Exploring perception of professionals regarding introversion and extroversion in relation to success at workplace

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ABSTRACT

A man's personality and his habits play an integral role towards his personal and professional success. Many individuals succeed due to their persona and how they treat and behave with others. Introversion and extroversion are the two major personality traits usually found in humans. This study provides an exploratory analysis of the two different types of personality traits: introversion and extroversion among the professionals of private educational institutions of Karachi. The study used qualitative research approach using semi structured interviewing technique to collect the data. The data was collected from the heads of these institutions and it was analyzed using thematic analysis. The results show that both introverted and extroverted people can work collaboratively in an organization by putting the best of their abilities and strength to ensure the prosperity of the organization. Both perform their work by abiding by the set of rules and regulations formed by the executive management to achieve the common goals. The findings also reveal that extroverts have a higher success ratio than introverts due to their expressive communication skills. The need for achievement is high for both extroverts and introverts because both have a strong desire for growth. Recommendations include allowing flexibility to the workforce to ensure that everyone works in the best possible way according to their own personality traits.

Key Words:*1. Introversion, 2.Extroversion, 3. Success, 4.Communication Skills*

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INTRODUCTION

Personality traits play a vital role in the development of an individual as a professional and a team member in any organization. Psychologically, it is a proven fact that every individual is unique and possesses different habits and understanding towards dealings with others. The researches have determined many personality traits which can be explored for understanding of the personality differences; however, Introversion and Extroversion are generally considered more important ones. Different studies on introversions and extroversions have revealed the differences in the personality traits. As Trotsiouk et al (2016) mentioned that the theorist on personality traits have identified several central traits that define a person's overall worldview and typical style of reacting to the environment and introvert-extrovert is one of these important traits. According to Taylor (2014), it cannot be said that one is purely an introvert or an extrovert that shows the occasionally different response of individuals to the same situations. Whereas Goudreau (2012) asserts that 50% of the world's total population comprises of extroverts. Jung (1923) described these personality types as "One can never give a description of the type, no matter how complete, which absolutely applies to one individual, despite the fact that thousands might, in a certain sense, be predominantly categorized by it". Every workplace has its own attitude towards personality styles among its employees. The educational sectors always involve a lot of contribution and discussion by the teachers and management to improve and strengthen the learning skills of the learners. The personality styles possessed by the individuals reflect the active and effective communication within an institution. There is a huge misconception found amid communication styles and attitudes of Introverts and extroverts. Many examples show that these two personalities need to maintain a good medium of communication and collaboration amongst each other or else it may be hard to achieve their shared goals due to differences in priorities, approach and perspective. For Example, Apple provides an example of the successful collaboration of the two communication styles and personality types between Steve Job (Extrovert of the Apple) and Steve Wozniak (The introvert and brain behind Apple products). It is said that Apple would not be as successful as it is today without the efforts of these two individuals working as a team.

They collectively respected each other's differences and trained to learn from their specific communication barriers and were able to understand each other, collaborate and design the masterpiece company that tops the world today.

The purpose of this report is to investigate the success rate of Extroverts and Introverts based on their respective traits and communication styles used by them within the institutions. It also focuses on the importance of internal communication within local organizations, views of Introverts and Extroverts, their successful experiences and strategies to tackle and bridge the gap between the communication amongst Extrovert and Introvert employees to excel their linguistic and communicating skill.

Literature Review:

To succeed as a professional, one needs to develop good communication skills. Accordingly, learners often learn to assess their success on the foundation of to what extent they think they have progressed in learning to speak (Richards, 2015). To become a good speaker at workplace one also depends upon his personality traits and habits of doing the things. People know each other by the way they behave and speak. Extroversion and introversion dimensionscare one of those important constructs which are found in one's personality (Ellis, 1994). The history of these traits traces back to Jung (1933) who advocated the importance of these traits in learning processes. After the commencement of investigation on these two traits by Once Eysenck and Eysenck in the 1970s, these personality traits grabbed more attention and gained more importance in many fields of researches especially in language and psychology. Many researchers have established their importance since then (Marashi & Fotoohi, 2017; Dörnyei, 2009; Chamorro-Premuzic, Furnham, & Lewis, 2007; Heaven, Mark, Barry, & Ciarrochi, 2002; Paunonen & Ashton, 2001; Robinson, 2001; Farsides & Woodfield, 2003).

Introversion and extraversion are innate demeanors that are difficult to be changed. While nobody knows the genuine rate of our populace that contemplative people make up (anywhere in the range of thirty to fifty percent), introverts frequently feel essentially dwarfed because of the steady weight to adjust to an outgoing society. Some recent research has even shown that our genetic makeup has a lot to do with which personality

traits are strongest in each one of us. Unlike the theory about how outgoing or shy one is, introversion and extroversion actually relate to where we get our energy from.

Research has supported no differences for personality types on exams of primitive knowledge, or basic knowledge, like basic math and English; however extroverts perform significantly better on procedural knowledge exams, or exams in which one is asked to do something, like Fahrenheit conversion to Celsius (Kim, 2013).While extroverts tend to be gregarious, active, assertive, dominant, lively and sociable, introverts are more silent, who prefer to follow predictable path and prefer less conversation. Extroverts thrive on external interaction while introverts get drained by it. Introverts have strong social skills but they prefer to listen more and talk less and they more often feel that they can express themselves better in writing than conversation. Introverts also tend to work differently than extroverts. The former prefer individualism over collectivism while the latter prefer to work collectively and get work done more quickly due to their gregarious nature.

There have been many misconceptions about introverts which need to be clarified. Introverts are defined as people who have preference for solitude, reflection and internal exploration of ideas. They are ignored by people because a lot of people do not like being around them since they are not as fun as extroverts. Though introverts are not appreciated as much as extroverts, yet introverts are all around us making positive contributions to society. Genetically, introverts do not have special advantage in intelligence and technically they are not born smarter than extroverts but they process more information than others in any given situation since they give more time to thinking, planning, rationalizing, evaluating and then taking any decision. Introverts have a high arousal rate compared to extroverts. The reason being that extroverts get energized by socializing while introverts get energy from spending time alone. Since introverts do not spend a large amount of their time socializing, so generally, they spend more time studying and learning.

Moreover, introverts are considered as shy individuals. Shyness is defined as fear of negative judgment while introverts prefer quiet and relaxed environments. Whereas, Jonathan Rauch (2003) asserts that extroverts enjoy the reputation of being extroverts are seen as kind, vivacious, and empathic. The introverts are often criticized because of their different personality which not matching the society's cultural norms. Introverts in the workplace can often be characterized as thinkers, cerebral, detailed-oriented analyzers"Life's Natural Organizer" and "Life's Independent Thinker" (Kello, 2012, p. 28).

While extrovert get excited by being around other individuals, introverts feel more comfortable on their own. Therefore, they can work for hours and complete the assigned task in which others can get exhausted. Calm individuals are frequently the most beneficial in light of the fact that being tranquil reinforces center, permits them to think

before they talk, which spares time in the long run, and gives them the capacity to jump profound into issues and thoughts before proceeding onward to others.

Missioura (2014) mentions that communication is one of the most important traits of a successful leader. Glass, Li and Pan (2014) describe introverted people's communication styles and how technology impacts their ability to communicate directly with others. Often, due to their solitary nature, introverts are more likely to engage in social media in order to communicate with others. Extroverts represent between 60 - 70% of the population, however they are more common in specific professions, for example, deals, instructing, and corporate center administration. Extroverts tend to be more likely a positive member of the group in terms of citizenship of the organizations. Extroverts seem to administer the world and assume an imperative part in any association. They are regularly misconstrued by introverts. Permitted to express and draw vitality can have an exceptionally beneficial outcome on the working environment. Lost or abused, they can utilize their outward concentration for antagonism.

Extroverted people are more likely to be engaged in direct forms of communication and prefer more oral and face-to-face communication. Although secure form of communication is written, yet extroverts prefer verbal communication due to their social nature. They get energized by having people around them. Verbal communication helps to understand people's emotions and feelings in an organization. This form of communication increases the possibility of building positive relationships with the people.

Methodology

This research aimed to explore the importance of personality traits and the effectiveness of introvert and extrovert personality traits. This study is conducted using qualitative research design. A study with the qualitative interview allows the researcher to gather data from participants by some means to represent views of the whole population (Glesne, 2011; Seidman, 2013; Patton, 2015; Clark & Creswell, 2014). The qualitative research design was appropriate for this study as the purpose was to explore the opinions and experiences of the heads of educational institutions about the introvert and extrovert personalities and their effectiveness at workplace. Heads of five private educational institutions of Karachi were selected for this study using convenient sampling method. The purpose of the study was communicated to them and they were assured to keep their identities confidential. The researchers used imaginary names in the discussion part for this purpose. The convenient sampling method was employed considering the limitations and delimitations faced by the researchers. According to Saunders, Saunders, Lewis and Thornhill (2012) convenience sampling as goes by its name "convenience" is a type of non-probability sampling method in which data is collected from those who are easily available. Semi-structured in depth Interviews were conducted as they provide in-depth

view of information and provided an opportunity to look into the peculiar details of introvert and extrovert personality styles. This specific mode of investigation also helped us to analyze how the extrovert communication and the introvert communication among the employees reflect the organizations culture. The team leaders or managers' quality of communicating within their team as an introvert or an extrovert plays an important role in this study as well.

Discussion

In-depth Semi structured interviews were conducted to collect the data from the participants. The interviews were then manually transcribed and analysed by the researchers. On the basis of the responses from the participants, following assumptions and themes were generated from the transcription.

Nature of work

One skill that all the interviewees attributed to a successful career was strong communication skills. Extrovert is often described as someone who is gregarious, lively, dominant and sociable. Introvert is someone who is reserved, quiet, taciturn and not social. In the interview with Mr. Hassan and Ms. Amber Raza, they stated that educational institutions prefer to hire both extroverts and introverts on the basis of the nature of their jobs. As a faculty member one needs to be expressive and possess exceptional communication skills with the students and management. But for some other positions in educational institutions, these skills are not as important as other technical skills and professional knowledge are required at greater level. There are certain jobs that are perfect for introverts such as research assistant, computer programmer, typist, file manager, Finance persons. These jobs do not involve a lot of oral, face-to-face interaction. They require silence and solitary environment, an environment in which an introvert can concentrate, recharge himself and feel at ease. Similarly, there are certain jobs that extroverts are superbly well at such as handling parents and providing information and doing marketing. An extrovert enjoys working in a group because it not only energizes him, but he also achieves better results and gives productive output. One of the participants, Mr. Abdul Khalique concluded that extroverts' choice of group work is better than individual work because group work involves lot of coordination, exchange of viewpoints, blend of ideas, identification of mistakes before any wrong step or decision is taken. On the other hand, individual work lacks blend of ideas and has higher chances of mistakes and less likelihood of correction.

Desire for Career Growth

To grow and progress is the desire of every individual despite a person is introvert or extrovert. The responses reflected that both introverts and extroverts have high need for

achievement and desire for fast career growth. But extroverts have a much higher need for achievement than introverts. Introverts are less driven by financial rewards like high salaries than extroverts. Even if an introvert does more work than an extrovert, he often lags behind, because introverts are shy and quiet, and do not express themselves, expose their capabilities, skills, qualities before their bosses. Therefore, their efforts and hard work go unappreciated and unrewarded. On the other hand, extroverts demand attention which they often get. In this way, an extrovert employee comes in the limelight, gets promoted, receives bonuses while introvert employee remains unnoticed and ignored. However, two of the participants have opposite views when tey expressed that introverts get more benefits as they are not threat for the higher managements and they do not create problems for them. They enjoy most of the benefits silently even if they do not perform well but because of their soft nature they are rewarded higher than extroverts. Whereas, extroverts face a lot of problems for their outspoken nature and they are not liked by their immediate bosses especially the salaried ones. However, they are generally liked by the owners as they seem to be progressive and can contribute towards the growth of the institutions.

Interactions

Both introverts and extroverts differ in their interaction with their colleagues and subordinates. A participant reported that if a head of department is an extrovert, he tends to keep more oral, face-to-face communication with his subordinates. This leads to effective coordination, more communication and eliminates any misunderstandings that might arise during the course of work. Hence, better results and fruitful output is achieved. On the other hand, an introvert manager prefers to give instructions to his staff, colleagues via email, newsletters, memorandum thus, minimizes staff meetings. This leads to lack of unity in a team. Again there was an opposite view on the performance of head of department and their achievements on the basis of their personality traits. They both differ in their approaches towards work. Introverts follow methodical approach to work. They are very detail-oriented and follow predictable path to an assigned task. While extroverts are ready to dive in and take up new projects and challenges at the spur of the moment. This characteristic is much needed in critical situations. Moreover, long stretches of solitary work such as research do not exhaust an introvert. An extrovert is dependent on frequent, short social breaks.

Decision Making

The responses showed that decision-making is an area where introvert take the lead. According to the responses Introverts focus more on internal thoughts and feelings rather than external stimulation. That is why they evaluate, rationalize and then reach a decision which often proves to be correct in the long run. Extroverts do take quick

decisions which sometimes prove hasty. Two participants reported that extroverts and introverts possess dissimilar personalities, exhibit different behavior, take up different work styles and approaches, yet both are essential in increasing productivity. Since both need to work together to make an institution successful, therefore following a policy of tolerance should be followed. This can be done by taking care of introvert employees by giving them high level of independence, respecting their need for privacy, involving them in advanced planning of projects and encouraging them for their efforts.

Conclusion

The purpose of this study was to explore the effectiveness of introverts and extroverts working in private educational institutions of Karachi. The data revealed that both extroverts and introverts have their own strengths and weaknesses according to their personality. Generally, extroverts have better communication skills and it is assumed that these skills allow them to succeed at greater level as compare to the introverts. However, the success ratio, as per the responses of the participants, does not solely depend upon these skills but on the situation and the nature and position of the immediate bosses and higher authorities. This shows that in educational institutes do not consider the personality traits for the success but other factors play major part in the success of an employee. However, the desire for achievement is high in both extroverts and introverts because both have a strong craving for growth and success. Whilst, the introverts and extroverts can go along in a long run since both types are important in an institutions and coordination factor is important in keeping both along. Widely collectivism over individualism is preferred because of the fact that collectivism produces result while individualism could face problems. And that when working in a group, someone might point out mistakes which can be corrected and due action could be taken before any wrong step or decision.

A person with high IQ, irrespective of their personality trait, would make a logical sense of their words and statements. It can also be concluded that expressing thoughts logically is tied with career success. Communications skills are very crucial and one cannot move along in career until and unless one doesn't have good communication skills. The study also concludes that extroverts being social and gregarious carry different ideas because they interact with a lot of people hence can make sense out of the communication. Finally, in a hiring process, an extrovert is preferred more because they can communicate better than introverts, and can express themselves easily however the nature of work determines they type of person that needs to be hired for the job.

Recommendations

As a head or an owner of any particular institutions, one needs to ensure that all the workers are operating at the peak of their energy, efficiency and motivation. This study provides following recommendations for the relevant stakeholders

1 Introverts generally prefer to sort and plan his schedule and activities in a alone hour before running into a busy day. As a manager, allow him and give him substantial 'alone time', or encourage him to use a 'do not disturb' signal as and when necessary.

2 An extrovert is more likely to meet people before starting his day as he is likely to be more productive in carrying out his activities. Hence encouraging more brain storming sessions and quality circles regularly would boost his motivation level and he would tend to be more productive during the work hours.

3 ince introverts aren't open to talk in front of many people, seeking his advice or asking his opinion on a certain matter before a meeting would be more preferable.

4 An extrovert may want to deliberately explain his ideas in front of everyone, hence acknowledging and praising him for his good effort and ideas in front of his colleagues would help to maintain his enthusiasm and increase his motivation level.

5 The explicit goal of the selection process is to identify and hire individuals with the knowledge, skills and abilities to perform successfully. The final decision, because its significantly influenced by the decision maker's judgment of how well the candidates well fit into the organization, identifies people whose personality is consistent with the job. Jobs such as policy makers or computer programmers require introverted people and jobs such as teachers, marketing managers or sales managers' position require more of extroverted people. Hence when selecting individuals, the employers must keep into account the type of personality and the type of person that will be the best-fit to carry out work.

6 Extroverts and introverts both have a different approach towards their work and social processes. A good understanding of these underlying preferences would help a head to become a keen observer of the people working with him and the factors that drive them towards work. For instance, when given a task, introverts work slowly and deliberately by carefully planning and sorting out their work. They would prefer to concentrate on a single task a time. They will also prefer to work alone in a quiet environment and typically dislike noise and big social settings. On the contrary, extroverts tend to complete their work promptly: they are quick and sometimes rash decision makers.

7. Introverts need private space to get work done. Heads of departments (HoDs) could think of a possible small design changes they can make in order to support the introverted workforce. These include individual tucked away workstations or quiet zones- separate small cubicles in the quiet zone.

8. In order to maintain justice and equity, forming supportive policies for the diverse workforce could play vital role in maintaining peace and stability.

9 A Research indicates that in a typical six-person meeting, two people do more than 60% of the talking. In a bigger group, the problem is worse. In order to ensure comfort for the introverted employees to contribute, the management can tell them in advance for any upcoming meeting or an event so that they come well prepared and encourage them to speak and take part in the proceedings by asking their ideas and opinions

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