

The Relations among Individual and Organization by Method of the Myers-Briggs Personality Indicator

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Abstract Personality type is a concept which, in the field of research of the organizational culture, could be related to the Briggs & Myers model of personality development. Briggs and Myers were the authors of the world's most extensive database of the MBTI or the Myers-Briggs personality type indicators. Today, the appliance of the MBTI model is supported by the observation of typological code for 16 types of personalities, while dichotomy of these four preferences results in 16 types of personality that form the base of the Myers model and the MBTI indicator. Based on the observation of a typological code for 16 personality types and by permutation of dichotomies of these four preferences, 16 personality types which form the base of the Myer's model and the MBTI indicator were defined. Nowadays, it is well-known, that dominance of personality types among individuals, as well as among personality types of organizations, could vary from culture to culture. On the basis of these researches it was confirmed that specific quality of a culture and characteristics of the climate in which the culture has been developing (specific beliefs, system of values and patterns of behavior) determine the way in which the organizational culture will develop and the directions which it will follow. They also define the relations between an individual and an organization, among individuals, especially in the sense of defining freedoms, rights and power relations.

The aim of this research is to investigate the possibility of appliance of the MBTI personality indicators, to both, individuals and school organizations. Using the results of this widespread and cross-culturally applied indicator, it is possible to establish a unique profile of schools and individuals employed there. It is also possible to establish characteristic strengths and weaknesses, work environment, communication styles, management types, and by recognizing a dominant profile, it is possible to influence the improvement of the work quality of an individual and of the whole school organization.

Key words: personality type, organization personality type, organizational culture

Introduction

Personality type or psychological type is a concept most frequently related to the model of personality development created by Katharine Briggs and her daughter Isabel Myers (Briggs & Myers), the authors of the most extensive database about personality typology, known as the MBTI or Myers-Briggs personality type indicators. Myers and her mum Katharine Briggs developed a model and a database on the grounds of the ideas and theories of the psychologist Carl Jung, Freud's contemporary and a leading representative of the Gestalt theory of personality. During the early 1940s Myers and Briggs expanded Jung's model through the initial development of the MBTI by adapting Jung's concept to a language understandable to common people. The book "*Gifts Differing*" by Isabel Myers which was published in 1980, after she had died, gives a comprehensive introduction to Jung/Myers theory (Berens, Nardi, 1999).

The MBTI is a registered trademark of the Myers-Briggs Indicator Trust board, published by CPP, Inc (previously Consulting Psychologist Press) which also distributes the database and together with the authorized publishers make the MBTI available in about 20 different languages. Besides, the alternative versions of the database have been professionally adjusted and verified for other languages as the literal translations from the English language would have been inadequate. After almost twenty-years-long research of the Jung's theory (from 1923 until 1941), these authors managed to develop an empiric way of establishing personality typology by adding two more types.

After the MBTI "personality indicator" had been tested and updated by *Educational Testing Service* (1956) and *Typology Laboratory* (University of Florida, 1971), *Consulting Psychologists Press* (1975) published one of their most famous editions of the MBTI personality indicators (Fakete, Keith, 2003; Kaluzniacky, 2004). Today, this typology has been widely applied and approved of by various associations. One of the most recent versions is the one suggested by David Keirsey and Marilyn Bates (*Please, Understand Me*, 1978). According to Berens and Nardi (1999, p. 46.), it is also possible to divide group 16 types in 4 central quadrants of temperaments: NT (rational), NF (idealist), SJ (guardian) and SP (artisan):

INFJ Foreseer Developer	INFP Harmonizer Clarifier	ISTJ Planner Inspector	ISFJ Protector Supporter
ENFJ Envisioner Mentor	ENFP Discoverer Advocate	ESTJ Implementor Supervisor	ESFJ Facilitator Caretaker
INTJ Conceptualizer Director	INTP Designer Theorizer	ISTP Analyzer Operator	ISFP Composer Producer
ENTJ Strategist Mobilizer	ENTP Explorer Inventor	ESTP Promoter Executor	ESFP Motivator Presenter

Table 1. Myers-Briggs personality types (adapted from: Berens & Nardi, 1999., p.8.-9.)

Personality and organization

Today, the appliance of the MBTI model is supported by the observation of typological code for 16 types of personalities, while dichotomy of these four preferences results in 16 types of personality that form the base of the Myers model and the MBTI indicator.

The preference of a specific mental orientation is determined by extraverted and introverted domination. In Mayer's personality determination this is represented by the first letter: E or I. While extraverts derive energy from the outer world as a primary energy source, introverts derive primary energy from an inner world of information, thoughts, ideas and other reflections. Rarely, almost never, extraverts need to "recharge batteries" as a result of too much interaction with the people in surrounding. They have to confront things, people, places and activities in the outer world, the source of their life strength. On the other hand, when the circumstances require a large quantity of attention focused to the "outer" world, introverts will find themselves retreating toward a private sphere in order to recover their inner energy.

Two types of perceptual mental processes determine the preference of sensing or intuiting, thinking or feeling.

The first group of mental preferences refers to the way of perception or gaining information. In the Myer's personality determination, this is represented by the second letter: S or N. Those preferring sensing perception favour clear, palpable data and information which are easily incorporated into their "here and now" experiences. Unlike the first, intuiting perception gathers abstract, conceptual, more general pieces of information and projects them into the future.

The second group of mental preferences explains the way people make "judgments" and decisions – which reveals judging processes. In the Myer's personality determination, this is represented by the third letter: T or F. Those preferring thinking judgments are naturally predisposed to make decisions in an objective, logical and analytic way with an accent on completing the tasks and achieving good results. The owners of feeling judgments make decisions in a global, harmonic way, and in accordance with the system of values. They also take into account the consequences of their decisions and actions on other people.

Mental processes that determine orientation in the outer world by the MBTI model, reveal the preference of judging type to perceiving type. This last dichotomy in the Myers-Briggs typology is represented by the fourth letter: J or P. Past researches show that those who prefer judging mostly rely on T or F preference in leading the outer life. Typically, this leads to a style based on self-containment, organization, planning or in one way or another, sorting out things and/or people in the outer world. Meeting the needs require intervening in the outer world. While some people do it intrusively, others, with respecting other people, do it discreetly. On the other hand, those who prefer perception rely on S or N preference within the sorting out the outer world. Typically, this leads to an open, adjustable and flexible style of treating things and people in the outer world. (Berens, Nardi, 1999)

Based on the observation of a typological code for 16 personality types and by permutation of dichotomies of these four preferences, 16 personality types which form the base of the Myer's model and the MBTI indicator were defined.

In the first quadrant, matrix 4x4, there are "idealist-diplomacy types": INFJ – foreseer developer, INFP – harmonizer clarifier, ENFJ – envisioner mentor and ENFP – discoverer advocate. Personality types in this quadrant are determined by the dominance of an intuitive-feeling profile. The following table describes personality positioned in the first quadrant:

<p>INFJ – foreseer developer Personal growth. Sustain the vision. Honouring the gifts of others. Taking a creative approach to life. Talent for foreseeing. Exploring issues. Bridge differences and connect people. Practical problem solving. Live with a sense of purpose. Living an idealistic life often presents them with a great deal of stress and a need to withdraw.</p>	<p>INFP – harmonizer clarifier Going with the flow Knowing what is behind what is said. Uncovering mysteries' Exploring moral questions. Talent for facilitative listening' Relate through stories and metaphors' Balancing opposites. Getting reacquainted with themselves' Struggling with structure and getting their lives in order.</p>
<p>ENFJ – envisioner mentor Communicate and share values. Succeeding at relationships. Realizing dreams-their own and others. Seek opportunities to grow together. Heeding the call to a life work or mission. Enjoy the creative process. Intuitive intellect. Reconcile the past and the future. Talent for seeing potential in others. Often find living in the present difficult.</p>	<p>ENFP – discoverer advocate Inspiring and facilitating others. Exploring perceptions. Talent for seeing what's not being said and voicing unspoken meanings. Seek to have ideal relationships. Recognize happiness. Living out stories. Respond to insights in the creative process. Finding the magical situation. Restless hunger for discovering their direction.</p>

Table 1. An explanation of "idealist-diplomacy types" (Adapted from: Berens, Nardi, 1999)

Second quadrant describes people with a dominant intuitive-thinking profile and these types, authors (like Berens & Nardi) describe as "rational strategy types": INTJ – conceptualizer director, INTP – designer theorizer, ENTJ – strategist mobilizer and ENTP – explorer inventor.

<p>INTJ – conceptualizer director Maximizing achievements. Drive for self-mastery. Build a vision. Very long-range strategizing. Realizing progress toward goals' Systems thinking. Talent for seeing the reasons behind things. Being on the Leading edge. Maintaining independence. Find it difficult to let</p>	<p>INTP – designer theorizer Becoming an expert. Seeing new patterns and elegant connections. Talent for design and redesign. Crossing the artificial boundaries of thought. Activate the imagination. Clarifying and defining. Making discoveries. Reflect on the</p>
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go in interacting with others.	process of thinking itself. Detach to analyze. Struggle with attending to the physical world.
ENTJ – strategist mobilizer Being a leader. Maximize talents. Intuitive explorations. Forging partnerships. Mentoring and empowering. Talent for coordinating multiple projects. Balance peace and conflict. Predictive creativity. Often overwhelmed by managing all the details of time and resources.	ENTP – explorer inventor Being inventive. Talented at building prototypes and getting projects launched. Lifelong learning. Enjoy the creative process. Share their insights. Strategically formulate success. An inviting host' Like the drama of the give and take. Trying to be diplomatic. Surprised when their strategizing of relationships becomes problematic.

Table 2. An explanation of “rational strategy types” (Adapted from: Berens, Nardi,1999)

In the third quadrant there are people with dominant sensory-feeling/thinking profile. In the researches, these people are described as “guardian logistic types” ISTJ – planner inspector, ISFJ – protector supporter, ESTJ – implementor supervisor and ESFJ – facilitator caretaker.

ISTJ – planner inspector Drawing up plans and being prepared. Take responsibility. Getting work done first. Being active in the community. Loyalty to their roles. Cultivating good quantities. Doing the right thing. Bear life's burdens and overcome adversity. Talented at planning, sequencing, and noticing what's missing. Having to learn so much in hindsight is painful at times.	ISFJ – protector supporter Noticing what's needed and what's valuable. Talent for careful and supportive organization. Know the ins and outs. Enjoy traditions. Work to protect the future. Listening and remembering. Being nice and agreeable. Unselfish willingness to volunteer. Feeling a sense of accomplishment. Exasperated when people ignore rules and don't get along.
ESTJ – implementor supervisor Talent for bringing order to chaotic situations. Educating themselves. Industrious, work-hard attitude. Balance work with play. Having a philosophy of life. Having the steps to success. Keeping up traditions. Being well balanced. Connecting their wealth of life experiences. Often disappointed when perfectionist standards for economy and quality are not met.	ESFJ – facilitator caretaker Accepting and helping others. Managing people. Hearing people out. Voicing concerns and accommodating needs. Admire the success of others. Remember what's important. Talented at providing others with what they need. Keep things pleasant. Maintaining a sense of continuity. Accounting for the costs. Often disappointed by entrepreneurial projects.

Table 3. An explanation of “guardian logistic types” (Adapted from: Berens, Nardi,1999)

The fourth part of the matrix describes people with a dominant sensory-thinking/feeling profile, and they are marked as “artisan tactics types”: ISTP – analyzer operator, ISFP – composer producer, ESTP – promoter executor, ESFP – motivator presenter. (1 and 2)

ISTP – analyzer operator Actively solving problems. Observing how things work. Talent for using tools for the best approach. Need to be independent. Act on their hunches or intuitions. Understanding a situation. Taking things apart. Making discoveries. Sharing those discoveries. Unsettled by powerful emotional experiences.	ISFP – composer producer Taking advantage of opportunities. Stick with what's important. Talent for putting together what is just right. Creative problem solving. Building relationships. Attracting the loyalties of others. Being their own true self. Have their own personal style. Play against expectations. Struggle with nurturing their own self-esteem.
ESTP – promoter executor Taking charge of situations. Tactical prioritizing. Talent for negotiating. Want a measure of their success. Keep their options open. Enjoy acting as a consultant. Winning people over. Caring for family and friends. Enjoy exhilaration at the edge. Disappointed when others don't show respect.	ESFP – motivator presenter Stimulating action. Have a sense of style. Talent for presenting things in a useful way. Natural actors-engaging others. Opening up people to possibilities. Respect for freedom. Taking risks. A love of learning, especially about people. Genuine caring. Sometimes misperceive others' intentions.

Table 4. An explanation of “artisan tactics types” (Adapted from: Berens, Nardi,1999)

According to Fakete, and Keith (2003), it is possible to observe, and investigate the companies through “personnel” or “individualistic” characteristics. Same as individual typology, the appliance of rearranged MBT indicator could provide understanding of organizations within 16 types of “personalities”, which was included in this research, as follows:

"Solid as a rock" (ISTJ)	"You Can Count on Us" (ISFJ)	"Vision Driven by Values" (INFJ)	"Going All Out for Greatness" (INTJ)
"Action, Actin – We want Action" (ISTP)	"Working to make a Difference" (ISFP)	"Quest for Meaningful Work" (INFP)	"In Pursuit of Intellectual Solutions" (INTP)
"Thriving on Risky Business" (ESTP)	"We Aim to Please" (ESFP)	"It's Fun to Do Good Work" (ENFP)	"If We Can't Do It, No One Can" (ENTP)
"Playing by the Rules" (ESTJ)	"Doing the Right Thing" (ESFJ)	"Seeing the Picture in Human Terms (ENFJ)	"Driven to Lead" (ENTJ)

Table 5. The matrix of 16 types of organizational personalities (Adapted from: Fakete and Keith, 2003)

Each of these 16 types explains the most common advantages, weaknesses, communication skill preferences, values, strengths, challenges, and market orientation for the organizational type. According to Fakete and Keith (2003, p. 46.), it is also possible to divide group 16 types in 4 central quadrants: dominantly IS , IN , ES, and EN.

Profile of the school organizational culture

Most authors agree that the concept of the organizational culture could be described by a dominant pattern of common beliefs and values of employees, mutual way of seeing things, principals that determine their behaviour and by defining acceptable and unacceptable norms of behaving and acting (Hofstede, 2005). Organizational culture, definitely, has its subcultures, but also its layers, which should be observed from: individual level, inner-organizational level and inter-organizational level (Jex, 2002). Schein distinguishes three levels of the organizational culture, with material symbols on the first level, technology and patterns of behaviour on the second level and basic preconceptions that make this specific culture different from the others on the third, paradigmatic level (Schneider, Smith, 2004).

A complete understanding of the functioning of the organizational culture would not have been possible without the results of the researches of national cultures from the aspects of management and the organizational culture done by Greert Hofstede, published during the period between 1967 and 1973. He later updated his researches by those done in 1990. On the basis of these researches, Hofstede defined four basic dimensions which specify national cultures: power distance (PD), uncertainty avoidance (UA), individualism/collectivism (IC) and the relation of male/female values (MA) (Hofstede, 2005). Following table explains, in a short, the main characteristics of these four cultural dimensions (Hofstede, 2001, and 2005):

<p><u>Low-PD Countries</u> Parents put less value on children’s obedience. Students put high value on independence. Authoritarian attitudes in students are a matter of personality. Managers seen as making decisions after consulting with subordinates. Close supervision negatively evaluated by subordinates.</p>	<p><u>High-PD Countries</u> Parents put high value on children’s obedience. Students put high value on conformity. Students show authoritarian attitudes as a social norm. Managers seen as making decisions autocratically and paternalistically. Close supervision positively evaluated by subordinates.</p>
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<p><u>Low-UA Countries</u> Lower anxiety level in population. Greater readiness to live by the day. Lower job stress. Less emotional resistance to change. Less hesitation to change employers. Loyalty to employer is not seen as a virtue. Preference for smaller organizations as employers. Smaller generation gap. Lower average age in higher-level jobs.</p>	<p><u>High-UA Countries</u> Higher anxiety level in population. More worry about the future. Higher job stress. More emotional resistance to change. Tendency to stay with the same employer. Loyalty to employer is seen as a virtue. Preference for larger organizations as employers. Greater generation gap. Higher average age in higher-level jobs: gerontocracy.</p>
<p><u>Low-IC Countries</u> Importance of provisions by company (training, physical conditions). Emotional dependence on company. Large company attractive. Moral involvement with company. Moral importance attached to training and use of skills in jobs. Students consider it less socially acceptable to claim pursuing their own ends without minding others. Managers aspire to conformity and orderliness.</p>	<p><u>High-IC Countries</u> Importance of employees' personal life (time). Emotional independence from company. Small company attractive. Calculative involvement with company. More importance attached to freedom and challenge in jobs. Students consider it socially acceptable to claim pursuing their own ends without minding others. Managers aspire to leadership and variety.</p>
<p><u>Low-MA Countries</u> Relationship with manager, cooperation, friendly atmosphere, living in a desirable area, and employment security relatively more important to employees. Managers relatively less interested in leadership, independence, and self-realization. Belief in group decisions. Students less interested in recognition. Weaker achievement motivation.</p>	<p><u>High-MA Countries</u> Earnings, recognition, advancement, and challenge relatively more important to employees. Managers have leadership, independence, and self-realization ideal. Belief in the independent decision maker. Students aspire to recognition (admiration for the strong). Stronger achievement motivation.</p>

Table 6. Summary of Connotations of Cultural Dimension Differences Found in Survey and Related Research (Addapted from Hofstede, 2001, 2005)

On the basis of these researches it was confirmed that specific quality of a culture (in all four dimensions determined by Hofstede) and characteristics of the climate in which the culture has been developing (specific beliefs, system of values and patterns of behaviour) determine the way in which the organizational culture will develop and the directions which it will follow. They also define the relations between an individual and an organization, among individuals, especially in the sense of defining freedoms, rights and power relations. Organizational cultures of schools, in this sense, could be observed in all their differences, in the field of inner and outer-group relations, features of individualism in contrast to collectivism, uniqueness in the sense of taking risks and making emotional relations among employees as well as relations between employees and the organization and whether the organizational culture has been orientated towards power, people, tasks or towards entrances (focus is on legalities, legislative, birocracy, etc...) (Schneider, Smith, 2004).

Now we can certainly claim that the knowledge about functioning of the organizational culture could also be updated and enriched by the appliance of the MBTI model. The Myers-Briggs personality typology in the conditions of the organizational culture enables determination of personal profiles, prediction of behaviour of an individual in different situations, possible preferences for jobs and professional orientations but also it enables easier understanding of the profiles of people we work with on the daily basis. On the basis of the MBTI model it is also possible to determine and predict in what way will the mutual profile of the employees build its own "personality", "individuality" and a profile of the organizational culture in which we work. Same as with individuals, organizational cultures could be expressed through dichotomies of extraverted-introverted, sensing-intuiting, thinking-feeling and judging-observing profiles (Fakete, Keith, 2003).

Method of the research

The details were being gathered during the autumn of 2009, and it was continuation of previous research done on smaller sample within the same organization (Alić, 2009). Having in mind that the research of the personality profile in organizational conditions and an appropriate profile of an organization are most often possible to perform on a small sample, therefore, for this research we decided on an appropriate stratified sample. In this sense, we included 20 permanently employed professors (all with the vocation of full professor, associate professor or senior-lecturer) and the assistants at one of the faculties of the University of Zenica. The sample has been balanced regarding to gender and vocational levels. Participation was on voluntary basis and all the participants were guaranteed discretion. The filling of the questionnaire was preceded by getting accustomed with the instruments, filling the forms and the main goals of the research. The basic details about participants were also included in the questionnaire (OP and SES).

In the research, a descriptive method was used with the elements of correlative analysis. Personality profile was operationalized by the MBTI scale which consists of 44 items and which, after the preferences of dichotomic categories extroverted-introverted, sensory-intuitive, thinking-feeling and judging-observing, serves as a basis for the final personality profile (Berens, Nardi, 1999)

For the determination of the organizational profile we used a model and instruments CAP2 which consist of 56 items also dichotomically organized (Fakete, Keith, 2003). Individual preferences of characteristics, and also the preference of characteristics of the organization, have been operationalized by the scales which are used to discover central organizational cultures defined by four dimensions: organizational focus, type of gathering information, type of decision-making process and specific work style. Both used instruments were earlier widely applied in numerous researches, while their inner reliability (Cronbach alpha coefficient) was between 0.71 and 0.84 (by item analysis and analysis of separated factors EI, SN, TF, JP different reliability was acquired), which should be considered as an acceptable reliability (Fakete, Keith, 2003).

Results

The MBTI personality profile and CAP2 profile of organization were analysed in the same way: first the factor analysis of personality had been completed and then the analysis of the profile of organization. Due to a small independent sample, it was possible to apply non-parametric statistics, and in the case of possible correlations between the preferred profile of personality and valuations of the profiles of organization Spearman's coefficient of correlation.

What was of the primary relevance was related to the possible relations between profiles of personalities and evaluation of the profile of organization, or more precisely, in what way a personality of an individual could influence the shaping of the profile of an organization. Starting from this preconception, we searched the possible correlations among separated factors E-I, S-N, T-F and J-P, both among individuals and between preferred characteristics of individuals and organization. At the same time, we observed in what situations a correlation between two dominant (middle) profiles S-N and T-F occurs and according to which both individuals and organizations within typological codes for 16 personality types are being placed. Finally, it was possible to predict that certain profiles of personalities will not show capability for mutual cooperation which in the case of managing positions could be helpful to the heads of departments and higher organizational units when forming pairs and teams.

An excerpt from the correlational matrix for variables for extrovert personalities and extrovert organizations shows that a correlation on the level $p < 0,01$ was present with the participants who prefer "action and diversity" and those who "like to think while talking to people" ($r = 0,707$; $p = .000$), while the negative correlation on the level $p < 0,05$ was present with participants who "work fast, sometimes without thinking" and those who "tell about things through the things they do" ($r = -0,598$; $p = .040$).

These results leads to the conclusion that with the first two personality types it is possible to expect cooperation and moving towards the same organizational goals, while in the other case it is possible to expect certain problems if personalities with these characteristics need to cooperate. The correlation between extroverted personality and the estimation of organization's extrovercy is noticed on the level $p < 0,05$ between people who strive towards a direct contact with clients and an estimation of a social orientation of the organization and those who are open to meet others and an estimation of the organization's strength ($r = 0,674$; $p = .016$).

An excerpt from the correlational matrix for variables for introvert personalities and introvert organization shows that the correlation on the level $p < 0,01$ was present with participants who prefer "quiet and time to think about everything" and those who "like to think in solitude" ($r = 0,707$; $p = .000$), while the negative

correlation on the level $p < 0,05$ was present with participants who “think about things before they start talking about them” and those who are “slow in the attempts to understand something” ($r = -0,598$; $p = .040$).

As in the case of extroverted types, it is obvious that it would not be productive to make pairs with types of personalities previously described. On the basis of obtained results it is possible to conclude that the mutual tasks will be more successfully solved if we follow the principle of complementation and not homogamy. Within the scope of observing this factor it was understandable that there was no correlation on the level $p < 0,01$ between the participants who “work better with others” and the estimation of a highly noticeable weakness of the organization ($r = 0,674$; $p = .000$).

In the case of S factor it was noticeable that on the level $p < 0,05$ there is a negative correlation between those who prefer experience and those who value imagination ($r = -0,632$; $p = .014$), while a positive correlation appear on the level $p < 0,05$ between the participants who like to use all senses and are patient with details and the estimation of the profile of organization in terms of “practicality” and “being with both feet on the ground” ($r = 0,683$; $p < .014$). On the basis of other results it is advisable to avoid giving same tasks to those who within S and N factor “give attention to the meaning of things and how they complement each other” and those who put imagination before “common sense” having in mind that on the level $p < 0,05$ appears a negative correlation between people who prefer these characteristics ($r = -0,632$; $p = .027$).

At the same time, with the people who “give attention to the meaning of things and how they complement each other”, “like to use imagination” and are “impatient with details” (N factor) it is possible to expect them to estimate the organization in terms of “innovativity” and “visionary team” having in mind that on the level $p < 0,05$ there is a positive correlation ($r = 0,683$; $p = .014$). On the other hand, people who the same organization see as “practical” and “down-to-earth” prefer characteristics of “using all senses”, “patience with details” and they appreciate experience, having in mind that on the level $p < 0,05$ there is a positive correlation between the mentioned variables ($r = 0,683$; $p = .014$).

The observed T and F factor between individuals and the estimation of the personality of organization have shown the existence of a negative correlation on the level $p < 0,05$ between those who “think about things logically” and see the organization as “impersonal” ($r = -0,577$; $p = .049$) while a negative correlation on the level $p < 0,05$ with the estimation of the organization in terms of “personal” and “close” is noticeable with those who “decide on the basis of personal feelings and valuating even if it is not logical” ($r = -0,577$; $p = .049$). These results could lead to a conclusion that in the case of people with a dominant rational preference but also of those with a noticeable sensitive preference, the expectations about organizational culture which they belong to failed to some extent. Concerning these factors, an excerpt from the correlational matrix showed a high correlation between people who “could neglect or hurt the feelings of other people, by not always being aware of that” (T factor) and the estimation of “impersonal” organization (on level $p < 0,01$; $r = 0,707$; $p = .000$) and also the same correlation between people (F factor) who are “aware of other people’s feelings” and the estimation in terms of “personal” and “close”.

Conclusion

On the basis of the appliance of the MBTI model and typological code for 16 personality types, and by the permutation of dichotomies of these four preferences that form the basis of the Myers model and the MBTI indicator, it is possible to determine a personality of an individual in an organization but also a profile of the organization. Using the results obtained by the appliance of this wide-spread and cross-culturally tested indicator it is possible to define profiles of organizations and employed individuals, determine characteristic strengths and weaknesses, work climate, communication styles, types of managing and according to recognition of a dominant profile, influence the improvement of the work quality of an individual and the whole organization.

Summarizing the results obtained in this research it is possible to conclude that while making pairs and teams who need to solve everyday tasks should give allowance to the implementation of the principle of complementarity and not homogamy, as the resemblance of profiles often leads to conflicts and bad results. At the same time, the preference of central characteristics: extroverted-introverted, sensory-intuitive, thinking-feeling and judging-observing profiles (represented by the letters E-I, S-N, T-F and J-P) strongly influence the estimation of the personality of organization but also individual projections of the employees and the profile of the organizational culture. This inner and outer movement of the organizational culture does not necessary have to be determined by the nature of organization but also by individual and group influences of employees. At the same time we can draw a conclusion that it is possible to expect constantly present individual and group frustrations and dissatisfaction by the organizational climate if the individuals with the dominant extroverted characteristics on one hand or introverted characteristics on the other hand (same with the factors S-N, T-F and J-P) do not recognize the dominance of the similar characteristic in the organization they work for.

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