

## Exploring the MBTI and the Career Field: How HR Chooses the Best Talent Based on Personality

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### Abstract

With the continuous development of human resource management, MBTI (Myers-Briggs Type Indicator) personality type test, as a common tool, has been widely used in career selection and talent management. The purpose of this article is to explore the application of MBTI in the career field, especially the role and impact in recruitment and talent selection. First, the article introduces the basic theory of MBTI, including the four dimensions (extroversion/introversion, sensing/intuition, thinking/emotion, and judging/perception) and the characteristics of 16 personality types, and analyzes how different personality types show unique behaviors and thinking styles at work. The paper then reveals the matching relationship between personality types and occupational requirements by analyzing the needs of different occupational fields. For example, extroverted personalities tend to excel in positions that require high levels of sociability, such as customer service and sales, while introverted personalities are suited to positions that require deep thinking and independent work.

Then, this paper discusses the specific application of MBTI in human resource management, including how to utilize MBTI test for decision-making in recruitment, talent development, team building and so on. By combining case studies, this article demonstrates the effectiveness of the practical application of MBTI in human resource management and discusses the advantages it can provide in the selection process, such as improving the science and accuracy of selection and helping companies make more reasonable decisions in job matching and employee development. However, the article also points out the limitations of MBTI in its application, including the problems of over-dependence, subjectivity of testing and lack of dynamics.

Finally, this paper concludes that MBTI, as an effective tool, can provide strong support for human resource management, but it is not the only assessment standard and should be combined with other assessment methods to form a more comprehensive selection system. Through a deeper understanding of the matching relationship between MBTI and career needs, companies can achieve more accurate recruitment and more efficient team building, thus improving organizational performance and employee satisfaction.

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## 1. Introduction

In modern workplaces, the alignment between personality and career has become a crucial factor influencing employees' job performance and career development. Human resource management (HRM) must not only consider candidates' professional skills and experience but also pay attention to individual personality traits, behavioral tendencies, and work preferences, as these factors directly impact employee satisfaction and career growth. To better understand these psychological and behavioral differences, the Myers-Briggs Type Indicator (MBTI), a widely used psychological assessment tool, has become increasingly important in areas such as talent selection, career planning, and team building.

MBTI is a personality assessment tool developed based on Carl Jung's psychological type theory. By evaluating an individual's preferences across four dimensions, it categorizes personality into 16 types. Each type possesses unique characteristics and strengths, which not only influence behavioral patterns but also largely determine performance and adaptability in the workplace. As globalization and diversification accelerate, organizations are placing greater emphasis on understanding employees' personality traits to optimize recruitment and team management, ensuring internal cooperation and efficiency.

This paper aims to explore the application of MBTI in HRM, particularly its role in the career domain. Starting with the basic concepts of MBTI, we analyze how different personality types manifest in the workplace and their compatibility with specific job roles. We then examine the value of MBTI in recruitment, career development, and team management. Furthermore, the paper discusses the limitations of MBTI and the challenges in its practical application. Suggestions are also provided on how to combine MBTI with other assessment tools to achieve more accurate talent selection and management.

In analyzing MBTI's practical applications, we focus not only on theoretical discussions but also on real-life cases to gain a more comprehensive understanding of this tool's significance and application in modern workplaces. As workplace competition intensifies, the use of scientific assessment tools to help organizations and employees achieve optimal alignment has become a key topic in contemporary HRM (Tang et al., 2024).

## 2. Overview of MBTI Personality Types

### 2.1 The Basic Framework of MBTI

The MBTI (Myers-Briggs Type Indicator) is a personality assessment tool developed by Katharine Briggs and Isabel Myers based on psychologist Carl Jung's theory of psychological types. It reveals an individual's personality traits by measuring their preferences on four dimensions, which are:

- Extraversion (E) vs. Introversion (I): This dimension focuses on an individual's energy sources and direction of concentration. Extraverts tend to get their energy from the outside world, and often enjoy social interactions, discussions, and teamwork. In contrast, introverts tend to get their energy from the inner world, and they enjoy independent work, reflection, and deep thinking. Extroverts tend to be more active, extroverted, and adept at multitasking, while introverts tend to be quieter, introspective, and more focused on independent work and concentration.
- Sensing (S) and Intuition (N): This dimension reflects the way individuals acquire information and perceive the world. Sensing individuals prefer to receive information directly

through the five senses, focusing on concrete facts, details, and reality, and are usually more empirical and hands-on. On the contrary, intuitive people focus on the overall picture, underlying meanings and future possibilities; they prefer to look for insights from concepts and general directions, and are good at thinking about innovation and long-term development. Sensory people are usually more pragmatic when dealing with day-to-day issues, while intuitive people are more creative and forward-looking.

- **Thinking (T) and Feeling (F):** This dimension assesses the primary way in which individuals make decisions. Thinking individuals evaluate information through logic and analysis, focusing on facts, data, and objectivity, and are generally more rational and fair in their decision-making process. Emotional people, on the other hand, tend to make decisions based on personal values and the feelings of others, focus more on relationships and harmony, and tend to empathize with and consider the needs of others. Thinking people are usually calmer and more decisive, while Emotional people are more considerate and empathetic.
- **Judging (J) and Perceiving (P):** This dimension focuses on an individual's attitudes and responses to the external world. Judging individuals prefer an organized, planned life; they usually tend to organize their time, set goals, and pursue task completion. Perceiving people, on the other hand, prefer a flexible, open-minded lifestyle; they tend to cope with change and unexpected situations and enjoy the process of exploration and discovery, rather than rigid planning and control. Judgmental people usually have strong time management and organizational skills, while Perceiving people show more adaptability and openness.

The combination of these four dimensions creates 16 different personality types, such as ENFP, INTJ, ISFJ, ENTP, and so on. Each personality type has a unique way of thinking, behavioral patterns and work preferences, and HR can understand these characteristics to better match talent with positions and optimize teamwork and work efficiency.

## 2.2 Characteristics Of 16 Personality Types

The MBTI categorizes personality into sixteen types, each consisting of a combination of four dimensions of preference. Below is a brief description of the sixteen typical personality types, including their main characteristics, strengths and suitable career fields:

- 1) ENFPs are dynamic and creative people who enjoy exploring new ideas and possibilities and possess a strong sense of curiosity and intuition. They are usually outgoing, connect well with others, and perform best in environments that are full of innovation and change. ENFPs are idealists who value personal freedom and emotional connection. They are often sensitive to social issues and tend to pursue work that has a positive impact on others and the world. Suitable for creative and challenging careers in fields such as advertising, marketing, public relations, art and writing.
- 2) ENTPs are usually dynamic and intelligent individuals who are good problem solvers and innovative thinkers. They enjoy exploring different ideas and concepts, challenging the norm, and usually perform best in changing and competitive environments. ENTPs are eager to debate and discuss, and enjoy the process of sharing ideas and knowledge with others. They excel at exploring new opportunities and have a strong ability to adapt and change. Suitable for careers that require creative thinking and problem solving, such as lawyers, entrepreneurs, researchers, and advertising creatives.

- 3) INFJs are idealists, with strong intuition and deep insight, they tend to see the deeper meaning of things and like to be of help to the community or to others. INFJs tend to seek spiritual and emotional meaning and are usually introverted, but are very passionate when it comes to expressing their concerns about a subject. They are extremely empathetic, able to understand the emotional needs of others, and are able to provide guidance and support to others. Suitable for careers in social services, psychology, education, and counseling, especially those that require empathy and direction in guiding others.
- 4) INTJs are strategic thinkers, visionary and highly analytical. They enjoy planning and designing future paths and excel at solving complex problems. INTJs are usually rational and independent, value self-improvement and self-independence, and tend to make decisions through logic and facts. They have a deep insight into long-term goals and are usually not too influenced by outside influences. They are suitable for careers that require deep thinking and strategic planning, such as engineers, scientists, academic research, and IT management.
- 5) ISFJs are practical and responsible people who care deeply about others and are committed to helping in practical ways. ISFJs are usually gentle, dependable, and detail-oriented, and can handle both traditional and organizational matters well. They like to create and maintain a harmonious environment, and are often loyal to family, friends, and the community. ISFJs are usually less interested in expressing themselves and more interested in helping others through practical actions. They are suitable for careers that require organizational skills, meticulous care and stability, such as nursing, teaching, administrative support, social work, etc.
- 6) ISTJs are practical and organized people who are guided by tradition and logic, prefer order and structure, and work efficiently. ISTJs are usually very responsible, loyal and dedicated, committed to their tasks and to fulfilling their commitments. They value practice and reliability and tend to rely on facts and experience to make decisions. They are suitable for careers in administration, law, finance, engineering, and other professions that require precise and systematic handling of matters.
- 7) ESFJs are warm and caring people who are often very social, enjoy interacting with others, and get satisfaction from helping others. ESFJs have strong organizational skills and are able to manage and coordinate a wide range of social and work matters well. They value the feelings of others, are good at recognizing the needs of others, and can serve as a bridge in a team. They are suitable for careers that require communication and coordination, such as education, healthcare, customer service, and public relations.
- 8) ESTJs are very pragmatic, efficiency-oriented leaders who like to take an organized and structured approach to things. ESTJs are usually very focused on rules, systems, and order, and are good at overseeing their teams and making sure that every job is handled properly. They usually favor rationality and logic in decision-making, and focus on execution and goal orientation. They are suitable for careers in management, project management, law, administration, and other professions that require leadership and efficient execution.
- 9) ISFPs are gentle and creative people who enjoy personal freedom and independence, and have a deep artistic sensibility. ISFPs are usually quiet and introverted, and tend to express themselves through art, music, and other means. They are very attentive to the feelings of others and are willing to offer help to others, especially in the areas of emotions and relationships. They are suitable for careers that emphasize emotion and creativity, such as art, design, music, and nursing.
- 10) INFPs are idealists, usually possessing a rich inner world and deep emotions. They are concerned with the inner needs of the individual and seek authenticity and spiritual

fulfillment. INFPs tend to reflect and explore the deeper meaning of life and are passionate about making positive contributions to society and others. They are compassionate and creative, and enjoy working in a quiet environment. They are suitable for careers in literature, art, psychology, and social services.

- 11) INTPs are analytical thinkers who enjoy studying and exploring abstract theories and complex concepts. They are usually very rational, independent and innovative thinkers. INTPs enjoy coming up with new ideas and thinking deeply through logic and reasoning. They specialize in exploring and innovating in areas such as science, technology and philosophy. They are suitable for careers that require independent thinking and in-depth analysis, such as scientific research, programming, engineering design, and academic teaching.
- 12) ESFPs are dynamic, optimistic people who are social and enjoy experiencing every moment of life. ESFPs are often very outgoing and enjoy playing a role among others, sharing their joy and energy. They focus on practical experiences and are usually very adaptable, adjusting their actions quickly to different situations. They are suitable for careers in sales, entertainment, event planning, public relations, and other occupations that require interaction with people and a high level of energy.
- 13) ESTPs are action-oriented and adventurous people who enjoy tackling challenges and reacting quickly. ESTPs are often very realistic, enjoy hands-on problem solving, and excel in high-pressure situations. They like to seek out new opportunities and excitement, are not afraid to take risks, and are able to quickly adjust their strategies to respond to change. Ideal for careers in sales, marketing, emergency response, athletes, and other professions that require quick decision-making and hands-on work.
- 14) ENFJs are natural leaders, often empathetic and strong communicators. ENFJs care about the needs of others and are able to motivate and lead teams toward common goals. They often have high emotional intelligence, are good at understanding the feelings and needs of others, and are able to adapt their behavior to different interpersonal dynamics. They are suitable for careers in education, leadership, psychology, counseling, and other professions that require a high degree of interpersonal interaction and emotional understanding.
- 15) ENTJs are strong decision makers who excel at setting strategy and organizing resources to achieve goals. ENTJs are often very confident, have excellent leadership and vision, and are able to make informed decisions in complex situations. They are often efficiency-oriented and good at solving problems and moving teams forward. They are suitable for top management, strategy consulting, legal, entrepreneurial and other positions that require leadership and decision-making skills.
- 16) ISTPs are usually calm, rational people who enjoy hands-on problem solving. They are good at responding to real-world problems, can make quick decisions, and have a keen interest in new technologies and tools. ISTPs often don't like to be tied down, prefer to work independently, and enjoy the sense of accomplishment that comes from facing challenges. They are excellent at handling complex physical or technical problems and are highly adaptable, responding quickly to unexpected situations. They are suitable for careers in engineering, repair, technical support, pilots, and other occupations that require practical problem solving and operational skills.

According to the MBTI, each personality type has unique strengths and potential for different career settings. Creative and artistic personality types, such as ENFP, ISFP, INFP, ESFP, etc. , usually do particularly well in occupations that require innovation, expression and emotional

communication. For example, careers as artists, designers, writers, or psychologists provide these types with a free and inspiring work environment that stimulates their creativity and individuality. These types tend to seek out careers that allow them to express themselves freely and realize their self-worth(Yuan et al. , 2024).

In contrast, personality types that favor the analytical and strategic, such as INTJ, INTP, ENTP, and ENTJ, are suited to fields such as research, technology development, strategic consulting, or academia. Such jobs require a high degree of rational thinking, analytical skills and a sense of innovation. For people with this type of personality, the ability to propose solutions from multiple perspectives in the face of complex abstract problems and to develop long-term development strategies for a team or organization are their strengths. They thrive when working in challenging environments that require a high degree of independent thinking(Чуньхун, 2024).

In addition, personality types that are highly responsible and organized, such as ISFJs, ISTJs, ESFJs, ESTJs, etc. , usually excel in jobs that require precise organization and efficient execution. Careers like administration, legal services, and medical care are great for these types. Such work environments require strict adherence to rules and standards, as well as a strong sense of responsibility to manage and coordinate matters. ISFJs and ISTJs typically excel in positions that require meticulous work and a high level of attention to detail, while ESFJs and ESTJs are better suited to team environments that are highly social and require efficient execution. For these types, the ability to find fulfillment in organizing and coordinating and helping others through practical actions is what drives their careers(Boyle, 1995).

By understanding the characteristics of these personality types and career matches, people can better plan their careers and choose jobs that match their personalities and interests. At the same time, this can also help managers to be more precise in selecting the right people during the recruitment process and to provide different types of employees with work environments and growth opportunities that are suitable for them(Coffield et al. , 2004).

### **2.3 Personality Type and Vocational Adaptation**

In organizations, employees with different personality types exhibit different behaviors and work styles in their respective work environments. Each MBTI personality type has unique strengths and adaptations to the environment, and understanding these differences can help assign employees to the most appropriate roles, enhancing productivity and teamwork(Busato et al. , 1998).

For example, employees with extroverted (E) personalities, such as ENFPs and ENTPs, typically excel in creative and changing environments. ENFPs are creative and idealistic individuals who enjoy exploring new ideas and are suited to careers in fields such as advertising, marketing, public relations, etc. ENTPs, on the other hand, are dynamic, excel at debate and innovation, and are suited to competitive, challenging environments where they can play, and usually work in fields such as law, entrepreneurship, or research. Comparatively speaking, INFJs and INTPs with introverted (I) personalities tend to excel in environments that require independent thinking and in-depth analysis. INFJs are idealistic and concerned with social issues, and are suited to fields such as social services and psychology, while INTPs possess strong analytical and creative skills, and are suited to careers in scientific research, programming, and academic teaching(Yeo & Neal, 2004).

For those personalities with strong social and organizational skills, such as ESFJs and ENFJs, they typically perform better in environments with frequent interactions and high emotional demands. ESFJs focus on the needs of others and are suited to fields such as education, healthcare, and customer service, while ENFJs are natural leaders, good at motivating teams, and are suited to careers such as leadership, psychology, or counseling. In contrast, order- and efficiency-oriented personalities like the ESTJ and ISTJ are better suited for structured, goal-oriented environments. the ESTJ favors execution and management, and is suited for careers in project management, administration, etc. , while the ISTJ focuses on detail and tradition, and is suited for careers in law, finance, and engineering(Salleh, Mendes, & Grundy, 2010).

Table 1: Brief description of the 16 personality types

personality type	Main features	Suitable working environment	Suitable career fields
ENFP	Creative, outgoing and good at exploring new ideas	Dynamic, creative and fast-changing	Advertising, marketing, public relations, art, writing
ENTP	Energetic, innovative and a good debater	Challenging, competitive and fast-changing	Law, entrepreneurs, researchers, creative advertising
INFJ	Idealistic, intuitive, empathetic	Meaningful work environment where you can help others	Social services, psychology, education, counseling
INTJ	Strategic thinking, analytical, independent	Structured, highly analytical environment	Engineering, scientific research, academia, IT management
ISFJ	Meticulous, pragmatic and responsibility-oriented	Stable, harmonious environment with a focus on practically helping others	Nursing, education, administrative support, social work
ISTJ	Practical, well organized and detail oriented	Stable, organized environment with precise needs	Administration, law, finance, engineering
ESFJ	Social, caring, good coordinator	Highly interactive environment requiring a high level of communication	Education, healthcare, customer service, public relations
ESTJ	Efficiency-oriented, strong organizational skills, leadership	Efficient and structured, requiring a clear environment for implementation	Management, project management, law, administration
ISFP	Introverted, artistic, freedom-oriented	Freedom, independence, environment for artistic and emotional expression	Art, design, music, nursing

INFP	Idealistic, emotional and focused on the heart	Need for a quiet and reflective work environment	Literary creation, art, psychology, social services
INTP	Analytical mind, innovative, likes abstract theories	Research-oriented, emphasizing an environment of independent thinking and innovation	Scientific research, programming, academic teaching
ESFP	Outgoing, optimistic, enjoys life	Highly interactive, dynamic and changing environment	Sales, Entertainment Industry, Event Planning, Public Relations
ESTP	Practical, adventurous, responsive	High pressure, environments requiring rapid decision-making and action	Sales, Marketing, Emergency Response, Athletes
ENFJ	Compassionate, good leader and communicator	An environment that requires strong interpersonal interaction and emotional understanding	Education, leadership, psychology, counseling
ENTJ	Decisive decision making and strong leadership	Efficient and strategic, requiring clear leadership of the environment	Top management, strategy consulting, law, entrepreneurs
ISTP	Calm, rational, likes to solve problems with his hands	Highly independent, technical and hands-on environment	Engineering, repair, technical support, pilots

In addition, ISTPs and ISFPs, who emphasize independence and hands-on skills, are more inclined to succeed in highly technical and hands-on jobs; ISTPs are calm and rational and enjoy solving complex technical problems, making them suitable for jobs such as engineering, repair, or piloting; while ISFPs have an artistic sensibility, making them suitable for careers in fields such as design, music, and nursing, which require the use of creativity and the expression of emotion. By understanding these personality types, organizations are better able to provide employees with a suitable work environment based on their characteristics, which not only enhances individual job satisfaction, but also contributes to the overall performance of the team. Employees of each personality type are able to excel in the areas in which they excel, ultimately contributing to the success of the organization (Gjurković & Šnajder, 2018).

### 3. Needs analysis of different occupational fields

Each of the different career fields has its own unique set of needs for its practitioners. Understanding these needs and matching them to the characteristics of personality types can help improve productivity and career adaptability

#### 3.1 Creative Field



Careers in the creative field require practitioners to be highly innovative, independent thinkers with good communication and presentation skills. In these roles, workers not only need to be able to generate new and innovative ideas, but also need to be able to effectively communicate these ideas to the team or client, and drive the implementation and development of projects. Jobs in the creative field are often full of change, requiring practitioners to be flexible and adaptable, as well as able to maintain a consistent output of ideas under pressure. Common creative field careers include advertising, marketing, art and design, writing, and media production. Employees who fit into this field are usually imaginative, outgoing, and skilled at working with abstract concepts. Specifically, ENFPs, INFPs, and ENTPs are three personality types that excel in creative fields. ENFPs are creative and exploratory, preferring to work in creative and changing environments, thinking from multiple perspectives, coming up with new ideas, and having the ability to engage and share their ideas with a team. ENFPs tend to be suited to advertising, public relations, and art, especially in environments that require rapid response and high creative output. INFPs tend to be idealistic and thoughtful, preferring to work in jobs that reflect their personal values and aspirations. INFPs often have strong emotional resonance and are able to express complex emotions through art, which makes them suitable for fields such as literature, art and design, and psychology. ENTPs have a strong capacity for creative thinking and debate. ENTPs enjoy challenges and fast-changing environments, are quick to come up with solutions, and enjoy sharing these ideas with others; ENTPs are well suited for careers in creative advertising, corporate innovation, and research. Overall, all of these personality types show a high degree of adaptability and creativity in the creative field, and are able to play an important role in environments that are full of change and challenges(Zhang, 2003).

### **3.1 Technical field**

Careers in the creative field require practitioners to be highly innovative, independent thinkers with good communication and presentation skills. In these roles, workers not only need to be able to generate new and innovative ideas, but also need to be able to effectively communicate these ideas to the team or client, and drive the implementation and development of projects. Jobs in the creative field are often full of change, requiring practitioners to be flexible and adaptable, as well as able to maintain a consistent output of ideas under pressure. Common creative field careers include advertising, marketing, art and design, writing, and media production. Employees who fit into this field are usually imaginative, outgoing, and skilled at working with abstract concepts. Specifically, ENFPs, INFPs, and ENTPs are three personality types that excel in creative fields.

ENFPs are creative and exploratory, preferring to work in creative and changing environments, thinking from multiple perspectives, coming up with new ideas, and having the ability to engage and share their ideas with a team. ENFPs tend to be suited to advertising, public relations, and art, especially in environments that require rapid response and high creative output. INFPs tend to be idealistic and thoughtful, preferring to work in jobs that reflect their personal values and aspirations. INFPs often have strong emotional resonance and are able to express complex emotions through art, which makes them suitable for fields such as literature, art and design, and psychology. ENTPs have a strong capacity for creative thinking and debate. ENTPs enjoy challenges and fast-changing environments, are quick to come up with solutions, and enjoy sharing these ideas with others; ENTPs are well suited for careers in creative advertising, corporate innovation, and research. Overall, all of these personality types show a high degree of adaptability and creativity in the creative field, and are able to play an important role in environments that are full of change and challenges.

### **3.2 Technical field**

Careers in technical fields often require solid logical and analytical skills, systems thinking, and a high degree of detail orientation. Problem solving on the job often requires thoughtful and precise execution, so technical positions have a high demand for people who are thoughtful, analytical and able to focus on details. Employees in this field need to be able to handle complex technical problems, design precise systems or programs, and maintain a high level of attention to detail over long work hours. Common careers in technical fields include engineering, scientific research, IT development, data analysis, and programming. Individuals suited for these positions usually possess strong theoretical and analytical skills and are able to innovate within a tight framework.

INTJs are known for their strategic thinking and analytical ability to work independently in highly structured and analytical work environments. INTJs tend to be goal oriented and are able to quickly identify and solve technical problems, which makes them ideal for careers in engineering, scientific research, IT management, and data analytics, etc. ISTPs tend to be more dispassionate and rational, and prefer hands-on problem solving. They like to solve problems through hands-on work. They are able to react quickly when faced with complex technical equipment and tools, and do particularly well in high-pressure, responsive work environments. ISTPs are suited to technical support, maintenance, engineering and construction, and piloting jobs that require a high level of skills and operations. work environments that require a high degree of organization and structure. ISTJs tend to thrive in the legal, financial, and engineering fields, where they are able to effectively manage projects and ensure that every detail is handled properly.

Jobs in technical fields often require a high degree of rational analysis and technical manipulation, so the INTJ, ISTP, and ISTJ personality types are well suited for these roles, with the ability to excel in sophisticated and complex work environments, and to remain efficient and precise in their problem-solving.

### **3.3 Management area**

Careers in management require practitioners to possess excellent organizational skills, leadership and teamwork. In a fast-changing work environment, managers need to be able to effectively coordinate resources, formulate strategies, and lead teams to achieve goals, as well as have sufficient decision-making skills to meet complex work challenges. As a result, management positions tend to have a high demand for employees who can efficiently integrate information, plan clearly, and guide teams toward common goals.

ENTJs are strong leaders who make good decisions and react quickly in high-pressure situations. ENTJs are especially good at developing long-term strategies and managing large-scale projects, often moving teams quickly toward their goals. Because of their focus on efficiency and goal orientation, ENTJs are well suited for top management, strategy consulting, entrepreneurs, and other roles that require big-picture thinking and decision-making skills. ESTJ personalities tend to be pragmatic, with strong executive and organizational skills, and are able to work efficiently and effectively in structured environments. ESTJs are not only able to manage a team well, but also ensure that their work goes smoothly through well-defined processes and norms. Therefore, ESTJs are well suited for project managers, administration and positions that require efficient execution.

ENFJs have strong interpersonal communication skills and empathy, and are good at motivating team members and harmonizing interests. When faced with team conflicts or task challenges, ENFJs are able to promote teamwork and cohesion through effective communication and emotional understanding. ENFJs are particularly well suited for managerial jobs that require a

high degree of communication and coordination, such as education, leadership positions, and counseling.

Jobs in the field of management require not only leadership and decision-making skills, but also strong organizational and coordination skills and teamwork. The three personality types ENTJ, ESTJ and ENFJ are able to bring their unique strengths to bear in different managerial roles to ensure that the team operates efficiently and maintains a good team atmosphere and spirit of cooperation in achieving its goals.

### **3.4 Service Area**

Occupations in the service field typically focus on human interaction and emphasize empathy, communication skills, and a spirit of providing assistance to others. Whether dealing with clients or working with coworkers, practitioners in service occupations are often required to demonstrate good emotional understanding and problem-solving skills in order to meet the needs of others, ensure quality service, and maintain a professional demeanor in complex social interactions.

With excellent social skills and empathy, ESFJ personality types are often very attentive to the emotional needs of others and are able to build deep trusting relationships when delivering services. ESFJs like to work in teams and are good at mobilizing those around them to make sure that everyone works together efficiently and effectively with a common goal in mind. As a result, they do particularly well in service-oriented positions such as education, healthcare, customer service and public relations, where they are able to assist clients or team members through careful communication and positive emotional support.

ISFJ personality types, on the other hand, are known for their pragmatism and sense of responsibility, their attention to detail and ability to actually help others, and are usually very patient and consistent in their work. ISFJs are adept at looking at the needs of others and tailoring their help to them, and as a result, they excel in the fields of nursing, education, and social work, and are able to provide high-quality support in the actual process of service delivery.

With a strong sense of empathy and leadership, and the ability to not only sense the emotional needs of others, but also help them achieve their goals through effective communication and motivation, ENFJs are ideally suited to work environments that require a high degree of emotional engagement, especially in fields such as education, psychology, and counseling, where they are able to provide genuinely beneficial services based on their excellent interpersonal skills and sensitivity to the needs of others. and a keen sense of the needs of others to provide a truly rewarding service.

Practitioners in the service field must have strong emotional understanding and communication skills to be able to quickly recognize and meet the needs of clients or teams in a changing work environment. The ESFJ, ISFJ, and ENFJ personality types are able to provide high quality service in the service field with their unique emotionally supportive abilities and interpersonal communication skills that drive great team or client experiences and interactions! .

## **4. How Hr Conducts Talent Selection Based On MbtI**

### **4.1 Application in the recruitment process**

In the modern recruitment process, MBTI, as an effective personality assessment tool, can help HR departments to more accurately identify the fit between the candidate and the position, thus improving the efficiency and quality of recruitment. In different parts of the recruitment process, the application of MBTI can effectively optimize the decision-making process.

First, at the resume screening stage, HR can use the MBTI to make initial personality type judgments about candidates so that they can screen resumes in a more targeted manner. For example, for positions that require a high degree of creativity and social skills, such as marketing and advertising creative positions, HR may prioritize candidates with ENFP or ENTP types, as people with these personality types usually possess innovative thinking and good communication skills. For positions that require detailed analysis and structured work, such as finance or engineering positions, types such as ISTJ or INTJ may be more suitable. This method of screening resumes based on personality traits helps HR save time and increase the accuracy of the screening process.

During the interview process, MBTI can help HR gain a deeper understanding of a candidate's communication style, decision-making style, and performance in a team. Through the interview, HR can not only examine the candidate's professional skills, but also understand how he/she works with others, how he/she handles conflicts and how he/she makes decisions under pressure from the personality dimension. For example, ENFJ types are usually good at communicating with others, have strong empathy, and are suitable for roles that require frequent interaction with teams and clients, while INTPs may tend to think independently and are better suited for positions that require autonomous decision-making and innovation. By understanding a candidate's MBTI type, HR can predict how he or she will perform on the job and determine if he or she is a good fit for the organization's culture and team atmosphere.

In addition, MBTI can play an important role in the competency assessment stage. By analyzing the match between MBTI types and the requirements of the position, HR can more accurately assess whether a candidate has the potential to successfully complete the job. For example, creative positions may be more suitable for ENFP or ISFP types, as they are usually highly creative and artistic; while positions that are detail-oriented and pursue perfection may be more suitable for ISTJ or ESTJ types, as these personality types usually have strong organizational and executive skills. In this way, the MBTI not only helps HR identify whether a candidate possesses the necessary skills, but also helps assess their potential for long-term career development and adaptability in a given environment through personality traits.

The application of MBTI in the recruitment process can provide HR with a more comprehensive portrait of candidates, help them make more scientific and accurate decisions in resume screening, interviews and competency assessment, thus improving the efficiency and quality of recruitment and ensuring that the most suitable talents for the organization's needs are selected.

## **4.2 Case Studies**

Through specific hiring cases, we can gain a deeper understanding of how MBTI can help HR select the right talent in the hiring process in different fields. Below are two typical hiring cases that demonstrate how MBTI can be applied to differentiate between candidates suitable for creative jobs and technical jobs.

### **4.2.1 Case 1: Creative Industry Recruitment - Marketing Positions**

Suppose a company is looking for a Marketing Manager for a position that requires strong creative skills, excellent communication skills, and the ability to adapt quickly to change. The position requires frequent communication with clients and developing creative marketing strategies based on market trends. HR utilizes MBTI types when screening resumes to help quickly screen for suitable candidates.

During the screening process, HR found a candidate who belongs to the ENFP type, who is creative, social, likes to explore new ideas, and adapts quickly to different work environments. This type of person is usually very good at building relationships with clients and has the ability

to drive creative projects. Therefore, HR considers this candidate to be a good fit for the position and invites him/her to the interview stage.

During the interview process, HR further confirmed that the candidate had excellent communication skills and teamwork spirit, and was able to quickly come up with creative marketing solutions and effectively present them to clients. In this way, HR was able to identify candidates who meet the needs of the creative field through MBTI types, improving the accuracy of recruitment.

#### **4.2.2 Case 2: Recruitment In The Technical Sector - Software Development Engineer**

Another company is looking for a Software Development Engineer for a position that requires candidates to have solid technical skills, strong logical and analytical skills, and the ability to solve problems independently. The job mainly includes programming, system design and code review etc. HR needs to screen candidates with technical and independent thinking skills.

During resume screening, HR analyzed the candidates' personality traits through MBTI and found that one of the candidates was an INTJ. INTJs have strong strategic thinking and analytical skills, usually prefer to work independently, and are good at solving complex technical problems. Based on these characteristics, HR believes that this candidate is a good fit for a technical position because INTJs are usually able to quickly understand and solve complex technical problems and have a long-term strategic vision.

During the interview stage, HR further confirmed the candidate's independence and innovation ability in solving technical problems by asking him/her about his/her previous project experience. The candidate demonstrated many experiences of thinking independently and solving technical problems, and was able to plan the technical development process systematically, which meets the requirements of logical analysis and independent thinking for technical positions. Therefore, HR finally decided to hire this INTJ candidate.

#### **4.2.3 Case 3: Management Recruitment - Project Manager**

A company is looking to hire a Project Manager, requiring candidates with exceptional organizational skills, team leadership, and decision-making abilities. The position requires not only leading a team to accomplish project goals, but also coordinating resources to ensure that projects are delivered on time and meet quality standards. In this role, HR is looking for candidates who are able to make efficient decisions and effectively lead a team in a complex environment.

After screening resumes, HR found a candidate who is an ENTJ type, who has strong leadership and decision-making skills, is good at organizing and coordinating teams, and can effectively deal with high-pressure environments. HR thought that the candidate was a good fit for the management position and arranged an interview.

During the interview process, HR examined the candidate's leadership style, team management experience and ability to make decisions under pressure. The candidate demonstrated through a series of case studies how he led his team through complex projects and made efficient decisions at critical moments. Due to his outstanding abilities in organization, leadership and decision-making, HR finally decided to hire this ENTJ-type candidate.

#### **4.2.4 Summary**

The above three cases demonstrate the application of MBTI in HR recruitment. Through the identification and matching of personality types, HR is able to more accurately select candidates

suitable for specific job requirements. Creative industries need to focus on innovation and communication skills, so ENFP type candidates are more suitable; technical industries focus more on analyzing and working independently, and INTJ type candidates perform well; while management positions require candidates to have strong leadership and decision-making skills, and ENTJ type candidates are able to fulfill this role. Through MBTI, HR is able to select the right talent for each position that matches the needs of the position, thus improving recruitment efficiency and employee job fit.

### **4.3 Advantages of MBTI Applications**

The application of MBTI in talent selection brings many advantages, especially in improving recruitment efficiency, enhancing employee job fit and reducing employee turnover. By matching job requirements based on the candidate's MBTI type, HR is able to more accurately select the right person for the job, thus increasing employee satisfaction and work efficiency.

The MBTI helps HR better understand candidates' personality traits, communication styles and decision-making styles, which allows for more targeted screening during the hiring process based on the needs of the job position. For example, some positions may require candidates to have a strong ability to work independently, while others may be more team-oriented. With the MBTI, HR can easily identify these differences and make more reasonable judgments during resume screening and interviews.

The application of MBTI enhances the match between employees and positions. Everyone has different personality traits and is suited to different work environments and tasks. If a candidate's personality type is highly compatible with the needs of the position, they are more likely to excel at their job and maintain a high level of work ethic. On the contrary, if an employee's personality is not a good match for the position, it may lead to increased work pressure, decreased performance, or even leaving the job. Therefore, MBTI helps HR reduce this risk when hiring and improves the job fit and long-term stability of employees.

In addition, the advantage of MBTI in talent selection is also reflected in its ability to help companies reduce employee turnover. Through scientific personality analysis, HR can more accurately match employees and positions to ensure that employees work in positions that fit their personality traits. This not only helps to enhance employees' career satisfaction, but also strengthens their sense of belonging to the company, thus reducing the turnover rate due to job inappropriateness.

Finally, MBTI also helps to improve the overall collaboration efficiency of the team. During the hiring process, HR not only focuses on whether the candidate meets the requirements of the position, but also selects candidates who can effectively interact and collaborate with existing team members based on the team's overall personality traits. By complementing personality types, communication and collaboration between team members becomes smoother, which in turn improves overall team performance.

Overall, the application of MBTI in human resource management can not only help companies accurately select talent, but also improve employee satisfaction and work efficiency, reduce employee turnover and enhance teamwork. By combining MBTI with the recruitment process, companies are able to create a more stable and efficient team and promote the long-term development of the organization.

## **5. Limitations And Considerations Of Mbti In Human Resource Selection**

### **5.1 Importance of skills and experience**

Although MBTI has some reference value in talent selection, it cannot completely replace the assessment of candidates' skills and experience. MBTI mainly focuses on an individual's personality traits, thinking styles and behavioral tendencies, and although these factors have an impact on job performance, it cannot comprehensively measure whether a person possesses the professional skills and practical experience required for a specific position. Therefore, HR needs to balance personality assessment and skill assessment in the selection process and avoid using MBTI as the sole determining factor.

First, specialized skills and work experience directly influence how a candidate will perform in a given work environment. For example, a position may require strong technical skills or a certain amount of industry experience that cannot be derived from an MBTI assessment. Even if a candidate has the right personality type for a position, he or she may still not be qualified for the position if he or she lacks the relevant specialized skills and practical experience.

Second, the job requirements for certain positions go beyond personality matching and include how a candidate handles complex tasks, makes decisions in high-pressure situations, and whether he or she can demonstrate a high level of professional competence under specific conditions. These abilities usually need to be accumulated through actual work experience and professional skills, and MBTI cannot measure these hard requirements. Therefore, when hiring, HR must prioritize candidates' work experience, academic background, and specific skill certificates to ensure they can meet the basic requirements of the position.

In addition, certain personality traits may influence a candidate's attitude and approach to skill acquisition, but do not directly reflect their ability to perform the job. For example, INTJ types may be very good at strategic thinking and solving complex problems, but their experience and technical skills still need to be developed through practice. Therefore, HR should not neglect to consider the full range of work experience and skills when evaluating candidates.

Overall, although MBTI can help HR to understand candidates' personality traits and potential adaptability, in the actual talent selection process, skills and experience are still the key factors in determining the suitability of a candidate. HR should make comprehensive judgments on the basis of the MBTI assessment, combined with the candidate's work experience, professional competence, and skills, in order to ensure that the most suitable talent is selected.

## **5.2 Avoid over-reliance on the MBTI**

MBTI does provide some help in HR selection, but over-reliance on this tool may lead to decision-making bias. MBTI mainly describes an individual's personality preferences, and it does not cover a candidate's all-round abilities and actual work performance. Personality tests can help HR understand a candidate's communication style, decision-making style, and work attitude, but they do not fully reflect a person's professional, technical, or problem-solving abilities. MBTI test results do not assess a candidate's actual performance in a particular work environment. For example, an employee may have an "extroverted" personality trait, meaning that he or she works well in a team, but this does not mean that he or she will be successful in a highly specialized position. If the skills and experience required for the position are not adequately considered, the candidate may still not be able to do the job. Therefore, MBTI should be used as one of the reference tools for talent selection and should not be used as the sole criterion.

In addition, the MBTI is not a static instrument. It reveals personality preferences that change with the environment and personal growth. For example, a typical "introverted" employee may exhibit more "extroverted" behavior when faced with challenges and work pressures. Therefore, relying solely on the MBTI to predict a person's performance in the workplace is not always accurate. Candidate behavior and reactions are not only determined by personality, but also by a variety of factors such as the work environment, team culture, and personal

development. Over-reliance on the MBTI can also lead to HR bias in the hiring process, and the results of MBTI assessments can influence how we view candidates with certain personality types, which in turn influences decision-making. For example, some jobs may not require strong extroversion or leadership, but over-valuing these traits may overlook candidates who are introverted but have solid professional skills or the ability to work effectively in a team. In addition, individuals from different cultures and backgrounds may perform differently on the MBTI test, requiring HR to have broader cultural sensitivity and judgment when using the MBTI.

Therefore, in the talent selection process, MBTI should be used moderately, and HR needs to consider a number of factors, such as the candidate's vocational skills, experience background, work attitude, and interview performance, etc. , to ensure the fairness and scientificity of the selection process. Through this comprehensive assessment method, HR can better select the most suitable candidates for the job requirements and avoid using personality type as the only basis for decision-making.

### **5.3 Influence of cultural and contextual factors**

When using the MBTI for talent selection, the influence of cultural and contextual factors on test results cannot be ignored. The MBTI test is based on Western psychological theories, and its design and application are mainly applicable to European and American cultural contexts. In different cultures, individual behaviors and preferences may vary, leading to deviations in the performance of the same personality type in different cultural contexts. For example, some cultures may place more emphasis on collectivism and teamwork, while others may focus more on individualism and independence. Such cultural differences may affect a candidate's score on the test, and thus the accuracy and interpretation of the MBTI type.

In addition, an individual's social background and upbringing may also affect his or her responses on the MBTI test. Educational styles, professional experiences, and life experiences in different social environments may shape an individual's personality and behavior, which in turn affects his or her performance at work. Therefore, HR should consider these cultural and contextual factors when using the MBTI and avoid directly matching test results to candidates with culturally incompatible backgrounds to avoid misunderstandings or decision-making bias. By understanding and respecting cultural differences, HR can more accurately utilize the MBTI in combination with other selection tools to achieve a more comprehensive talent assessment.

## **6. Conclusion**

MBTI (Myers-Briggs Type Indicator), as a widely used psychological tool, helps us understand individual personality differences and plays an important role in career planning and human resource management. Through the analysis of MBTI, we find that each personality type has its unique strengths, potentials and adaptability, which can help individuals find positions that better match their characteristics in career choices, thus increasing job satisfaction and career development potential. For the HR department, MBTI provides a valuable reference basis for talent selection, training and team building.

First of all, the greatest value of MBTI in human resource management is that it provides a systematic framework to help HR departments better understand the personality traits of candidates. This understanding helps HR to match talent more accurately according to the requirements and job characteristics of different positions. For example, the Extraversion (E) personality type is usually suitable for positions with frequent communication with people, such as sales or customer service; while Introversion (I) may prefer to work independently and is suitable for positions that require concentration, such as scientific research and technology development. By analyzing MBTI, HR can use personality tests in recruitment to better predict



how candidates will perform in specific positions and avoid job mismatches or employee turnover due to personality mismatches.

Second, MBTI can help organizations build teams better. Each personality type has a unique role to play in a team, and a reasonable team mix can improve overall work efficiency and innovation. For example, Thinking (T) with high analytical ability and Emotional (F) with high emotional intelligence can complement each other to promote team decision-making; while Structured Judgment (J) and Flexible Perception (P) can also balance the team's planning and execution, avoiding overly rigid or random work styles. Therefore, understanding the MBTI types of team members can help managers assign tasks according to individual personality traits and improve teamwork and cohesion.

However, despite the significant value of the MBTI in human resource management, we must also be aware of its limitations. The MBTI is essentially a simplified model of an individual's personality, and it does not comprehensively encompass all of an individual's behaviors and reactions in a complex, real-world work environment. The personality types described by the MBTI are based on the results of an assessment of an individual's preferences, which may be adjusted in response to changes in the environment. adjustments. For example, a person who behaves as an extrovert at work may be more introverted in private life. In addition, the MBTI does not take into account how an individual copes with stress, dilemmas, or challenges. Therefore, the results of the MBTI can only be used as a reference tool and not as a final decision.

In addition, MBTI relies too much on self-reporting, which may be influenced by an individual's subjective bias or social expectations, resulting in assessment results that are not entirely accurate. To compensate for the limitations of MBTI, HR departments can combine it with other assessment tools, such as career interest tests and emotional intelligence assessments, to conduct a comprehensive assessment. In this way, not only can we obtain more accurate talent matching results, but we can also gain a comprehensive understanding of the multi-dimensional qualities of the candidates and formulate more targeted strategies for employee growth and development.

In summary, MBTI provides a valuable framework and tool for career planning and human resource management, helping organizations to understand the personality traits of their employees and optimize talent selection, career matching and team building. Through the rational application of MBTI, HR departments can recruit and staff more accurately, create a work environment that is more in line with employees' personalities, and at the same time enhance overall work efficiency and innovation for the organization. However, as a tool, MBTI's limitations must also be recognized, and it should be used in conjunction with other tools and methods in order to assess candidates more comprehensively and make more scientific decisions. Ultimately, only by applying MBTI rationally and in conjunction with the actual needs of the company and changes in the environment can its potential in talent management be fully realized and its long-term development and innovation of the organization be promoted.

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