

18

Introduction to Characteristics of Japanese Management Style: For Better Understanding of Cultural Differences in Comparing MBTI Data of Japan with That of Other Countries

Takeshi Ohsawa
Human Resource Research Institute, Inc.
Tokyo, Japan

The Human Resource Research Institute (HRR) has been providing corporations with psychological assessment and development services since 1963. We have received many requests from researchers in western countries to conduct joint research regarding the MBTI. We were not able to accept their requests because of the many differences in management styles of Japan and other countries. In this presentation, we would like to introduce some of the characteristics of Japanese management style as well as MBTI-related data. We hope this introduction will help people who are interested in joint research to compare data of the MBTI.

CHARACTERISTICS OF THE JAPANESE MANAGEMENT STYLE

People, rather than things or money, are at the center of Japanese management. When the characteristics of Japanese management are described, this element cannot be ignored. Many opinions have been offered comparing Japanese management and Western, especially American, management. These comparisons have been discussed by such scholars as Abegglen and Stalk (1985), Drucker (1971), and Tsuda (1987). Many of these authorities emphasize the characteristics of human resources management and organization in Japan. We would first like to give some background on Japan's emphasis on human resource management within corporations.

It is said that after World War II, both employers and employees believed the aim of restoration of mass production in the Japanese economy was to organize people and skills effectively under democratic policy. A management system was established which reinforced a cooperative system between employers and employees. This system was created because individuals, corporations, and the country agreed to restore Japan itself as well as to improve the lifestyle of the Japanese people. Included in this management style were three characteristics: lifetime employment, a seniority system for salaries and promotions, and labor unions within the corporation.

The relationship between employers and employees is one of family members; of taking responsibility for each other. Each corporation creates its own culture to support this relationship. The content of an employee's contract is not created based upon job description and is not as concrete as the ones prepared in western countries. This contract is based upon a trusting relationship between employers and employees; the employer guarantees the security of an employee's job and salary until the employee's retirement at 60 years of age, and an employee, in return, promises to contribute his or her best knowledge and skills to meet the corporation's needs. Lay-offs are not accepted in the society unless an emergency, such as bankruptcy or an employee's disciplinary

dismissal, occurs. Corporations have the right to analyze an employee's ability and aptitude, and then place the "right" people in the "right" position within the organization. Recently, this lifetime employment tradition is eroding because of the changes in today's industrial structure and the wider variety of employees' values. However, these facts still remain in the Japanese management system: Corporations strongly participate in employees' development and satisfaction, and the morale of employees affects the corporations' growth.

Before introducing our MBTI data, we would like to explain the Japanese human resource management systems, including hiring procedures, treatment systems, training programs, and units for job responsibilities.

Hiring: Emphasizing People rather than Job Responsibilities

Here we have to point out that a relationship between organizations and people is basically different in Japan when compared with western countries. In the West, the minimum unit within the organization is considered the "job" and individuals relate to the organization by performing their "jobs." Therefore, job analysis is indispensable and job descriptions are adhered to by employees who actually perform the jobs. In the hiring procedure, serious consideration is given to matching an applicant's aptitude with an employer's job requirements. On the other hand, in Japanese organizations, the minimum unit is considered a "person." The relationship between people and organizations is very direct and organizations believe that these "people" create their jobs instead of the organizations offering them "job descriptions." Thus, the sphere of job requirements may change according to the people who perform the jobs. This may be a unique characteristic. Thus, Japanese management does not emphasize the importance of preparing job analysis, descriptions, and requirements.

Emphasizing Adoption of Corporate Culture Rather than Adaptation to Job

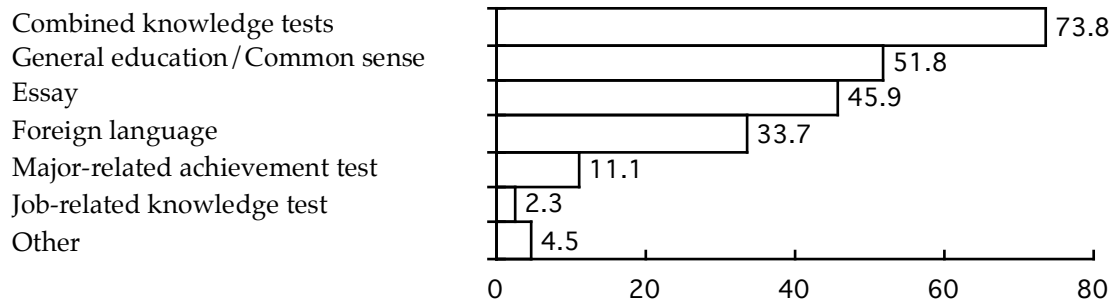
In terms of hiring employees, in many western corporations, the decision to hire an applicant is based upon his/her suitability for the job requirements. However, in the Japanese organization, an applicant is evaluated based upon whether or not he/she is suitable for the corporate culture on the assumption that the individual has high potential for future performance. Furthermore, the organization emphasizes the importance of evaluating an applicant based on whether he or she is totally acceptable as a family member of the corporation.

Interviews and Personality Inventories as Supporting Tools

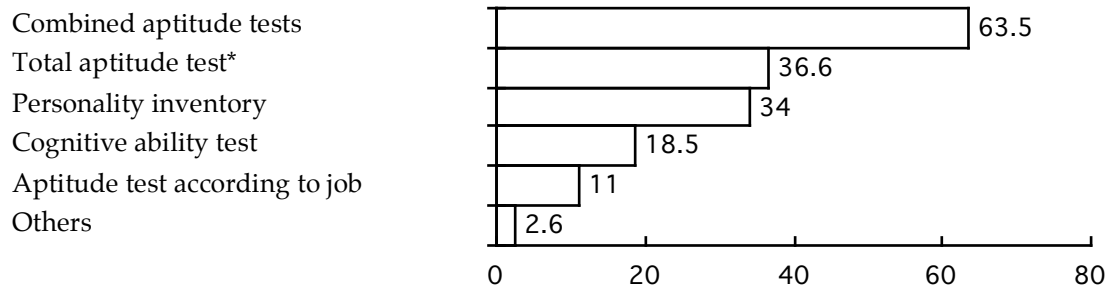
The most popular hiring procedure in Japanese corporations is to hire new graduates collectively once a year upon their graduation. According to research

Figure 18.1
Hiring Criteria for Liberal Arts Majors

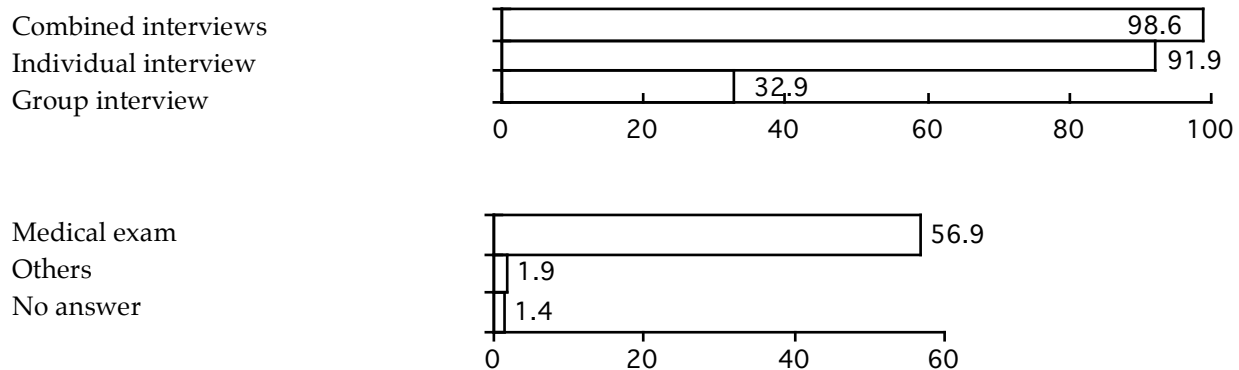
Knowledge Tests



Aptitude Tests



Interviews

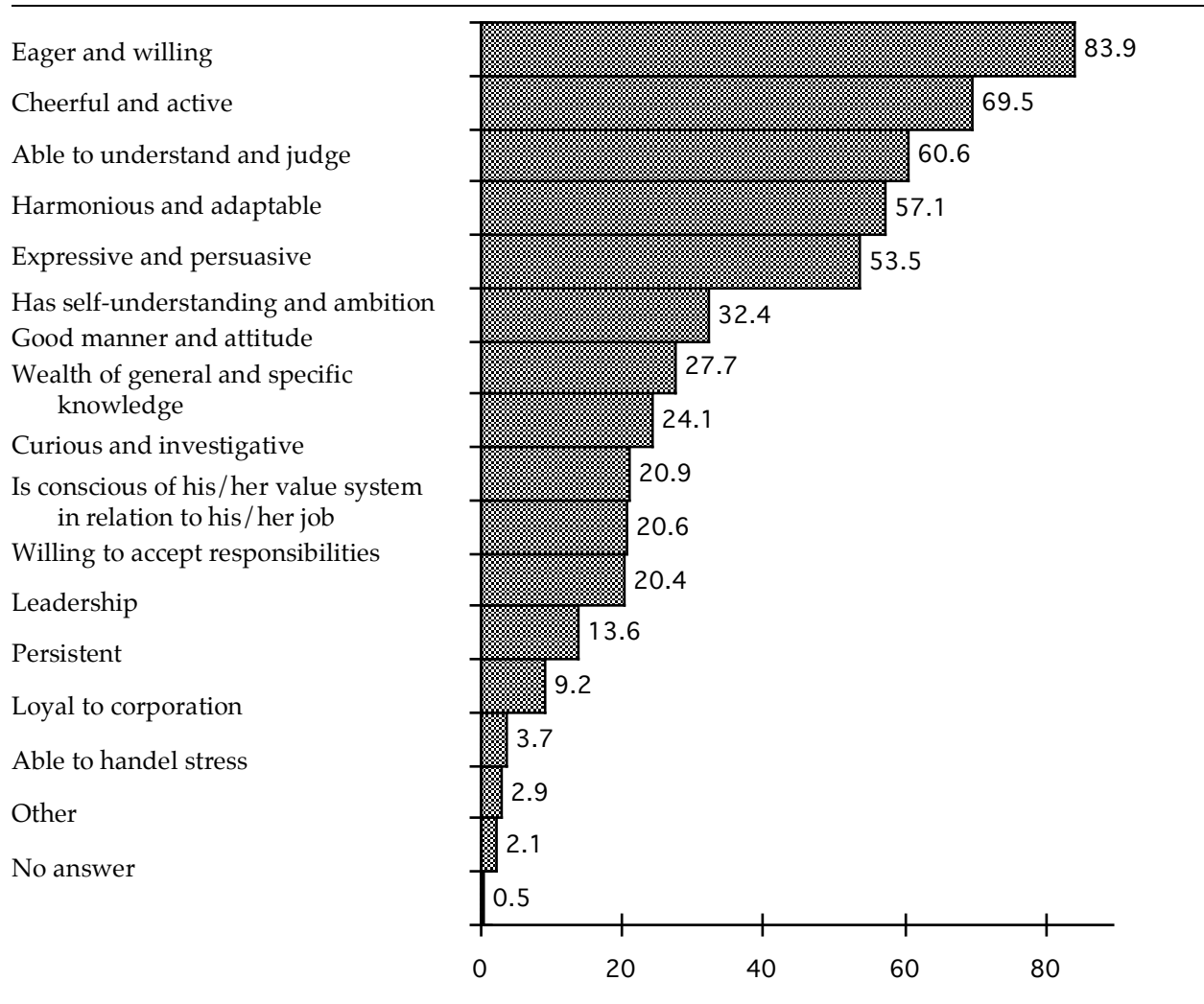


Note: *Completely measures one's cognitive ability and personality.

Source: *College Graduate Hiring Facts Research*. HRR, 1989. (N = 917)

conducted by HRR in 1989, more than half of all Japanese corporations provide candidates with interviews, and personality and intelligence inventories (see Figure 18.1). On the other hand, although they have to handle many of the interviews to respond to applicants during the peak hiring period, more than 70% of corporations have two to three interviews per candidate. Interviews are considered the most important method in the Japanese hiring procedure because most of the new graduates have little or no work experience. Therefore, it is necessary for human resources people

Figure 18.2
Evaluation Points

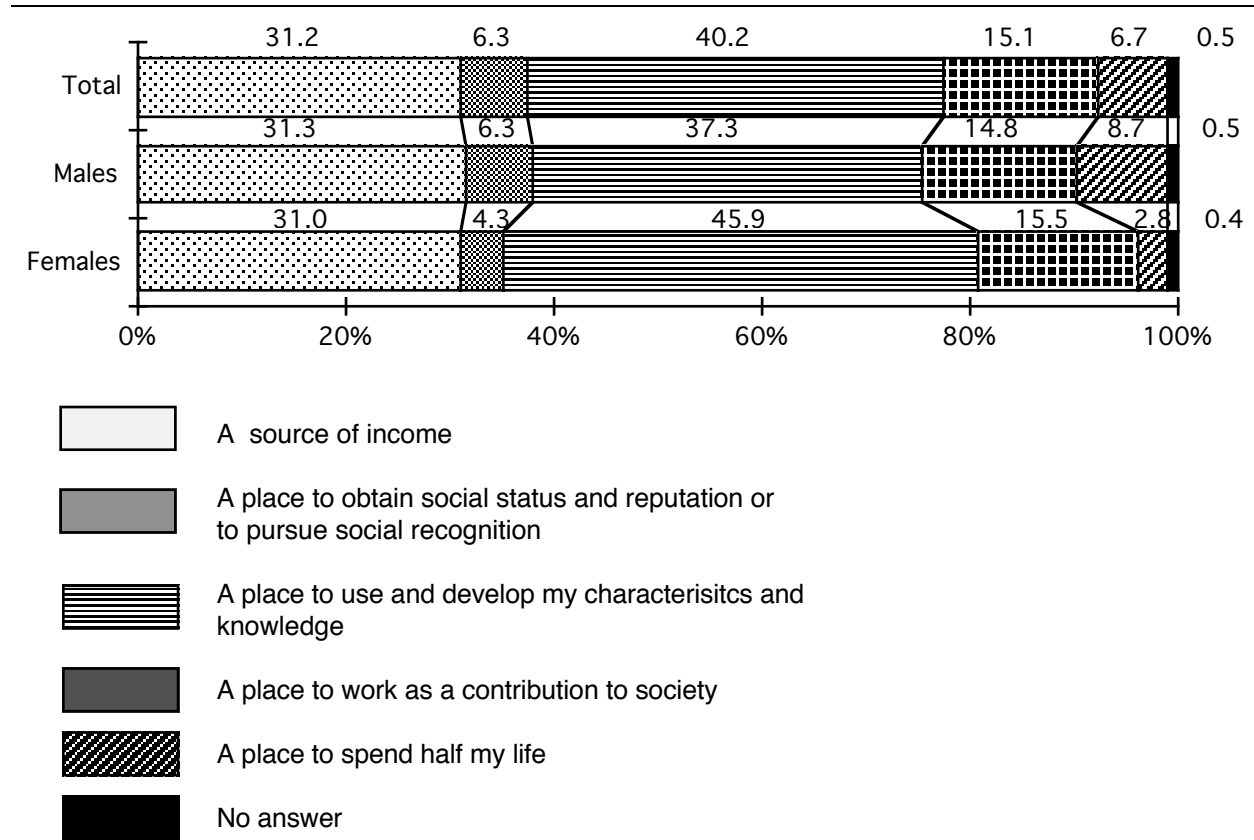


Note: Source: College Graduate Hiring Facts Research. HHR, 1989.

to spend time asking new graduates their reasons for applying to the corporation, their activities at college, etc., to evaluate whether the applicant is suitable for their corporate culture.

In terms of important points in applicant choice, "eager and willing" and "cheerful and active" rank high. Unless hiring is for an employee with specific skills, corporations value personality over specific knowledge (see Figure 18.2).

Figure 18.3
What Is the Corporation to You?

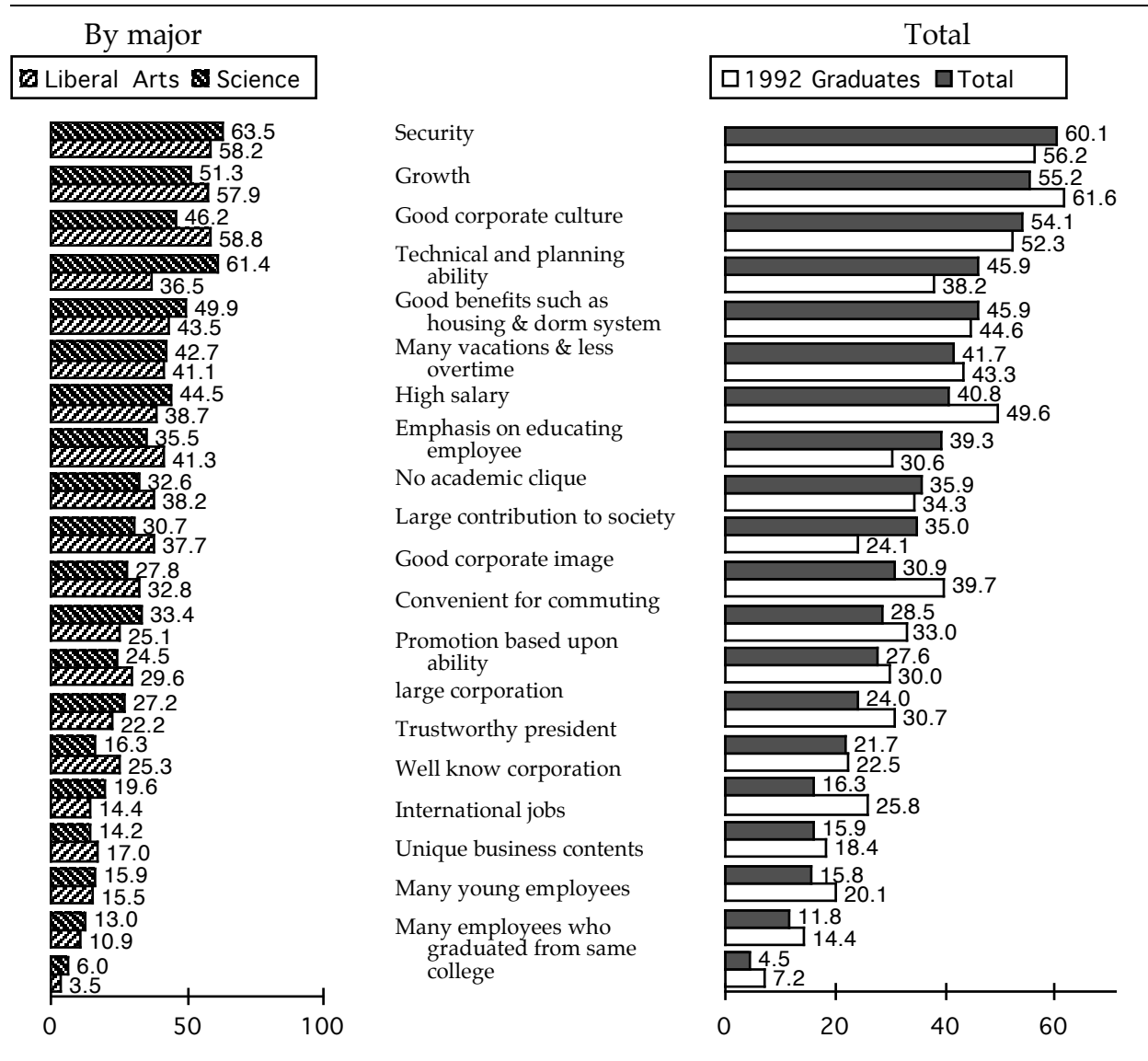


Note: Source: What are the New Hires Thinking? Recruiting Research Company, 1992. College student answers to Research Survey. (N = 2125).

College Graduates' Selection of Corporations

Students select their corporations very seriously because the corporation they will be employed by may be the place they spend half of their lives. For instance, college graduates study a company's management ideas or business descriptions by reading magazines of classified advertisements. According to College Graduates Hiring Facts Research (1989) by Recruit Research Company, graduates usually attend an average of 8 company presentations, then liberal arts students actually apply to an average of 11.3 corporations, and science students apply to an average of 4.9 corporations. Considerations for employment are not only financial security but also self-actualization, in other words, making their dreams come true (see Figure 18.3). According to Hiring Statistics prepared by Recruit Research in 1991, the percentage of college graduates who secure employment immediately upon graduation is a little over 80%, which amounts to 350,000 graduates. The number who go to graduate schools, is 7%. Thus a majority of graduates choose growth within the corporation. Their criteria for selection of preferred corporations are security, growth, and good corporate culture (see Figure 18.4). They believe the conditions for good corporate culture include an environment which helps employees grow and a culture where employees can express their opinions freely (see Figure 18.5).

Figure 18.4
Criteria for Selection of Preferred Corporation



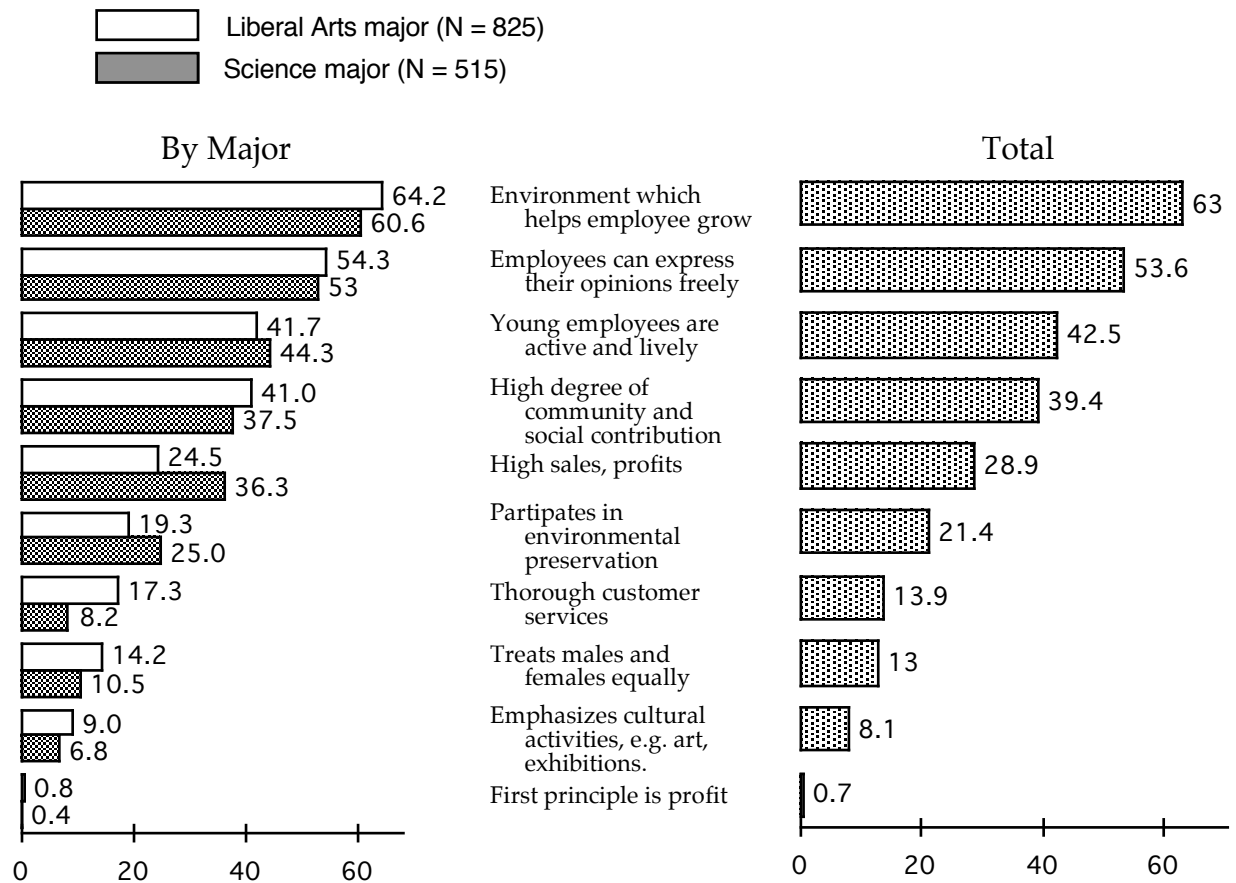
Note: Source: Motivation Research of College Graduates. Recruit Research Company, 1992.

TREATMENT SYSTEMS

Wages Based on Competency Rather than Job Descriptions

Another Japanese management characteristic can be found in salary and treatment systems. In western countries, salaries reflect what a job itself requires, whereas in Japan, salaries are determined based upon employees' competence, depending upon where they are classified within the corporation. In other words, western corporations set job descriptions according to job analysis, and employees' salaries are determined by which position they are hired for. In contrast, Japanese corporations emphasize the

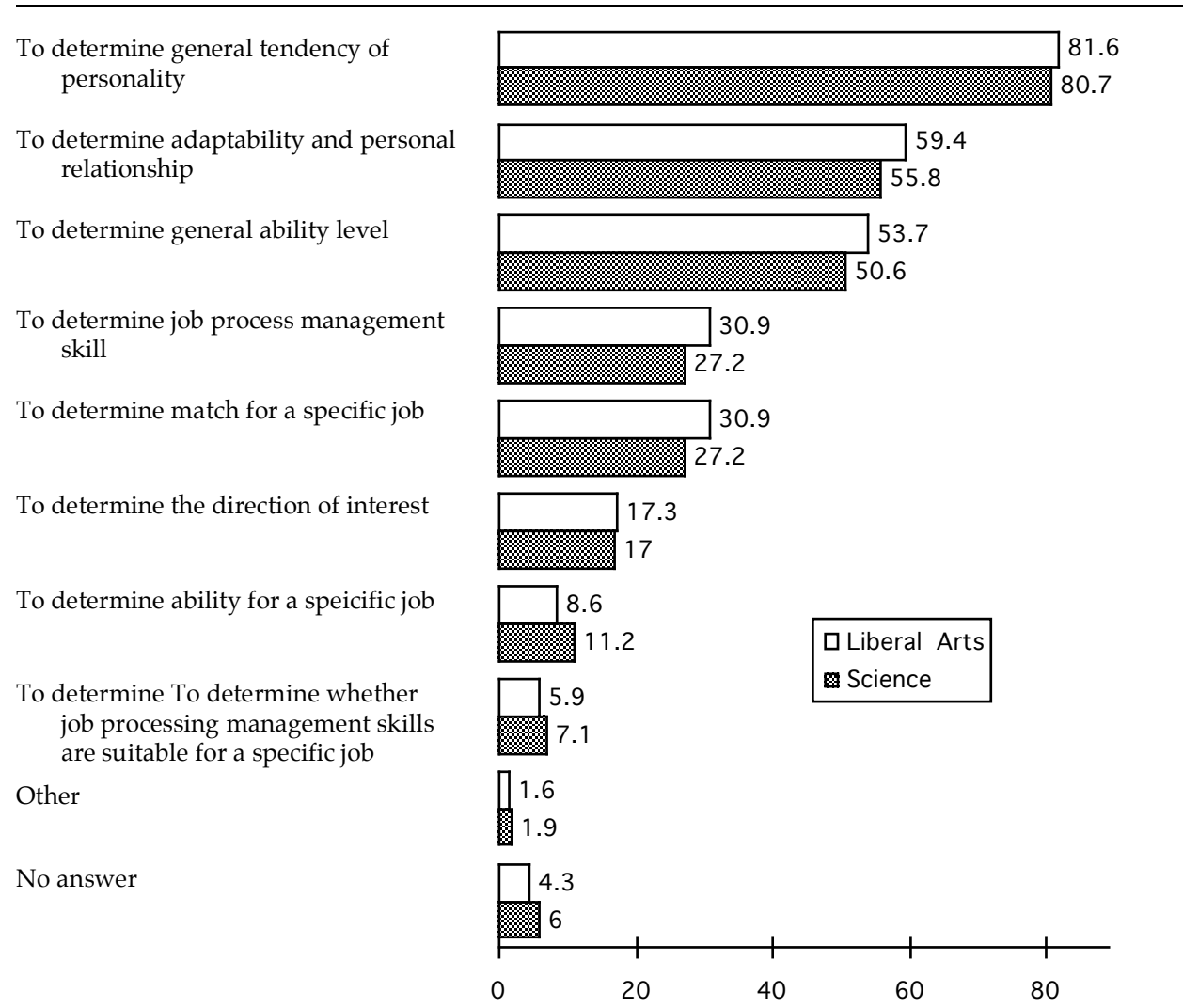
Figure 18.5
Conditions of Good Corporation (Select three criteria you believe.)



Note: Source: Motivation Research of College Graduates, 1992.

importance of such factors as educational background, length of employment, and competency when determining salary. Thus, in Western countries, if salaries are decided based upon a job itself, there is a possibility that each new graduate from the same university will have a different salary at the entry position. However, in Japan, all new graduates will receive the same salary at the entry level because of Japan's "competency system" for determining salaries. After hiring, similar to western corporations, there is a regular annual increase or promotion according to performance reviews. However, there is a difference in that, as a general rule, there is no demotion in the Japanese corporation. This system, not dependent on job description, is one very Japanese style of management.

Figure 18.6
Purposes of Aptitude Test



Note: The sample are corporations which uses at least one of the aptitude tests.
Source: *College Graduates Hiring Facts Research*. HRR, 1989.

A Triple-ladder Promotion System

Another system which distinguishes employees' classifications is a promotion system which is designed vertically and contains three classifications: composite jobs, general jobs, and special jobs.

Composite jobs generally consist of college graduates and white-collar employees. This class is considered as preparing for future management.

General jobs usually expect promotions and salaries within a limited sphere. This category consists mostly of female high school or junior college graduates whose major responsibilities are to assist by providing mainly clerical support to those who are in the composite and special jobs classifications.

Some corporations may treat female college graduates the same as they treat male college graduates in the composite jobs categories, but many corporations provide women with an opportunity to choose which categories they prefer, according to their career decisions. Since the Japanese Equal Employment Opportunity Law, which particularly emphasizes fairness in gender, became effective in 1986, there are more opportunities for women to work in the composite job classification.

For those who are in the special jobs category, responsibilities require highly specialized knowledge, technical skills, and performance in the special field. Lately, there has been a tendency for most young employees to prefer a career as specialists, even though they are given the opportunity to become managers.

TRAINING PROGRAMS

Japanese corporations hire college graduates who have little or no work experience. They would rather spend time educating these new hires to become employees who fit the corporate family. Although it has become popular to hire mid-career people for jobs that require experience and specific skills in the Japanese corporation, the most popular method is still to hire new graduates collectively when they graduate and educate them "from the ground up."

On-the-job training programs created for employees in the corporation are designed to train for the particular needs of a workplace, such as office management, business knowledge, and the acquisition of related skills. Off-the-job training programs include a variety of courses, such as training for classified employees, outside seminars, correspondence courses, short-term exchange programs with other corporations, and going abroad to attend college. The career development of these individuals relates closely to the business development and growth of corporations. If the corporation introduces new skills and becomes successful in expanding business, individuals also expand their job capacities and increase opportunities to develop their abilities as well as to achieve self-actualization. Furthermore, individuals acquire new skills promoting the corporation's growth and development.

The career development path of the composite jobs are as follows: First, new hires are not given an opportunity to have responsibility for a project. They spend time learning corporate culture, the value systems of the organization, etc., through on-the-job training or other training programs. Thus, they have to go through a socialization process so they become a part of the corporation and mature persons within the corporation's society. After they complete these training programs, new hires are assigned to their respective sections and start their entry level work. Every three to four years, they may be transferred to different sections as a part of routine rotation; they learn different jobs and develop human relationships by establishing a network. During this time, they are evaluated as to suitability for management positions. For a corporation that has more than 500 employees, an appropriate person will reach the first level of management at approximately 33.8 years old, the second level at 39.7 years old and upper management at 46.7 years old (Promotion, 1991). Management training programs are offered to those who are going to be promoted to managers to teach them the skills and knowledge required within their respective classifications. Following these steps, appropriate personnel move through the first, middle, and upper levels of management and perhaps may be selected for the post of top executive or president.

UNIT OF JOB RESPONSIBILITIES

In the Japanese organization, working groups, such as departments or sections, are in charge of projects rather than one person taking all the responsibility. A project is usually assigned to a working group and members assign duties within the group. Projects are divided into simple and difficult tasks with responsibility within the project ranging from light to heavy. The tasks are then given to appropriate employees, depending on the employees' abilities. Job descriptions used in the western corporations do not exist in the Japanese corporation; however, these divided assignments may be considered as the Japanese equivalent of a job description.

An interesting characteristic of the Japanese approach is the fact that, even though assignments are given to the individual, the responsibility for the project is still taken on by the whole working group. In addition, a general consensus is prerequisite for decision-making and project commencement. Thus, members of the group need to contact each other to exchange information and to assist other members with their work. Those who have more work experience are also responsible for giving advice to new employees. An employee may be required to handle unfamiliar work, but by doing so, he may gain experience by learning another team member's work and have the additional advantage of establishing a close relationship with other members. It is necessary for members of the group to know the characteristics and tasks of fellow employees and to share their experiences so that the group can modify its way of processing jobs and creating new projects.

Even office layout is designed so employees can easily share ideas and responsibilities. For instance, rather than locating dividers between each desk, they are set up between work groups.

In Japan, harmonious communications, mutual respect, and development of human working relationships are key factors in the corporate world.

APPLICATIONS OF THE MBTI IN THE JAPANESE CORPORATION

Hiring and the MBTI

As we mentioned earlier, hiring criteria in the Japanese corporation emphasizes one's suitability for the corporate culture and total adaptability, instead of one's suitability to a specific job. Psychological instruments are used to help evaluate an applicant. Their purpose is to understand the "general tendency of his or her characteristics, adaptability to a workplace and personal relationship, and general ability level" (College Graduates, 1989). In addition, the psychological instrument is used as a reference when new hires are placed in a section.

HRR has been providing psychological instruments to more than 9,000 corporations. Most of these corporations use our instruments for hiring. The MBTI is also used as an instrument for understanding applicants when interviews are conducted, but none of the corporations use it as a tool to determine whether or not to hire. The Japanese corporation spends an average of 20 minutes per applicant for interviews (College Graduates, 1989). Many of our clients appreciate the fact that the MBTI provides applicants with an opportunity to express themselves within a limited time and gives supporting information about the applicant to the interviewers. A survey was conducted on how one's type relates to an interviewer's impression. The data was

collected from 20 corporations in 1991 (see Tables 17.1 and 17.2). As you can see in these type tables, the groups that gave the best impression during the interviews are Es and Fs. The next best impression was given by Ts (Table 18.2). In the previous section, the important points in choice of applicants, "eager and willing" and "cheerful and active," indicated in Figure 18.2, may also reflect these results.

Types in the Composite, General, and Special Categories

Let's see what types of people are in the three categories. Most people in the composite group (see Table 18.1) are ESFP and ENFP, and their index indicates more Es and Ps. Employees in this class need to handle many tasks which require human interactions and they tend to acquire different information. They deal with the outer world, and adapt well to changes. Actual type distribution indicates the characteristics of extraversion and flexibility.

In the general group, the employees are all female, college, junior college, and high school graduates. Many of them are ESFJs and ESFPs. Their preferences are E, S, F, and J (see Table 18.3). They are responsible for clerical support of people in the composite and special groups and are skilled at practical work. They are also cheerful, attentive, and good at taking care of others as well as handling human relationships. When female employees in the general group were asked how they would like to be seen by others, 72% answered "cheerful," 63% answered "attentive," and 44% answered "honest" (Monthly Research, 1992, p. 64). These tendencies may be considered expected characteristics of Japanese females.

On the other hand, many female employees in the composite group (see Table 18.5), are ENTP, ESFP, and ENFP, and their preferences are E, T, and P. By comparison, more male employees in the composite group and females in the general group are Fs (see Tables 17.6 and 17.3, respectively). People who are successful in the composite group and become managers, whether male or female, are generally T types. Since Japanese women have the opportunity to choose to work in either the composite or general group, they may consider their own suitability for either group depending upon a T or F preference.

In contrast to the composite and general groups, types of the employees in the special group are INTP and the indexes are I, N, T, and P (see Table 18.7). This suggests that many of the specialists are curious, good at independent work, and seeing possibilities.

The *Atlas* (Macdaid, McCaulley, & Kainz, 1986) contains many type tables according to job description, but it may be very difficult to compare cross-cultural

Table 18.1
 New Hires in Composite Group Who Gave THE BEST Impression
 N = 1294

				N	%
INTJ N = 31 % = 2.40 ■■	ISFJ N = 39 % = 3.01 ■■■■	INFJ N = 27 % = 2.09 ■■	INTJ N = 33 % = 2.55 ■■■■	E	973 75.19
				I	321 24.81
				S	704 54.40
				N	590 45.60
				T	589 45.52
				F	705 54.48
				J	555 42.89
				P	739 57.11
ISTP N = 33 % = 2.55 ■■■■	ISFP N = 54 % = 4.17 ■■■■■■	INFP N = 49 % = 3.79 ■■■■■■	INTP N = 55 % = 4.25 ■■■■■■	IJ	130 10.05
				IP	191 14.76
				EP	548 42.35
				EJ	425 32.84
				ST	299 23.11
				SF	405 31.30
				NF	300 23.18
				NT	290 22.41
ESTP N = 106 % = 8.19 ■■■■■■■■	ESFP N = 183 % = 14.14 ■■■■■■■■■■ ■■■■	ENFP N = 147 % = 11.36 ■■■■■■■■■■ ■	ENTP N = 112 % = 8.66 ■■■■■■■■■■	SJ	328 25.35
				SP	376 29.06
				NP	363 28.05
				NJ	227 17.54
				TJ	283 21.87
				TP	306 23.65
				FP	433 33.46
				FJ	272 21.02
ESTJ N = 129 % = 9.97 ■■■■■■■■■■	ESFJ N = 129 % = 9.97 ■■■■■■■■■■	ENFJ N = 77 % = 5.95 ■■■■■■■■	ENTJ N = 90 % = 6.96 ■■■■■■■■	IN	164 12.67
				EN	426 32.92
				IS	157 12.13
				ES	547 42.27
				Sdom	359 27.74
				Ndom	319 24.65
				Tdom	307 23.72
				Fdom	309 23.88

Note: ■ = 1% of sample.

Table 18.2
 New Hires in Composite Group Who Gave NEXT BEST Impression
 N = 1276

				N	%
INTJ N = 49 % = 3.84 ■■■■	ISFJ N = 39 % = 3.06 ■■■	INFJ N = 38 % = 2.98 ■■■	INTJ N = 62 % = 4.86 ■■■■■	E	826 64.73
				I	450 35.27
				S	639 50.08
				N	637 49.92
				T	672 52.66
				F	604 47.34
				J	533 41.77
				P	743 58.23
ISTP N = 42 % = 3.29 ■■■	ISFP N = 75 % = 5.88 ■■■■■■	INFP N = 59 % = 4.62 ■■■■■	INTP N = 86 % = 6.74 ■■■■■■	IJ	188 14.73
				IP	262 20.53
				EP	481 37.70
				EJ	345 27.04
				ST	294 23.04
				SF	345 27.04
				NF	259 20.30
				NT	378 29.62
ESTP N = 106 % = 8.31 ■■■■■■■	ESFP N = 150 % = 11.76 ■■■■■■■■ ■■	ENFP N = 105 % = 8.23 ■■■■■■■	ENTP N = 120 % = 9.40 ■■■■■■■■	SJ	266 20.85
				SP	373 29.23
				NP	370 29.00
				NJ	267 20.92
				TJ	318 24.92
				TP	354 27.74
				FP	389 30.49
				FJ	215 16.85
ESTJ N = 97 % = 7.60 ■■■■■■■	ESFJ N = 81 % = 6.35 ■■■■■■	ENFJ N = 57 % = 4.47 ■■■■	ENTJ N = 110 % = 8.62 ■■■■■■■■	IN	245 19.20
				EN	392 30.72
				IS	205 16.07
				ES	434 34.01
				Sdom	344 26.96
				Ndom	325 25.47
				Tdom	335 26.25
				Fdom	272 21.32

Note: ■ = 1% of sample.

Table 18.3
 Female Employees in the General Group
 N = 1064

				N	%
INTJ N = 52 % = 4.89 ■■■■■■	ISFJ N = 87 % = 8.18 ■■■■■■■■	INFJ N = 42 % = 3.95 ■■■■	INTJ N = 35 % = 3.29 ■■■■	E	702 65.98
				I	362 34.02
				S	673 63.25
				N	391 36.75
				T	349 32.80
				F	715 67.20
				J	584 54.89
				P	480 45.11
ISTP N = 23 % = 2.16 ■■	ISFP N = 65 % = 6.11 ■■■■■■■■	INFP N = 28 % = 2.63 ■■■■	INTP N = 30 % = 2.82 ■■■■	IJ	216 20.30
				IP	146 13.72
				EP	334 31.39
				EJ	368 34.59
				ST	213 20.02
				SF	460 43.23
				NF	255 23.97
				NT	136 12.78
ESTP N = 46 % = 4.32 ■■■■	ESFP N = 152 % = 14.29 ■■■■■■■■ ■■■■	ENFP N = 104 % = 9.77 ■■■■■■■■	ENTP N = 32 % = 3.01 ■■■■	SJ	387 36.37
				SP	286 26.88
				NP	194 18.23
				NJ	197 18.52
				TJ	218 20.49
				TP	131 12.31
				FP	349 32.80
				FJ	366 34.40
ESTJ N = 92 % = 8.65 ■■■■■■■■	ESFJ N = 156 % = 14.66 ■■■■■■■■ ■■■■	ENFJ N = 81 % = 7.61 ■■■■■■■■	ENTJ N = 39 % = 3.67 ■■■■	IN	135 12.69
				EN	256 24.06
				IS	227 21.33
				ES	446 41.92
				Sdom	337 31.67
				Ndom	213 20.02
				Tdom	184 17.29
				Fdom	330 31.02

Note: ■ = 1% of sample.

Table 18.4
 Employees in the Composite Group
 N = 2213

				N	%
INTJ N = 93 % = 4.20 ■■■■■	ISFJ N = 85 % = 3.84 ■■■■■	INFJ N = 54 % = 2.44 ■■	INTJ N = 85 % = 3.84 ■■■■■	E	1442 65.16
				I	771 34.84
				S	1148 51.88
				N	1065 48.12
				T	1020 46.09
				F	1193 53.91
				J	898 40.58
				P	1315 59.42
ISTP N = 84 % = 3.80 ■■■■■	ISFP N = 132 % = 5.96 ■■■■■■	INFP N = 104 % = 4.70 ■■■■■■	INTP N = 134 % = 6.06 ■■■■■■	IJ	317 14.32
				IP	454 20.52
				EP	861 38.91
				EJ	581 26.25
				ST	476 21.51
				SF	672 30.37
				NF	521 23.54
				NT	544 24.58
ESTP N = 161 % = 7.28 ■■■■■■	ESFP N = 280 % = 12.65 ■■■■■■■■	ENFP N = 234 % = 10.57 ■■■■■■■■	ENTP N = 186 % = 8.40 ■■■■■■	SJ	491 22.19
				SP	657 29.69
				NP	658 29.73
				NJ	407 18.39
				TJ	455 20.56
				TP	565 25.53
				FP	750 33.89
				FJ	443 20.02
ESTJ N = 138 % = 6.24 ■■■■■■	ESFJ N = 175 % = 7.91 ■■■■■■	ENFJ N = 129 % = 5.83 ■■■■■■	ENTJ N = 139 % = 6.28 ■■■■■■	IN	377 17.04
				EN	688 31.09
				IS	394 17.80
				ES	754 34.07
				Sdom	619 27.97
				Ndom	559 25.26
				Tdom	495 22.37
				Fdom	540 24.40

Note: ■ = 1% of sample.

Table 18.5
 Female Employees in the Composite Group
 N = 559

				N	%
INTJ N = 35 % = 6.26 ■■■■■■	ISFJ N = 25 % = 4.47 ■■■■	INFJ N = 18 % = 3.22 ■■■	INTJ N = 32 % = 5.72 ■■■■■■	E	323 57.78
				I	236 42.22
				S	276 49.37
				N	283 50.63
ISTP N = 24 % = 4.29 ■■■■	ISFP N = 36 % = 6.44 ■■■■■■	INFP N = 27 % = 4.83 ■■■■■	INTP N = 39 % = 6.98 ■■■■■■	T	304 54.38
				F	255 45.62
				J	240 42.93
				P	319 57.07
ESTP N = 39 % = 6.98 ■■■■■■	ESFP N = 50 % = 8.94 ■■■■■■■■	ENFP N = 49 % = 8.77 ■■■■■■■■	ENTP N = 55 % = 9.84 ■■■■■■■■	IJ	110 19.68
				IP	126 22.54
				EP	193 34.53
				EJ	130 23.26
ESTJ N = 38 % = 6.80 ■■■■■■	ESFJ N = 29 % = 5.19 ■■■■	ENFJ N = 21 % = 3.76 ■■■■	ENTJ N = 42 % = 7.51 ■■■■■■	ST	136 24.33
				SF	140 25.04
				NF	115 20.57
				NT	168 30.05
				SJ	127 22.72
				SP	149 26.65
				NP	170 30.41
				NJ	113 20.21
				TJ	147 26.30
				TP	157 28.09
				FP	162 28.98
				FJ	93 16.64
				IN	116 20.75
				EN	167 29.87
				IS	120 21.47
				ES	156 27.91
				Sdom	149 26.65
				Ndom	154 27.55
				Tdom	143 25.58
				Fdom	113 20.21

Note: ■ = 1% of sample.

Table 18.6
Male Employees in the Composite Group
N = 1654

				N	%
INTJ N = 58 % = 3.51 ■■■■■	ISFJ N = 60 % = 3.63 ■■■■■	INFJ N = 36 % = 2.18 ■■	INTJ N = 53 % = 3.20 ■■■■	E	1119 67.65
				I	535 32.35
				S	872 52.72
				N	782 47.28
				T	716 43.29
				F	938 56.71
				J	658 39.78
				P	996 60.22
ISTP N = 60 % = 3.63 ■■■■■	ISFP N = 96 % = 5.80 ■■■■■■	INFP N = 77 % = 4.66 ■■■■■■	INTP N = 95 % = 5.74 ■■■■■■	IJ	207 12.52
				IP	328 19.83
				EP	668 40.39
				EJ	451 27.27
				ST	340 20.56
				SF	532 32.16
				NF	406 24.55
				NT	376 22.73
ESTP N = 122 % = 7.38 ■■■■■■	ESFP N = 230 % = 13.91 ■■■■■■■■	ENFP N = 185 % = 11.19 ■■■■■■■■	ENTP N = 131 % = 7.92 ■■■■■■	SJ	364 22.01
				SP	508 30.71
				NP	488 29.50
				NJ	294 17.78
				TJ	308 18.62
				TP	408 24.67
				FP	588 35.55
				FJ	350 21.16
ESTJ N = 100 % = 6.05 ■■■■■■	ESFJ N = 146 % = 8.83 ■■■■■■■■	ENFJ N = 108 % = 6.53 ■■■■■■	ENTJ N = 97 % = 5.86 ■■■■■■	IN	261 15.78
				EN	521 31.50
				IS	274 16.57
				ES	598 36.15
				Sdom	470 28.42
				Ndom	405 24.49
				Tdom	352 21.28
				Fdom	427 25.82

Note: ■ = 1% of sample.

Table 18.7
 Employees in the Special Group
 N = 1242

				N	%
INTJ N = 69 % = 5.56 ■■■■■■	ISFJ N = 42 % = 3.38 ■■■■	INFJ N = 70 % = 5.64 ■■■■■■	INTJ N = 102 % = 8.21 ■■■■■■	E	560 45.09
				I	682 54.91
				S	496 39.94
				N	746 60.06
ISTP N = 66 % = 5.31 ■■■■■■	ISFP N = 80 % = 6.44 ■■■■■■	INFP N = 120 % = 9.66 ■■■■■■■■	INTP N = 133 % = 10.71 ■■■■■■■■ ■	IJ	283 22.79
				IP	399 32.13
				EP	302 24.32
				EJ	258 20.77
ESTP N = 50 % = 4.03 ■■■■■■	ESFP N = 72 % = 5.80 ■■■■■■	ENFP N = 90 % = 7.25 ■■■■■■	ENTP N = 90 % = 7.25 ■■■■■■	SJ	228 18.36
				SP	268 21.58
				NP	433 34.86
				NJ	313 25.20
ESTJ N = 65 % = 5.23 ■■■■■■	ESFJ N = 52 % = 4.19 ■■■■■■	ENFJ N = 52 % = 4.19 ■■■■■■	ENTJ N = 89 % = 7.17 ■■■■■■	TJ	325 26.17
				TP	339 27.29
				FP	362 29.15
				FJ	216 17.39
				IN	425 34.22
				EN	321 25.85
				IS	257 20.69
				ES	239 19.24
				Sdom	233 18.76
				Ndom	352 28.34
				Tdom	353 28.42
				Fdom	304 24.48

Note: ■ = 1% of sample.

data due to different job classifications in Japan and other countries. It seems that employees in the general group in Japan are similar to clerical positions in western corporations. Also, specialists' jobs in Japan are very similar to those in Western countries. However, the employees in the composite group would be particularly difficult to compare with positions within western corporations because those in the composite group are not assigned as specialists, such as accountant, sales representative, or researcher.

Training Programs and the MBTI

Results of the MBTI are given to new hires and are used in a team building training program. The results also serve as a reference for on-the-job training. The expansion of the application of the MBTI in the training program is one of HRR's future projects. We need to create career development programs to give every employee insight into everyone's types, thoughts, and characteristics, as well as to apply them to different learning styles.

The Relationship between Performing a Job and the MBTI

In Japanese corporations, rather than performing their jobs independently according to job descriptions, employees process a project with a great deal of cooperation from other employees. Therefore, mutual communication and cooperation are very important. Because of this, the MBTI plays a very important role in enhancing employees' self-disclosure, mutual understanding, and a degree of free communication. A popular training program which uses the MBTI is called the Guess Who Game. Here, participants are encouraged to guess their own and other employees' type from their comments, and a trainer then gives them an opportunity to consider applications to communication in the workplace.

In sum, corporate management systems vary in different countries. As a result, the application of the MBTI is also different. It is very important to note that cross-cultural comparison is not easy to conduct without knowing the counterparts in various cultures and systems.

This presentation covers the application and introduction of the MBTI within the corporate world. In the future, HRR would like to expand usage, as well as research of the MBTI, not only in the corporate world, but also in areas such as education and counseling. We hope this presentation gives those who are interested in cross-cultural studies an opportunity to understand Japanese management characteristics.

REFERENCES

- Abegglen, J. C., & Stalk, Jr., G. (1985). *Kaisha: The Japanese Corporation*. (Tokyo: Charles E. Tuttle Company.
- College Graduates Hiring Facts Research*. (1989). Tokyo: Human Resource Research Institute.
- Drucker, P. F. (1971). What We Can Learn From Japanese Management. *Harvard Business Review*.
- Hiring Statistics*. (1991). Tokyo: Recruit Research Company.
- Macdaid, G. P., McCaulley, M. H., & Kainz, R. I. (1986). *Myers-Briggs Type Indicator atlas of type tables*. Gainesville, FL: Center for Applications of Psychological Type.
- Monthly Research Report*. (1992). Tokyo: Recruit Research Company
- Motivation Research of College Graduates*. (1992). Tokyo: Recruit Research Company.
- Promotion and Increase Fact Survey*. (1991). Tokyo: Recruit Research Company.
- Tsuda, M. (1987). *Nihonteki Keiei no Jinji Senryaku* [Human Resource Strategy of Japanese Business Management]. Tokyo: Doubunkan.
- What Are the New Hires Thinking?* (1992). Tokyo: Recruit Research Company.

Several other Japanese books (unavailable in English) were used for this research paper. If you need further information, please contact us at:

HRR
4-3-1 Toranomom
Minato-ku, Tokyo 105
Japan
Phone 03-5400-3122
Fax 03-5400-3139