Based on MBTI Theory Practice and Optimisation of Human Resource Management

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Abstract: The MBTI (Myers-Briggs Type Indicator) is one of the most widely used personality tests in the world over the past two decades. It is an optional, self-report personality assessment tool that measures and describes people's patterns of mental activity and behavioural tendencies in the areas of information acquisition, decision-making, and attitudes towards life. The MBTI was compiled by American mother and daughter Briggs and Myers based on the psychological type theory of the famous Swiss psychologist Carl G. Jung. After more than 60 years of research and development, the MBTI has become the world's most authoritative and widely used assessment tool for individual personality and teamwork.

Keywords: MBTI, human resource, assessment tool

1. Introduction

In foreign countries, MBTI has been widely used in team building, career planning, education and learning, as well as individual and family therapy due to its unique theoretical foundation, strict operational procedures and strong practicality. In contrast, the relevant research and practical application of MBTI in China is still relatively limited. Therefore, this paper will sort out the current status of MBTI-based human resource management research in mainland China and explore the room for its enhancement and development in this field.

2. MBTI in Talent Assessment and Career Development

In the past, a great deal of human resource management literature has emphasized the concept of "people-centred", while recent empirical research in psychology and management has confirmed that the real realization of "people-centred" must pay attention to the individual's personality traits, so as to achieve personalized management. Therefore, the importance of personality identification in human resource management is self-evident. MBTI has a wide range of applications, first of all, it can effectively help individuals to assess and choose career goals, and also help companies to better analyse the personality traits of employees, so as to optimise hiring and retention strategies. Through the MBTI, companies can more accurately understand the pattern of employees' psychological activities and behavioural tendencies, so as to formulate more personalized management and development plans.

A Theory of Talent Types and Its Application to Management Science argues that the MBTI is a theory of talent types that is now widely used in Western management, business and education. By analysing the "four basic dimensions" of the MBTI theory of talent types, the book clarifies the significance of the talent type theory in management: firstly, the talent type theory helps leaders to know the right people and to appoint them well; secondly, there exists a direct relationship between the talent types and the four management styles. In addition, the book suggests that complementarities are sought in order to form structurally balanced leadership teams.

The article "MBTI Theory Assessing Talent from Four Perspectives" emphasises that MBTI theory focuses not on the job itself, but on the content of the job. For example: for ENTJ type (extroversion, intuition, thinking, judgement) of the person, and can not say that he is suitable or unsuitable for the assistant general manager, the key lies in the assistant general manager of the position is to be able to ENTJ type of people to lead, take charge of, organise and improve the operation of the system of an organisation, in order to make it work effectively and to achieve the objectives of the plan, can ENTJ type of people engaged in the design of long-term plans, creative problem solving, creative and logical solutions to a wide range of problems. Therefore, personality types should be specifically and directly related to job descriptions, rather than simply corresponding to industries, companies, or jobs.

In the article "Interpersonal Perception Accuracy and Influencing Factors in Internet Forum Situations", Tang Yunyu, Kong Keqin, Song Yi, et al. explored the accuracy of interpersonal perception and its influencing factors in internet forum situations by using the online natural experiment method and the MBTI Personality Type Inventory as a personality evaluation

tool. The following conclusions were found: a minority of both completely correct and incorrect perceptions on the overall dimensions, with most perceivers' other ratings on two to three dimensions agreeing with the subject's self-ratings; lower perceptual accuracy on mental functioning; highest perceptual consistency on the F-T dimensions, and lowest perceptual consistency on the E-I dimensions; subjects' perceptual accuracy on emotions and perceptions was high, and low perceptual accuracy on introversion. Overall, factors affecting interpersonal perception come from four main sources: the object of perception, the judgement of the perceiver, the similarity between the two and the perceiver.

IBM Management Practices from MBTI" records a journalist's participation in a group training activity organised by MBTI at IBM, and points out that through the study of MBTI, it helps companies to use people's strengths, and people can better understand their own tendencies and those of those around them in their work, which can help them to understand and communicate with each other, to deal with stress, to reduce conflicts, to seek suitable careers, and to improve the team's efficiency.

The article "Creating Psychological Profiles and Personalised Management in Enterprises" discusses the significance of the creation of psychological profiles for the sublimation of the concept of human resource management and development, as well as the characteristics and value of the application of the personality identification tool MBTI in the creation of psychological profiles, and points out that the creation and application of psychological profiles provide an operable platform for the realisation of personalisation in human resource management and development, and offer continuous support for maintaining the vitality of enterprises.

Knowledge workers are a new type of employee group that has arisen in recent years and has already had a profound impact on the management world. In the article "Analysis of Personality Traits of Knowledge-based Employees", Li Shaoli and Xiang Zuochun introduce the connotation of personality trait theory and the MBTI method from the connotation and characteristics of knowledge-based employees and analyse the personality traits of knowledge-based employees according to the relevant research results of using the MBTI method at home and abroad. It is believed that knowledge-based employees should have the following personality traits: outgoing personality, think, feel and act with the object, and can think differently; strong logical thinking ability, able to accept new ideas, and strong creative thinking ability; clear judgement ability, and dare to make judgements. Decisive decision-making ability; able to understand the behaviour of others, willing to seek the views of others; a certain degree of cultivation, with a certain degree of tolerance, willing to admit mistakes and accept criticism; a certain degree of personal charisma, with the ability to influence others; strong language skills, including written and verbal expression.

In addition to the personality traits listed above, they must also have a strong ability to deal with day-to-day affairs (i.e., routine work), so the work of knowledge-based employees should also be with the characteristics of the government departmental procedures, not only in the process of enterprise operation, "loyal guardian", but also the development and growth of the enterprise. Regarding knowledge-based employees can be further divided according to the perspective of inside and outside the enterprise, as well as from the perspective of the division of labour in the industry, and different scholars have different research results.

3. Segmentation from the perspective of business functions

3.1 Enterprise managers

The article "A Study of Personality Types of Business Managers", on the other hand, provides some explorations of the personality types of managers, using a sample of middle and senior managers from various types of businesses. The results of the study showed that the tendencies of business managers in the four dimensions of personality are Extraversion (E), Feeling (S), Thinking (T), and Judgement (J); and the personality structure combined from the personality dimensions is ES structure for Leadership Mode, ST structure for Problem Solving Mode, and SJ structure for Temperament Type. ESTJ and ISTJ are the typical personality types of business managers, and variables such as gender, age, level of education, managerial position, field of management, and nature of the business do not have a significant effect on the typical personality types of managers.

By using the MBTI personality test scale, the study was conducted on a total of 92 managers and non-managers from a variety of industries, and a comparative study was conducted on the personality traits of managers and non-managers of different genders. Studies have shown that, in terms of personality dimensions, managers are more extroverted (E) than introverted (I), more thoughtful (T) than emotional (F), and significantly more judgemental (J) than perceptive (P). ESTJ type is the majority type of managers in this study, i.e. extroverted thinking type. Non-managers, on the other hand, were predominantly introverted feeling types. Commonalities and Differences between Personality Types of Managers and Non-Managers of Different Genders Through a comparative study of personality traits of managers and non-managers of the same

gender, it is evident that both males and females differed significantly from non-managers in terms of the E-I dimensions, with managers being biased towards extroversion; and non- managers are biased towards introversion. There were no significant differences on T_F, J_P and S-N, but on the T_F dimension, there were differences between genders. Females, both managers and non-managers, favoured the F affective type; males, both managers and non-managers, favoured the T thinking type. The larger difference in the @gender ratio between men and women is that about 2/3 of the men belong to the thinking type and close to the same proportion of women belong to the emotional type, which is also in line with foreign studies.

3.2 Human resources managers

A Study of MBTI Types of Human Resource Managers with 103 Participants of the In-service Master's Degree Programme in Human Resource Management at Capital University of Economics and Business. Distribution of result types: The type with the highest proportion was ESFJ at 19 per cent, much higher than the other types, followed by ISFJ (11 per cent), ESTJ (11 per cent) and ESFP (11 per cent). The results of the study reflect that the most suitable type of MBTI for HRM practitioners in our country is ESFJ and the more suitable types are ISFJ, ESTJ, and ESFP.

3.3 Technical staff

The article "MBTI in Enterprise Application Trilogy" did a test analysis of MBTI on some employees of CMT Continuous Casting Technology Engineering Co. From the results of statistical data analysis, the most and second most typical and typical personality types of MBTI personality of CME Continuous Casting employees are ESTJ and ISTJ, respectively. It was further inferred that ESTJ (Extraverted Thinking with Introverted Realistic) is the most typical personality type for technical engineering firms and ISTJ (Introverted Realistic with Extraverted Thinking) is the second most typical personality type for technical engineering firms.

4. Segmentation from the point of view of the division of labour in the industry

4.1 Real estate practitioners

The article "Research on Personality Characteristics and Leadership Behaviour of Real Estate Managers" uses the "LB" Leadership Behaviour Questionnaire of the MBTI Personality Type Inventory to conduct a study on real estate managers as the research object, and comes up with the following conclusions: the personality characteristics of real estate managers have more obvious introversion, and the emotional stability is poor. The factors affecting the personality characteristics of managers in the real estate industry are: age and gender factors. Age is positively correlated with S, T, and J factors in personality dimensions, and negatively correlated with N, F, and P. Male managers are more emotionally stable than female managers, and the higher the achievement motivation.

4.2 IT professional

The article "A Study of MBTI Personality Types of IT Practitioners" mainly used the MBTI personality type test to analyse the MBTI personality types of IT practitioners and the differences in personality types and trait tendencies of IT practitioners of different genders. It was found that the typical MBTI type of IT workers is ISTJ and there is a significant difference between male and female IT workers only on the F and T factors. This study aims to provide a reference for enterprise IT project team construction and team members' work allocation, with a view to providing a theoretical basis for optimising project teams.

In short, there are often deep character motivations behind many of the conceptual conflicts and communication barriers. Understanding personality traits and positively facing interpersonal differences are key to building harmonious relationships. With an in-depth understanding of the personality traits of employees, human resources departments can use the typical personality of an occupation as an important indicator for assessing job applicants when selecting talents. Everyone has strengths and weaknesses, and the success of a person's career depends on whether his or her strengths are given full play to and whether his or her career aptitude matches the position he or she holds. If an enterprise HR manager recruits a person who is not suitable for a certain position, it will not only increase the recruitment cost of the enterprise, but also be irresponsible to treat the applicant. Therefore, accurate talent selection and job matching is crucial for both companies and employees.

5. MBTI Theory in Corporate Recruitment and Selection

When recruiting and selecting IT project team members, it is important to consider the age, gender, knowledge, and experience of the members, but also to pay attention to the reasonableness of the personality structure. When recruiting,

companies should consider the match between their personality and the position and make a reasonable choice. The Application of MBTI Personality Theory in Corporate Recruitment demonstrates the feasibility of applying MBTI personality theory in corporate recruitment from both theoretical and practical effects, and further explores the methodology of MBTI personality theory in corporate recruitment: Firstly, when formulating human resources plans and preparing job descriptions, consideration can be given to whether there is a certain type or certain typical personality that is particularly suitable for a specific position, or whether a certain position is particularly in need of a certain personality trait, i.e., the match between personality and position. Secondly, the MBTI personality assessment tool is used to assess candidates during recruitment. Thirdly, after a period of time, the enterprise should evaluate the performance of the newly recruited staff, or incorporate them into the original performance appraisal of the enterprise (including the new employees, of course), which can be a more effective test of the success of the recruitment, and at the same time, also test the success of the application of the MBTI personality theory. Finally, the paper points out that the application of MBTI personality theory depends on the correct identification of the results and the interpretation of the results by the operator. The selection and training of the operator is also considered to be very important.

In terms of selection, the article "The Application of Personality Tests in Personnel Selection" mainly takes the MBTI test and the Big Five Personality Test as examples, analyses the significance of adopting personality tests in personnel selection work by MBTI and argues that it can effectively achieve the best match between people and jobs, better predict the future work performance of employees, and provide references to the development and construction of the team.

Finally, the authors suggest that in the recruitment and selection of human resources, MBTI and other tests should be combined with specific conditions and a whole set of personnel selection prediction and evaluation system should be established in order to be scientific and effective.

The authors of MBTI and Competency-Based Evaluation Methods argue that, as far as competency-based talent evaluation methods are concerned, the use of the MBTI seems to be better aligned with the interpretation of the main results and to tap into more useful information.

Since the results of the MBTI are analysed on a typological basis and can be easily matched to the characteristics of the competency model, the results of this test are very intuitive and effective in helping the evaluator to understand whether the candidate has the right personality traits for the target job. Evaluators can combine the information from the personality test with other evaluation results to make more scientific and valid conclusions.

In the concluding section, the authors also offer considerations for using MBTI test results in selection practices: personality test results should not be used independently as a basis for selection judgements; care should be taken to collect and analyse self-selection ratios for a given population; and a combination of interpretations should be considered for various personality types.

6. MBTI Theory in Management Communication

The MBTI personality type test enables team members to be more aware of their own and other people's personality tendencies, to recognise their own strengths, weaknesses and to accept themselves more readily, as well as to understand and accept others better. Personality differences between people exist objectively, and the brilliance of team leaders lies in their ability to adopt flexible communication methods accordingly to the different types of team members. For example, for introverted perceptive employees, managers can use more listening and encouragement methods to protect but not frustrate their motivation, prompting them to complete their tasks better. However, for extroverted thinking employees, a wise manager should adopt a straightforward communication style, let them go and intervene less in order to remove the doubts in their mind, thus creating a brand new situation at work. Thus, different personality types lead companies to diversify the management of their employees.

The article "An Analysis of the MBTI Personality Theory of Emotional Shifting in Communication" explains how different types of people face and deal with emotional shifting from the perspective of the second dimension of the MBTI, the S and N dimensions.

Intuitive individuals tend to think in leaps and bounds, lack the concepts of time and space, and are not concerned with results. Intuitive individuals will focus on the process of dealing with the matter, they will summarise the whole process, and focus more on how to take effective means to complete similar matters in the future, or adopt an appropriate coping emotions to face matters of a similar nature. As a result, they can quickly escape from the previous situation. When entering a new situation, dealing with other matters, and communicating with others, it is easy to get rid of the negative emotional experience in the previous situation.

Sensory individuals tend to stay in the here and now (a state of being), focusing on the present, being more realistic, and

focusing on outcomes. Individuals of this type are very concerned with the unsatisfactory outcome of the previous situation. They are not able to get rid of the negative experience of the previous situation for a while. Inability to deal effectively with their own emotions, often entering the next situation with an inappropriate emotional experience to communicate with others. As a result, people with a feeling preference find it difficult to get out of the emotional experience they have had in the previous situation. It can be inferred from MBTI theory that people with personality type S are more likely to experience "emotional displacement" in communication.

Finally, the authors argue that in two-way communication, the emotions of the sender and receiver of a message affect their understanding of the message. Cultivating calmness and good psychology, and creating an environment of mutual trust and conducive to communication will help people to convey information truthfully and judge it correctly, and avoid distorting information due to bias. Therefore, between people, especially managers in the communication with employees, should try to maintain rationality and restraint, if the emotions appear to be out of control, you should pause the next step of communication, until the recovery of calm, so as to reduce the occurrence of communication in the "emotional transfer" problem.

The article "Understanding "Human Nature" to Communicate More Easily - The Application of MBTI in Performance Coaching" discusses how to improve the effectiveness of supervisors' performance coaching to employees against the backdrop of the financial crisis of 2009 and the case study of Company A. The article also discusses how to improve the effectiveness of supervisors' performance coaching to employees. Different people have different personalities and different communication styles, therefore, in order to do a good job of performance communication, it is very important to fully understand the personality characteristics of the target and the way they know and understand things. MBTI enables people to know and understand themselves and others better, and is mainly used to understand the subject's handling style, characteristics, career adaptability, potential, etc., so as to provide reasonable work and interpersonal decision-making suggestions, and therefore can help HR departments to make a better combination of different types of employees.

Differences in perception and understanding of things can arise between people due to personality differences. Such differences affect how individuals adopt strategies to deal with problems at work, and personality differences can also lead to misunderstandings during communication and exchange. The use of MBTI psychometric tools to identify mutual differences and misconceptions will help supervisors to better grasp the style and characteristics of their employees and improve the effectiveness of performance communication.

7. MBTI Theory in Leaders and Team Building

As a result of the promotion of a service-oriented government in China, leading cadres at all levels of government have become the focus of public opinion. How leaders behave and make decisions often affects every concerned ordinary citizen. The Study of Personality Types of Chinese Leading Cadres attempts to measure the personality types of leading cadres in China. It was concluded that the leadership cadre was most prevalent in the ESFJ category, followed by the ESTJ type, while the distribution of the ISTP, ENTP, and INTP categories was relatively low. In terms of gender differences, there is a significant difference in the level of personality types of Chinese leading cadres. Female leaders are more extroverted, while male leaders are relatively more introverted, and female leaders tend to be more emotional, while male leaders tend to be more thinking and male leaders tend to be more judgemental. In addition, there are some differences in the personality types of our leading cadres in terms of age, level of education, position, geography and nature of the unit.

In addition to individual leader personality types, there have been attempts by scholars to psychologically type groups of leaders. A study of the personality traits of members of the leadership group, using the MBTI test scale, showed the following results: Firstly, ESTJs are the most numerous members of the leadership group of business organisations, followed by ISTJs; Secondly, members of the leadership group are predominantly extroverted personality types, followed by mixed extroverted-introverted types, and then by introverted types; Third, there are significant differences in personality dispositions between core leaders and other leadership members.

And "Psychological Research on the Overall Synergy of Leadership Groups" adopts the group sampling method to select several municipal institutions' directorate leadership groups, and after the results of the assessment of the higher organisational departments, the assessment of subordinate personnel and the questionnaire survey of members of the leadership groups of the unit, two sample groups are finally selected for comparative research: the contradictory leadership group (Group A) and the harmonious leadership group (Group B). However, as each leader combines into a leadership group to jointly exercise leadership and management functions, the personality traits of the main core group members come into play. This study found that there were some differences in MBTI dimensions between Group A group members and Group B group members, but they were not significant.

In terms of team building, team leaders should have a comprehensive understanding of the personality types and characteristics of their team members, reasonably arrange positions, assign tasks, and try to match personality types with positions. For example, extroverts are easy to get along with and are suitable for managerial positions, while introverts are not good at talking, are meticulous, and are good at being quiet but not moving, so they can be employed in technical jobs. In team building, combining an introverted judgemental personality with an extroverted perceptive personality, and a person who pays attention to the details with a person who plans the big picture, will enable that work team to perform more efficiently.

In Deng Xianyong's doctoral dissertation, "A Study on the Matching of Leader Characteristics and Team Types", the authors conducted a hierarchical analysis of the correlation between the leader's Jungian psychological types and behavioural characteristics, the correlation between motivational characteristics and behavioural characteristics, the matching relationship between behavioural characteristics and team types, as well as the comprehensive matching relationship between the leader's personality and behavioural characteristics and the team types, on the data of 106 teams. The results of the empirical study indicated significant correlations between multiple Jungian psychological types and behavioural traits of leaders, significant correlations between multiple motivational traits and behavioural traits of leaders, and a match between behavioural traits of leaders and specific team types.

The findings of this paper are:The leader's Jungian psychological types of extraversion, affective tendencies, motivational traits of interpersonal interactions, and behavioural traits of relational orientation matched with cheetah teams; the leader's Jungian psychological types of Extraversion, Sensory Tendency, Emotional Tendency, Judgemental Tendency, Motivational Characteristics of Desire to Influence, Desire to Succeed, and Interpersonal, and Behavioural Characteristics of Relationship Orientation and Task Orientation matched with Antelope-type teams; the leader's Jungian psychological types of feeling tendency, judgmental tendency, motivational traits of desire to influence and desire to succeed, and behavioural traits of task orientation matched with zebra-type teams; no significant matches were found between the leader's Jungian psychological types, motivational traits, and behavioural traits and wolf pack-type teams.

Finally, the paper also makes a number of recommendations on how to build effective teams from the above findings in a number of areas such as configuring team leaders, attuning leaders' behavioural styles, and determining team work norms.

8. MBTI in Decision Theory

In the master's thesis "Research on Individual Decision Making Style and Risk Preference - SAT Paradigm as a Measurement Method", the author, Li Jie, posted a posting in the student forum of Southwestern University to recruit 40 subjects who came voluntarily, with 20 males and 20 females each, to serve as the research subjects. Based on the results of the MBTI scale test and the results of the speed and accuracy trade-off experiment, the following conclusions were obtained in terms of decision theory: First, if the individual has an analytical decision-making style, the individual seeks more accuracy in the speed-accuracy trade-off; if the individual has an inspired decision-making style, the individual seeks more speed in the speed-accuracy trade-off. Second, decision-making style, as a component of an individual's personality, is stable.

9. MBTI theory in building a learning organization

A Study of the Relationship between Personality Type and Individual Learning Ability of Business Managers The authors of "A Study of the Relationship between Personality Type and Individual Learning Ability of Business Managers" review the findings of research on the application of the Individual Learning Theory and the MBTI Personality Type Measurement Instrument to organisational contexts, and conduct an exploratory empirical study on the relationship between personality type and individual learning ability of business managers, which shows a significant relationship between the N/S dimensions and the ability to learn as an individual; and three dimensions other than the T/F dimension also have some influence on the nine sub-competencies of individual learning. These findings not only enrich the research on individual learning in corporate environments, but also provide insights into corporate HRM practices.

10. Shortcomings of current MBTI-based HRM research in China

10.1 Low volume of research literature

MBTI theory has been widely used abroad. The related research literature is even more countless, including experimental studies and applications. The online bibliography of the Centre for the Application of Psychological Types (CAPT) included nearly 8,000 entries in 2002 alone, including 1,542 doctoral dissertations, and the journal Psychological Types has gone on to a 25-year history and became part of the American Psychological Association's psycINFO system in 1994. This is a high

level of recognition of the MBTI by mainstream psychology.

The author searched the China Knowledge Network (CNN) when doing the literature review, but found that there are only dozens of journal articles on MBTI in human resource management, and less than ten master's theses and doctoral dissertations devoted to MBTI. Moreover, there are no relevant Chinese monographs published in China, and there are only some excellent translations, such as "Employment Code: Choosing a Career According to Your Character", "Winning in Character", "Differences in Natural Talent", "What is Your Career Character", and so on.

10.2 Quality of research needs to be improved

Most of our current MBTI-based HRM research is limited to the collection and analysis of MBTI personality type data, and the research lacks theoretical depth. With regard to the available data samples, some scholars have also questioned the fact that the research in our country is still in its initial stage and the number of data samples collected is not enough to prove the reliability and validity of the test. In the United States, a conclusion is usually based on data from a sample of hundreds of thousands of tests, whereas our two studies mentioned above have only a sample of one to two hundred.

There is not enough depth and richness in the scope of research on the application of MBTI in human resource management. Although some research results have been made in the area of existing talent assessment and career development, the research still lacks the necessary depth in the areas of recruitment and selection, management communication, leaders and team building, decision-making theories, and learning organisations. This is particularly true of team building, and there is no wider use of the MBTI in organisations than in its application to team building.

10.3 Lack of guidance and relevance of research

China's current practical application of MBTI theory in human resource management is still very lack of guidance and relevance. Some scholars pointed out sharply that "it has not really been promoted in our psychological community either to make it socially effective. In our psychology community, there are several articles about MBTI, and most of the contents directly use it to assess some students, and write the results into a research report only, and there is no practical guidance for the test subjects."

10.4 Research scope to be enriched

The scope and field of research on the MBTI is vast. Theoretical studies include the reliability, validity, and normative information of the MBTI, revisions in the country, and analyses of the correlations between the MBTI and other scales. The practical applications, especially in human resource management, include: MBTI in Talent Assessment and Career Development, Recruitment and Selection, Management Communication, Leaders and Team Building, Learning Organisations, Decision Making Theory, as well as Motivation Theory, Stress Management, and Time Management.

At present, although the theoretical research on MBTI in China has made some progress, the research on the practical application of MBTI, especially in some important application areas of human resource management (such as performance management, compensation management, training management, career planning management, employee relationship management, leadership development, motivation theory, stress management, time management, change management, and corporate culture construction, etc.) is still very scarce or even blank. This will be the future focus of research, development and breakthrough direction.

11. Conclusion

An organisation's human resource management is a long-term and long-lasting work, but also a technical work. The MBTI personality type tool can precisely provide the majority of human resource managers with such a high reliability, high validity, operability and practical tools, and can be widely used in all aspects of enterprise human resource management. Although the current domestic research is still not a lot, an important reason is that the relevant research in our country is still in the initial stage, but with the deepening of the national understanding of the important theoretical value and practical value of MBTI, I believe that there will be more and more research results will appear, so that it creates more value for China's human resource management work.

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