Type, teams, and job satisfaction

An analysis of MBTIonline Teams data by The Myers-Briggs Company

Contents

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MBTIonline Teams Analysis February 2023

Overview and summary of findings

This report summarizes analysis carried out on data from 13,453 people who completed an MBTI® assessment within the MBTIonline Teams platform between December 2020 and January 2023. The findings include:

Overall results

- ISTJ was the most common type for individuals, but ESTJ was the most common team type. Compared with results from individuals, the team type was more likely to be ESTJ, somewhat more likely to be ENTJ, and somewhat less likely to be INFP, ENFP, or ENTP. Teams were more likely to have E, S, T, and J preferences than were individuals. This is likely to be due to the ESTJ 'decision rule' on team type (see footnote on page 5 for an outline of this rule).

- Compared with team leaders, team members were somewhat more likely to have ISTJ preferences and somewhat less likely to have ENTJ preferences. Team members were somewhat less likely to have Extraversion preferences than team leaders.

Job satisfaction and intention to leave

- Most of the group had a high level of job satisfaction and were not thinking of leaving their job within the next year.

- On average, men had a slightly higher level of job satisfaction than women and were slightly less likely to be thinking of leaving. Older people tended to have a higher level of job satisfaction.

- Team leaders expressed a higher level of job satisfaction than team members did. Those in higher-level jobs had a higher level of job satisfaction than those in lower-level jobs and were less likely to want to leave.

- Members of teams with more than 12 people had lower levels of job satisfaction and were more likely to be thinking of leaving.

- On average, those with ENTJ preferences had the highest levels of job satisfaction and those with INFJ or INFP preferences the lowest. At the preference pair level, those with Extraversion, Sensing. Thinking, or Judging preferences expressed greater job satisfaction than those with Introversion, Intuition, Feeling, or Perceiving preferences.

- Those with INFJ, ENFP, and INTP preferences were the most likely to be thinking of leaving their job, and those with ENTJ the least likely. At the preference pair level, those with Introversion, Intuition, Feeling, or Perceiving preferences were more likely to leave than those with Extraversion, Sensing, Thinking, or Judging preferences.

- Members of ESTJ and ENFP teams had the highest level of job satisfaction, members of ISFP teams the lowest. At the preference pair level, members of Extraverted or Thinking teams expressed greater job satisfaction than those in Introverted or Feeling teams.

- Members of ISFP and INFP teams were the most likely to be thinking of leaving, members of INTP and ISTP teams the least likely. There were no significant differences at preference pair level.

- Those whose own type matched that of the team in terms of Judging and Perceiving had a higher level of job satisfaction. This was also found in the separate Type, Teams, and Team Performance report.

Remote working

- On average, women worked remotely for a higher percentage of their time than men.

- People with E, N, and P preferences worked remotely for a higher percentage of their time than those with I, S and J preferences. There was no significant difference in terms of Thinking and Feeling. At whole type level, those with INTP preferences on average worked remotely for the highest percentage of time, those with ISFP for the lowest.

- Mirroring the results for individual type, members of E, N, and P teams worked remotely more than did people in I, S, and J teams, with no significant difference in terms of T and F. Members of INTP and ENTP teams worked remotely the most, members of ISFP teams the least.

- Judging people in a Judging team had the lowest level of remote working and Judging people in a Perceiving team had the highest. Perceiving people in any type of team were in between.

- Those whose team leader had a Judging preference had, on average, a lower level of remote working than those whose team leader had a Perceiving preference. Judging people whose team leader was also Judging had the lowest level of remote working.

- People in small teams (5 or less) had the lowest level of remote working, on average. People in the largest teams (18 or more) had the highest.

Sample description

The analysis is based on data from 13,453 individuals who had completed an MBTI assessment within the MBTIonline Teams platform between December 2020 and January 2023. 1,707 different teams were represented, with a mean team size of 11.46, median of 10, and mode of 8.

Team size
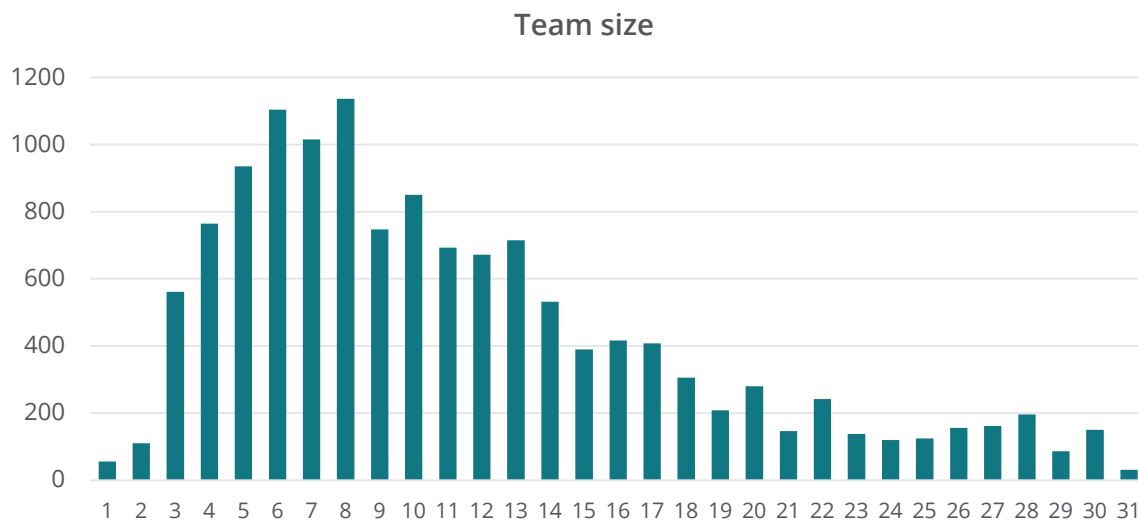
49.4% of the group were female and 47.0% male, with 3.6% choosing to self-describe or to not specify their gender. Age ranged from 16 to 80 years, with a mean of 41.88 years.

All levels of job were represented in the group.

Job level

Job level	Count
Executive/Top executive	1,137
Senior management/Executive	2,433
Middle management	3,989
First line management	893
Non-supervisory	3,034
Entry level	810
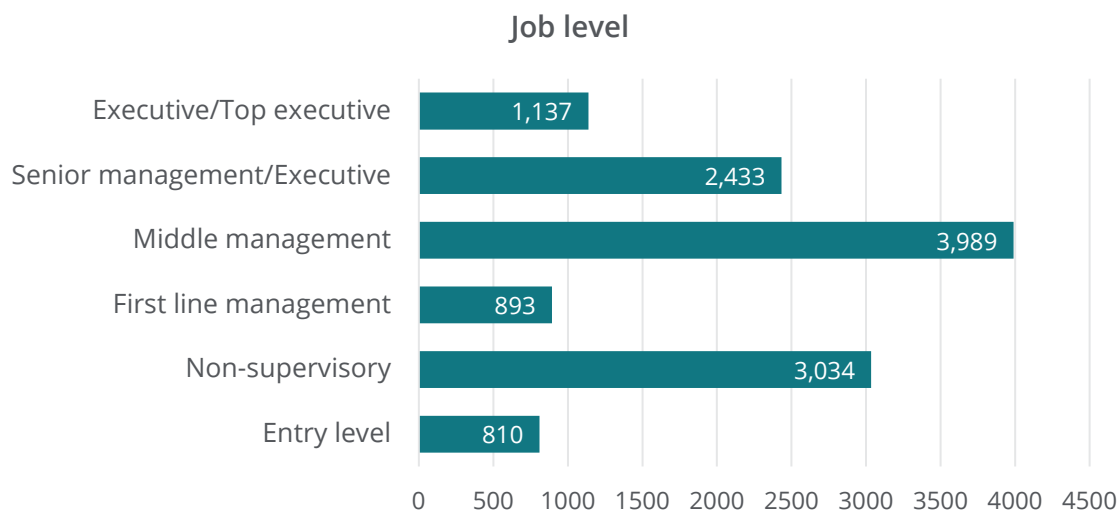
1,590 people—12% of the total—were team leaders. The remainder were team members.

Type distribution

The table below shows, in the left-hand pane, the percentage of each type as calculated for the team, the percentage of each type across the individuals in the sample, and the difference between the two. The right-hand pane shows the percentage of each type for team members, the percentage of each type for team leaders, and the difference between the two.

Type	Team type	Individual type	Team - Individual	Team member	Team Leader	Member - Leader
ISTJ	17.6	14.9	2.7	15.3	12.6	2.7
ISFJ	5.2	6.0	-0.8	6.2	4.8	1.4
INFJ	2.7	3.4	-0.7	3.3	4.0	-0.7
INTJ	4.5	6.6	-2.1	6.5	7.5	-1
ISTP	2.6	5.1	-2.5	5.2	4.3	0.9
ISFP	1.6	3.0	-1.4	3.2	2.2	1
INFP	1.8	5.5	-3.7	5.5	6.2	-0.7
INTP	3.5	3.6	-0.1	3.5	4.4	-0.9
ESTP	4.9	4.6	0.3	4.8	3.4	1.4
ESFP	1.7	3.3	-1.6	3.5	2.3	1.2
ENFP	2.9	6.8	-3.9	6.6	8.9	-2.3
ENTP	4.3	7.7	-3.4	7.6	8.9	-1.3
ESTJ	24.2	11.5	12.7	11.6	10.5	1.1
ESFJ	5.8	5.7	0.1	5.8	4.7	1.1
ENFJ	4.5	5.3	-0.8	5.3	5.1	0.2
ENTJ	12.2	6.7	5.5	6.3	10.1	-3.8

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- Compared with individuals, the team type is more likely to be ESTJ and somewhat more likely to be ENTJ. It is somewhat less likely to be INFP, ENFP, or ENTP.
- Compared with team leaders, team members are somewhat more likely to have ISTJ preferences and somewhat less likely to have ENTJ preferences.

The table below shows the same results at the preference pair level.

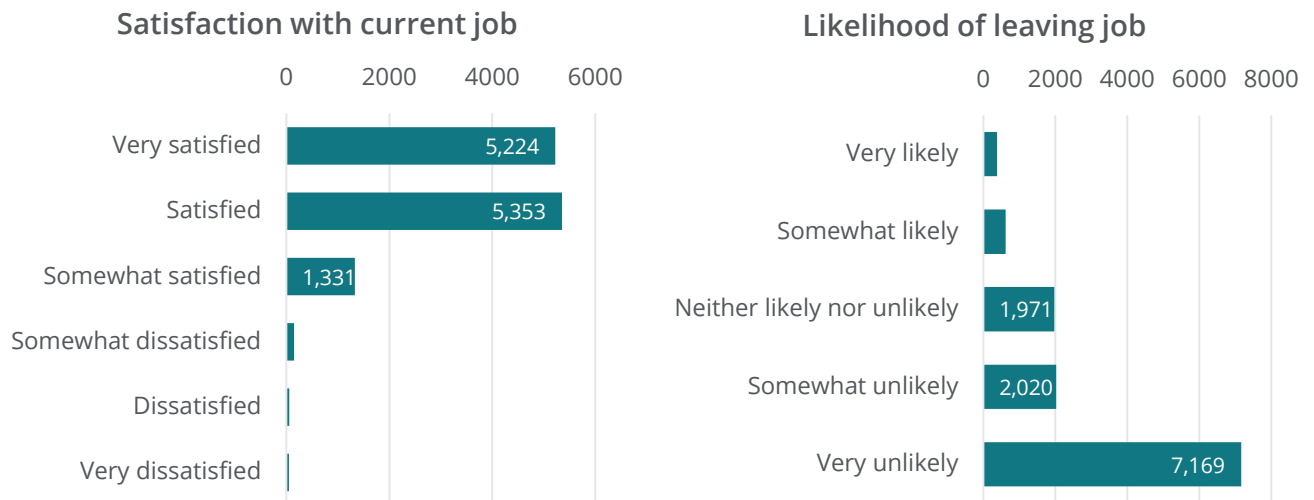| Type	Team type	Individual type	Team - Individual	Team member	Team Leader	Member - Leader
E	60.6	51.7	8.9	51.4	54.0	-2.6
I	39.4	48.3	-8.9	48.6	46.0	2.6
S	63.5	54.3	9.2	55.5	55.0	0.5
N	36.5	45.7	-9.2	44.5	45.0	-0.5
T	73.8	60.9	12.9	60.8	61.8	-1.0
F	26.2	39.1	-12.9	39.2	38.2	1.0
J	76.7	60.2	16.5	60.3	59.3	1.0
P	23.3	39.8	-16.5	39.7	40.7	-1.0

Teams are more likely to have E, S, T, and J preferences than individuals. This may be because of the ESTJ 'decision rule' on team type[1]. Team members are somewhat less likely to have Extraversion preferences than team leaders.

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[1] The overall type of a team is calculated by first counting the number of people with an Extraversion (E) preference and the number with an Introversion (I) preference. If there are more Es, the team has an overall E preference; if more Is, it has an overall I preference. The process is repeated for S and N, T and F, and J and P. Sometimes, however, there will be a tie, with an equal number of E and I preferences in the team. In this case, a decision rule applies such that the team is given an overall type of E, S, T or J.

Job satisfaction and intention to leave

Overview

Most of the group had a high level of job satisfaction and were not thinking of leaving their jobs.

Satisfaction with current job	Likelihood of leaving job
Very satisfied — 5,224	Very likely — (small)
Satisfied — 5,353	Somewhat likely — (small)
Somewhat satisfied — 1,331	Neither likely nor unlikely — 1,971
Somewhat dissatisfied — (small)	Somewhat unlikely — 2,020
Dissatisfied — (small)	Very unlikely — 7,169
Very dissatisfied — (small)	

87% of the group said that they were satisfied or very satisfied with their current job. Only 8% said that they were very or somewhat likely to leave their job within the next year.

Predicting job satisfaction and intention to leave

Several factors related to job satisfaction and intention to leave. This information could provide the basis for actions that organizations can carry out to enhance satisfaction and reduce the likelihood that people will be looking to quit.

Statistically significant differences were as follows:

- On average, men had a slightly higher level of job satisfaction than women and were slightly less likely to be thinking of leaving.

- Older people tended to have greater job satisfaction (correlation of 0.152 with age).

- Team leaders expressed a higher level of job satisfaction than team members.

- Those in higher-level jobs had a higher level of job satisfaction than those in lower-level jobs and were less likely to want to leave.

- Members of teams with more than 12 people had lower levels of job satisfaction and were more likely to be thinking of leaving.

- On average, those with ENTJ preferences had the highest levels of job satisfaction and those with INFJ or INFP preferences the lowest. At the preference pair level, those with Extraversion, Sensing, Thinking, or Judging preferences expressed greater job satisfaction than those with Introversion, Intuition, Feeling, or Perceiving preferences.

- Those with INFJ, ENFP, and INTP preferences were the most likely to be thinking of leaving their job, and those with ENTJ the least likely. At the preference pair level, those with Introversion, Intuition, Feeling, or Perceiving preferences were more likely to leave than those with Extraversion, Sensing, Thinking, or Judging preferences.

- Members of ESTJ and ENFP teams had the highest level of job satisfaction, members of ISFP teams had the lowest. At the preference pair level, members of Extraverted or Thinking teams expressed greater job satisfaction than those in Introverted or Feeling teams.

- Members of ISFP and INFP teams were the most likely to be thinking of leaving. Members of INTP and ISTP teams were the least likely. There were no significant differences at preference pair level.

- Those whose own type matched that of the team in terms of Judging and Perceiving had a higher level of job satisfaction. This was also found in the separate Type, Teams, and Team Performance report.

These results are shown in more detail in the following tables.

Factor	Categories	Percent satisfied or very satisfied	Percent likely or very likely to leave job
Gender	Male	88.3	8.1
	Female	86.0	8.6
Team leader or member	Leader	91.0	No significant difference
	Member	86.4	

Factor	Categories	Percent satisfied or very satisfied	Percent likely or very likely to leave job
Job level	Executive	94.9	5.7
	Senior manager	92.2	7.2
	Middle manager	87.5	8.4
	1st line manager	84.6	7.6
	Non-supervisory	82.2	8.7
	Entry level	78.6	11.6
Team size	1 to 5 people	87.5	7.8
	6 to 8 people	88.7	7.9
	9 to 12 people	88.0	8.1
	13 to 17 people	85.9	8.6
	18 or more people	84.3	8.7
Individual MBTI type	Extraversion	89.1	8.0
	Introversion	84.8	8.4
	Sensing	87.4	7.7
	Intuition	86.5	8.6
	Thinking	88.3	7.6
	Feeling	85.0	9.0
	Judging	88.1	7.7
	Perceiving	85.2	8.8
Team type	Extraversion	88.6	No significant difference
	Introversion	85.2	
	Thinking	87.9	No significant difference
	Feeling	85.5	
Self and team match on J–P	J–P matches	88.0	No significant difference
	J–P different	85.9	

Type	Individual type: % satisfied or very satisfied	Individual type: % likely or very likely to leave	Team type: % satisfied or very satisfied	Team type: % likely or very likely to leave
ISTJ	87.9	7.4	86.2	8.6
ISFJ	82.4	8.0	81.6	11.4
INFJ	81.1	11.0	87.6	8.9
INTJ	86.6	8.4	86.8	7.4
ISTP	85.4	7.3	87.2	5.9
ISFP	82.5	9.4	78.3	14.9
INFP	81.1	9.4	81.0	14.8
INTP	82.0	10.1	85.6	5.6
ESTP	86.8	7.1	87.8	9.4
ESFP	84.8	9.3	84.1	8.6
ENFP	85.9	10.6	89.0	7.3
ENTP	89.2	8.1	88.6	11.0
ESTJ	90.9	7.5	89.1	6.6
ESFJ	90.3	7.8	88.0	6.6
ENFJ	89.0	7.5	88.7	7.8
ENTJ	91.6	6.0	88.8	7.5

Remote working

Overview

Individuals were asked what percentage of their time they worked remotely. 3,638 people, 30% of the total, spent all or almost all their time working on-site, while 3,475 (29%) spent all or almost all their time working remotely. The remaining 41% worked in a more or less hybrid way.

Percentage of time working remotely
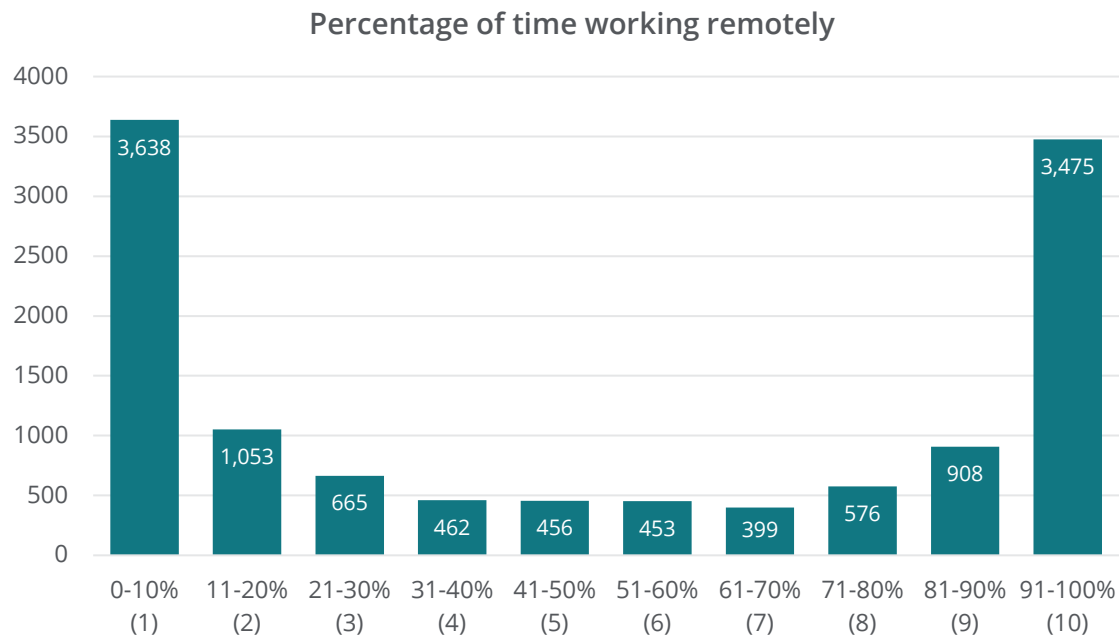
The numbers in brackets show the 'score' given to each percentage category for analysis.

Group differences

- On average, women worked remotely for a higher percentage of their time than men.

- People with E, N, and P preferences worked remotely for a higher percentage of their time than those with I, S, and J preferences. There was no significant difference in terms of Thinking and Feeling. At whole type level, those with INTP preferences had on average the highest level of remote work, those with ISFP the least.

- Mirroring the results for individual type, members of E, N, and P teams worked remotely more than people in I, S, and J teams, with no significant difference in terms of T and F. Members of INTP and ENTP teams worked remotely the most, members of ISFP teams the least.

- Judging people in a Judging team had the lowest level of remote working and Judging people in a Perceiving team had the highest. Perceiving people in any type of team were in between. This is shown in the following table.

Individual type	Judging team	Perceiving team
Judging	Mean score = 5.27	Mean score = 5.77
Perceiving	Mean score = 6.05	Mean score = 5.58

- Those whose team leader had a Judging preference had a lower average level of remote working than those whose team leader had a Perceiving preference. Judging people whose team leader was also Judging had the very lowest level of remote working.

Individual type	Judging team leader	Perceiving team leader
Judging	Mean score = 5.12	Mean score = 5.62
Perceiving	Mean score = 5.46	Mean score = 5.63

- People in small teams (5 or less) had the lowest level of remote working on average, people in the largest teams (18 or more) the most.

Team size	1 to 5	6 to 8	9 to 12	13 to 17	18 or more
Mean score	5.05	5.12	5.44	5.27	6.03