Correlation Sig. (2-tailed) N	.163* .014 229	1.000 229
** Correlation is significant at the 0.01 level (2-tailed).				

Table( )7 clarified a significant correlation at (0.01) level between the "Inspiring" personality type and MBO. This relationship is positive and The Spearman's correlation is (.163)

The relationship between "Steady" type and MBO

The Spearman's correlation was used to calculate the relationship between "Steady" type of personality and MBO (Table 8).

Table (8): The relationship between "Steady" type and MBO

	Variables		**"Steady" type**	MBO
Spearman's rho	"Steady" type	Correlation Sig. (2-tailed) N	1.000 229	-.119 .071 229
	MBO	Correlation Sig. (2-tailed) N	-.119 .071 229	1.000 229
** Correlation is significant at the 0.01 level (2-tailed).				

Table 8 cleared that there is no significant relationship between the "steady" personality type and MBO because the Sig. value (0.071) is more than 5% level.

The relationship between "Cautious" type and MBO

Table (9): The relationship between "Cautious" type and MBO

	Variables		"Cautious" type	MBO
Spearman's rho	"Cautious" type	Correlation	1.000	.220**
		Sig. (2-tailed)		.001
		N	229	229
	MBO	Correlation	.220**	1.000
		Sig. (2-tailed)	.001	
		N	229	229
** Correlation is significant at the 0.01 level (2-tailed).				

According to the following table (9), the relationship between the "Cautious" personality type and MBO is highly significant at 0.01 level. The Spearman's correlation is positive and strong (22%).

The four above tables illustrate a significant correlation between "Inspiring" and "Cautious" personality types and MBO dimensions. According to (Scott et. al., 2004) who described every personality type, "Inspiring" type is promoter, charming, confident, optimistic and open minded; hence, he is able to be a problem solver and a team leader, and "Cautious" is analyzer, accurate, diplomatic and patient. Hence, he is able to maintain high standards, define, clarify, get information and test it correctly. On the other hand, "Dominant" and "Steady" had no significant correlation with MBO dimensions. As, "Dominant" is president spirit, competitor and self-starter; hence, he is able to keep pace with others and be challenge-oriented, and "Steady" is Non- demonstrative, hesitant and inflexible. Hence, he supports the leader but can't be a leader.

The relationship between personality types and MBO dimensions

Table (10) illustrates the coefficient of correlation between variables of the study that include personality types (dominant, inspiring, steady and cautious) and MBO constructs (trust, participation, commitment and feedback). The significant level of correlation can be explained as follow:

Table (10): The relationship between variables of the study

	Variables		Trust	Participation	Commitment	Feedback
Spearman's rho	Dominant (D)	Correlation	-.042-	.064	-.200-**	.233**
		Sig. (2-tailed)	.523	.335	.002	.000
		N	229	229	229	229
	Inspiring (I)	Correlation	.136*	.145*	.170**	.163*
		Sig. (2-tailed)	.040	.028	.010	.014
		N	229	229	229	229
	Steady (S)	Correlation	.027	-.142-*	-.183-**	-.137-*
		Sig. (2-tailed)	.688	.032	.005	.038
		N	229	229	229	229
	Cautious (C)	Correlation	.017	.316**	.100	.285**
		Sig. (2-tailed)	.801	.000	.133	.001
		N	229	229	229	229
** Correlation is significant at the 0.01 level (2-tailed).						

Table (10) indicated a significant relationship between dominant personality type and commitment to achieve objectives. The correlation is negative and high (-20%). In addition, there is a high significant relationship between dominant type and the feedback between superior and subordinates. The Spearman' correlation is positive and high (23%). Also, there is a significant relationship between inspiring personality

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type and all MBO Dimensions (trust, participation, commitment and feedback), the correlation is positive (13.6%), (14.5%), (17%) and (16.3%). Moreover, there are a significant relationship between the steady personality type and commitment to achieve objectives, participation in setting goals and feedback. The correlation is negative (-14.2%), (-18.3%) and (-13.7%). Finally, the results indicated a significant relationship between the cautious personality type and participation in setting goals and feedback, the Spearman's correlation is positive and high (31.6%) and (28.5%). figure (5) indicates these correlations.
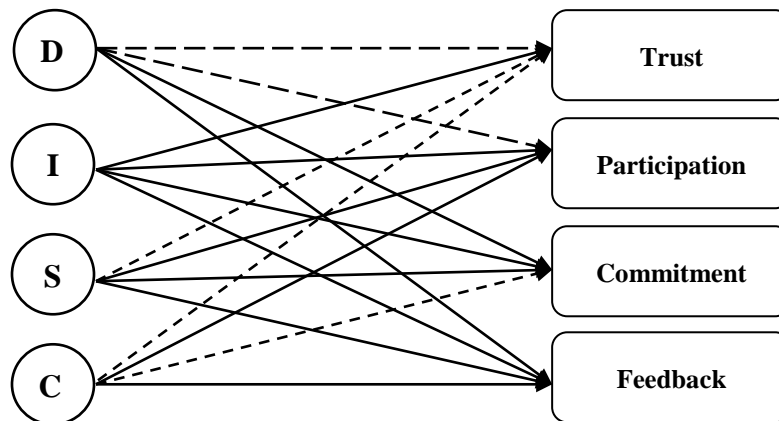

Figure (5): Correlation between the variables of the study

Figure (5) shows that every personality type has one or more non-significant correlation with MBO dimensions except "Inspiring" type who had fully acceptable significant correlations with all MBO dimensions. This means that "Inspiring" type is the most suitable type for applying MBO as he can act with all its dimensions.

Regression analysis

Multiple linear regression was used to test the prediction model of the study. Table (11) illustrates the multiple correlation coefficient R, R^2 and Durbin-Watson's coefficient.

Table (11):Model Summary of personality types and MBO

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson(d)
1	.257[a]	.066	.049	.898	1.614

    a. Predictors: (Constant), Dominant, Inspiring, Steady, Cautious
    b. Dependent Variable: MBO

Table (11) indicated that the Adjusted R Square value was (0.049) and Durbin-Watson's coefficient was (1.614). According to this finding, the model is acceptable as its value is lower than (2). *Chatterjee and Simonoff (2013) mentioned that* the value of Durbin-Watson's coefficient (d) always lies between 0 and 4 and, if (d) value is substantially less than 2, there is an evidence of positive serial correlation. Moreover, the following table (12) explains F test and F significance:

Table (12): ANOVA[a] test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.796	4	3.199	3.960	.004[b]
	Residual	180.956	224	.808		
	Total	193.752	228			

a. Dependent Variable: MBO
b. Predictors: (Constant), Dominant, Inspiring, Steady, Cautious

Table (12) cleared that F value was 3.960 and F significance was (0.004). Because the significance level is less than alpha, in this case assumed to be .05, the model with variables dominant, inspiring, steady and cautious significantly predicted MBO. According to these findings, the second hypothesis (H2) that says "Personality types influence MBO dimensions" was supported. Beta coefficient of regression was used to investigate the influences of each personality type on MBO as presented in table (13).

Table 13: Beta coefficients of personality types and MBO

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.626	.515		5.096	.000
Dominant	.057	.069	.068	.828	.408
Inspiring	.168	.072	.172	2.318	.021
Steady	-.010-	.061	-.013-	-.171-	.865
Cautious	.164	.059	.208	2.783	.006

a. Dependent Variable: MBO

The previous table illustrated that "inspiring" and "cautious" personality types are significant and positively influences management by objectives. Therefore, the empirical model of the study can be written as follows:

$$MBO = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$
$$MBO = 2.626 + 0.172 X_2 + 0.208 X_4$$

This means that 1 unit changes in inspiring (X2) personality type will influences MBO by 0.172 units with the other factors being constant. Also, changes in cautious (X4) personality type by 1 unit will cause a change in MBO by 0.208 units with the other factors being constant.

The previous three tables illustrate that although "Inspiring" and "Cautious" personality types had significant influences on MBO dimensions, composing a team of the four personality types can positively influence MBO. Moreover, the absence of "inspiring" and "cautious" personality types from any team will affect negatively MBO deployment.

5. Testing hypotheses

The study hypotheses were tested by measuring the relationships among the variables. Table (14clears the results of testing hypotheses and the correlation level between variables.

Table (14): The results of testing hypotheses

Hypotheses	Test		Sig.	Result
	Spearman's correlation	F		
H1: There is a significant relationship between personality types and MBO.	0.191**	--	0.004	Supported
H2: Personality types influence MBO dimensions.	--	3.960	0.004	Supported

According to table (14), the two hypotheses of the study are supported. The Spearman's correlation was used to test the first hypothesis (H1) that says "There is a significant relationship between the personality types and MBO". The Spearman's coefficient was 0.191and the correlation was highly significant (0.004). The, multiple linear regression was used to examine the second hypothesis (H2) that says "Personality types influence MBO dimensions ". From ANOVA test F value was 3.960 at a highly significant level (0.004).

Conclusion

Personality types influence MBO deployment in Egyptian 5 star hotels. The "Inspiring" and "Cautious" personality types had a positive effect on MBO dimensions rather than the "Dominant" and "Steady" personality types. Moreover, the "Inspiring" type is the most suitable type for applying MBO as he can act with all its dimensions.

Recommendation

Human resource managements in Egyptian hotels should use DISC tests to sort employees' personality types as a step to create a team that can effectively deploy MBO in hotels. This team should contain "inspiring" and "cautious" personality types as they can positively affects MBO.

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الملخص العربي

من إحدى أهم الوسائل التي ترتكز عليها المؤسسات لزيادة معدلات الإنتاجية هي الاعتماد على التعاون بين المستويات الإدارية المختلفة في وضع الأهداف الوظيفية، وذلك عن طريق إشراك العامل وظيفيا في وضع أهدافه وفق أهداف المنظمة وتقييم نتائج تحقيق تلك الأهداف، وذلك على اعتبار أن العنصر البشري عنصر مبدع وقادر على تحديد أهدافه الوظيفية بكفاءة وفاعلية، وهو ما يعرف " بالإدارة بالأهداف". هذا ومن المسلم به أن الأنماط الشخصية للأفراد ليست سواء، وهو ما لا يعني بالضرورة وجود نمط مثالي بصورة مطلقة وآخر غير ذلك، ولكن دراسة تلك الأنماط سيؤدي إلى تحديد الشخصيات الأكثر مناسبة لتحقيق وظائف بعينها، وهو ما يفيد إدارات الموارد البشرية في استقدام وتعيين العامل في الوظيفة الأنسب لنمطه الشخصي. يهدف البحث إلى دراسة أثر الأنماط الشخصية المختلفة في أسلوب الإدارة بالأهداف، تم جمع البيانات الميدانية باستمارة استقصاء أجاب عنها 229 عامل ب 31 فندقا من فنادق الخمس نجوم بالقاهرة الكبرى، وتم تحليل نتائجها إحصائيا. خلص البحث إلى وجود نمطين رئيسيين هما الأكثر تأثيرا بصورة إيجابية في أبعاد أسلوب الإدارة بالأهداف بالفنادق، علاوة على أن تكوين فرق عمل متوائمة طبقا لأنماطها الوظيفية تضمن توافر هذين النمطين مع إشراك باقي الأنماط سيحقق قدراً من التفاعل الإيجابي نحو تحقيق أسلوب الإدارة بالأهداف بالفنادق، ومن ثم يوصي البحث بضرورة تحليل الأنماط الشخصية المختلفة للعاملين بالفنادق، من أجل تكوين فرق عمل متكاملة قادرة على وضع وصياغة أهدافها الوظيفية.