

Research on the Application of MBTI in Organization

Yue Yang

¹*Faculty of Arts (Psychology), Monash University, Huhhot, Inner Mongolia, 10010, China.*

**Corresponding author. Email: 3354406813@qq.com*

ABSTRACT

Myers-Briggs Type Indicator (MBTI) as a test of personality is becoming more widely used and accepted in lots of areas as a methods to recognize the personality, and some companies are starting to introduce it into many workplaces to help company to improve the work efficiency. This article aims to summarize how MBTI use in the company, especially in recruitment to help company to employ the right person which is most suitable for the place and team building to contribute the team work in a more harmoniously and efficiently way, and to explain how it will develop in the future. This paper adopts the method of literature review. It finds that MBTI has excellent use in companies. In recruiting, it helps companies better screen talent and hires the right person which benefits the company to create money. In organizational team building, he helped to build a more harmonious and efficient team which make the team to show a best performance in teamwork and create greater value. However, it still have some limitations and just have few previous studies. In the future, further research in this aspect is needed to adapt to more scenarios.

Keywords: *Myers-Briggs Type Indicator, Recruitment, Team building*

1. INTRODUCTION

Organization development through implementing the social science theory and behavioral research aimed at changing people in a positive humanistic way. Personality plays an essential role in this process [3]. With the development of management, more people pay attention to working more effectively. In ancient times, Herakleitos said that personality determines fate. Nowadays, personality is an essential indicator of judging a person. Among many personality assessments, Myers-Briggs Type Indicator (MBTI) stands out. It is used most frequently in many areas, such as administrative, educational, and consulting [9]. However, personality is an essential factor in management development which just a few people focus on [5]. People pay more attention to the personality in human resource management because people gradually pay attention to the fitness of the job. They prefer to use the most suitable people. This also reflects that choosing their favourite and most suitable central is the initial choice of major, and companies are more willing to use such people in recruitment. Many papers prove that personality influences people's professional performance and teamwork performance. This essay will focus on how MBTI is used in human resource management and the effectiveness of MBTI. It focuses on the MBTI used

in interviews and team building. Finally, it will conclude the findings in the literature review and point out what people can do in the future.

2. MBTI

The Myers-Briggs Type Indicator (MBTI) is mainly used to describe and measure personality, divided into four categories [10]. In essence, MBTI measures how people see the world and decide through their experience. This assessment does not have a fixed answer, which means people can not judge right and wrong. Every type of personality has its advantages and disadvantages. Carl Jung first published this type of theory in the early twentieth [4]. He viewed it as three parts: how individuals approach life, how they are aware of the world, and how they conclude the world. According to the first dimension, extraversion people focus on the world around them, while introverted people pay more attention to the inner world. Secondly, sensing people tend to use the five senses to be aware of the world, while intuition types use intuition to perceive the surroundings. They conclude that those who decide the idea are the thinking type, while the feeling type more relies on their emotion [5]. In 1942, Katherine Briggs and Isabel Myers put forward the fourth category based on Jung theory, judging-perceiving [9]. This dimension is about the attitude about the outer world. Judging types are more likely to conclude people and

events, while those who keep options open to everything perceive people. Figure 1 elucidates the focus and preference about four dimensions. It includes sixteen

types in MBTI analysis[5] and different types have different characteristics of personality which illustrate in the Figure 2 .

Psychological types	Focus and preference
<i>Extraversion – introversion: where you focus your attention</i>	
Extraversion	People who prefer extraversion tend to focus their attention on the outer world of people and things
Introversion	People who prefer introversion tend to focus their attention on the inner world of ideas and impressions
<i>Sensing – intuition: the way you take in information</i>	
Sensing	People who prefer sensing tend to take in information through the five senses and focus on the here and now
Intuition	People who prefer intuition tend to take in information from patterns and the big picture and focus on future possibilities
<i>Thinking feeling: the way you make decisions</i>	
Thinking	People who prefer thinking tend to make decisions based primarily on logic and on objective analysis of cause and effect
Feeling	People who prefer feeling tend to make decisions based primarily on values and on subjective evaluation of person-centered concerns
<i>Judging – perceiving: how you deal with the outer world</i>	
Judging	People who prefer judging tend to like a planned and organized approach to life and prefer to have things settled
Perceiving	People who prefer perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open

Source: Adapted from MBTI Report profile, available at: www.cpp.com/products/mbti/index.asp

Figure 1. Different focus and preference in the four psychological types

MBTI is widely used in lots of different areas. In the education area, MBTI helped teachers identify their advantages and integrate with student style better. This allowed teachers in different levels and students among lots of majors. In family and marriage counselling, it is found that the relationship between couples is relevant to the personality. However, it allows people to see each other through a critical thinking lens and realize that the conflict in marriage is rooted in personality differences. In addition, everyone has opportunities to keep to themselves. In clinical areas, MBTI found that there is a tendency to concentrate personality type in patients. MBTI is also important in occupational areas. It is divided into two parts. One is aimed at researching the different kinds of MBTI in different occupational groups. The other is aimed at the different types of MBTI and how to influence individuals and teams. This essay is focused on the second one, especially in interviews and team-building [9].

3. APPLICATION OF MBTI IN INDUSTRIAL ORGANIZATION

3.1. The Role and Effect of MBTI in Recruitment

3.1.1. Problem in Recruitment

Leaders must be capable of recognizing the characters and motivations of the candidates to make sure they are a good match with the company. Many leaders

report that hiring people is the most challenging activity in their work[1]. It also means that recruitment is a significant thing for the whole company because people are the subject of every work happening in the company. The critical challenge for the leader is to add more value to the company.

There are two area's problems in recruitment in the work process and recruitment process. For the company, their management is backward, and the recruitment is unscientific. In many companies, their human resources departments are marginalized. They do not receive enough attention from the company, so they lack the ability and development to fit the current situation. It leaves them unable to introduce people into the enterprise, and the company can not update the relevant management concept in work. Then, there is a lack of growth for employees, leading to dissatisfaction [11]. They do not have the motivation to work. These are the two problems that the company needs to face in the work process.

For the recruitment process, first of all, the real motivation and value of the person are hard to recognize. In particular areas, they can be prepared to fit the company's needs. Secondly, the actual job performance is inconsistent with that of the day of the interview. People always tend to show the best in the discussion. However, some behaviors will not do in the actual. Then, the mismatch of the team culture is also a problem in the interview. Leaders can not judge whether interviewing people matches the team culture by testing the

professional skills [7]. If these problems are solved, it can make the work more efficient.

3.1.2. How the MBTI Used in the Recruitment Process

The analysis of the MBTI explains their personality and preference behaviors. The necessary implication of MBTI is that everyone has different preferences for how they interact with their experiences. These also include their interests, needs, values, and motivation [8]. Researchers have studied the relationship between personality and job performance. They found that job satisfaction is influenced by situational factors, such as the work environment, position and organization, and some dispositional factors such as personality, needs, attitude, etc. As a leader of a company, they should fully understand these theories [8]. When the leader chooses an employee, they should pay attention to the job matching, which is vital in human resource management. Apart from considering the knowledge, professional skills and ability, the more crucial thing is to put the right person in the proper position to ensure full play to their talents [10].

But what can MBTI do to solve the problem in recruitment? Firstly, MBTI can be used to judge the value of these people. According to Freud iceberg theory, just a few personality traits appear in the offing. MBTI can help people to understand the fundamental values which are hidden in their behaviour. Because it happened in a relaxed and quiet place, it reflects people's habitual thinking and behavioral patterns. If used in the interview, the company can provide the most suitable way for the people. In addition, it can also improve job satisfaction and hold people for a long time. Then, it can also speculate the job performance of the people. Each type of person has its advantages and disadvantages. For example, if a person is an ENFP who likes to challenge themselves and enjoys an ever-changing life. He will feel bored and lack the motivation to face the work regularly and keep the rules .

3.1.3. Discussion

To sum up. MBTI has excellent use in nowadays enterprise development process especially in Human Resources recruitment [11]. Companies can use MBTI to improve their enterprise talent recruitment to put them in the proper position. It can both increase the job satisfaction of the employees and enhance the work efficiency in the company.

3.2. Role and Effect of MBTI in Team-Building

3.2.1. Problems in Team-Building

The organization has lots of problems which the

researchers attached to surveys, such as how the organization changed, communication and conflict between team members, problem-solving and decision-making, and how the coordination of team members impacts the job performance. The key to solving the problem is to respect the differences between the people [8]. People are the subject in every event. Apart from the issues happening in the work process, everyone has their problems. For example, they pay more attention to themselves than their team [12]. Being too self-centred is a terrible thing in a group, which may create a huge gap and is not conducive to completing tasks through cooperation. Lack of real talk is another problem. They are afraid that telling the truth will hurt others' feelings, so they hide their natural thinking. In the process, they are unwilling to express their thoughts [12].

3.2.2. How MBTI Used in the Team-Building

MBTI can be used in team-building to capture the stable, continuous and consistent dominant factors hidden behind individual behaviors differences, such as how they acquire information and make judgments. It influences the behaviour pattern and relationship coordination of group members straightforwardly, which will result in team performance [8].

They have lots of findings. Extraverted people outperform introverted people in intra-team communication, sensing people outperform intuitive, and thinking people outperform feeling people. With too much extraversion, people will constantly interrupt others and create chaos. Sensing types can make sense of the world and easily organize their words to express themselves. Thinking styles can quickly make a judgment and explain it to others while feeling people care more about others' feelings, which makes them afraid about hurting others [2]. So they do not have a definite answer for what is the best team. Maybe having their balance is the only evaluation criteria. But how it is used in team building.

Maxon points out that he has used MBTI in interpersonal skills training and interpersonal skills modules. He aimed at having a better insight into individuals' personality makeup. It can let them know how to work with people who see the world entirely different from you and understand their hidden reasons. Suppose an organization wants to build an effective team. In that case, they need to analyze the personality which constitutes the group and help them understand their nature and appreciate others' contributions at the same time [2]. Even though the application based on personality is limited, McClure and Jr 's research elucidates that this can be fundamental at recognizing and solving the personality barriers, even mitigating relationships and building a better team. The insight of

MBTI helped people to build a better relationship with others and improve the job efficiently.

Apart from MBTI using in building a team, they also use MBTI in another way. They try to find which type of MBTI can leave a company for a long time to decrease the waste of time and money on training people. They also wonder which MBTI can use time more efficiently to improve teamwork [4].

3.2.3. Discussion

To sum up, MBTI has a wide range of use in the organization and team building. It can build a most effective team to improve work efficiency and build a more harmonious group relationship. However, it still needs some improvement and more evidence to support their theory. Furthermore, it needs to find more ways to apply in practice.

4. CONCLUSION

Nowadays, Myers-Briggs Type Indicator has become a valuable tool in career counselling, team development and self-understanding. Many studies now suggest that further research is needed to determine whether MBTI plays a decisive role and that there are many situations in which MBTI is not appropriate. Therefore, future research should still focus on solving these two problems. Research remains to be done to determine whether MBTI is beneficial and how companies might use it in different contexts. Maxon believes that people do not need to forget the philosophy of MBTI is to help people understand and cover their advantages and disadvantages. MBTI is not helpful in all environments and organizations. However, personality is still an essential factor. It illustrates that personality reflects the internal tendencies, a mix of ability, emotion, needs, interest and motivation, etc.. while, if people want to be clear about their personality, it looks at the most valuable resource, the people themselves.

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