



Impact of Extrovert-Introvert Personality on Individual's Level of Creativity: An Empirical Study

KEYWORDS

creativity, empirical, extraversion, introversion, managerial implications

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ABSTRACT Creativity is the buzzword in this era of stiff competition which lends an edge to individuals as well as organizations over others. Human personality is another area which is extensively studied to explore its various facets and managerial implications are drawn from them. The present study is an empirical study which aims at determining the impact of the extraversion-introversion dimension of human personality on an individual's level of creativity. The study was conducted on one hundred adults in the Allahabad region of Uttar Pradesh; primary data was collected using questionnaires, hypotheses were formulated and tested using correlation analysis. Result of the tests indicated that there is no association between extraversion-introversion dimension of human personality on an individual's level of creativity. Several significant Managerial implications are drawn from the results obtained.

INTRODUCTION

Extraversion-introversion dimension forms the core of human personality theories. It was Carl Jung who popularized the terms introversion and extraversion. *Extraversion* is «the act, state, or habit of being predominantly concerned with and obtaining gratification from what is outside the self»¹ while *Introversion* is "the state of or tendency toward being wholly or predominantly concerned with and interested in one's own mental life"² Extraversion and introversion are part of a single continuum. Thus, a person who is high on extraversion is low on Introversion and vice – versa.

"Creativity is constructed as a learned ability that enables us to define new relationships between concepts or events, which seemed apparently unconnected before, and which results in a new entity of knowledge" (European Commission 1998). Researchers have identified many types of creativity, for the purpose of present study we have taken into consideration the creativity from individual perspective.

The present study is an empirical study which aims at determining the impact of the extraversion-introversion dimension of human personality on an individual's level of creativity, and relevant managerial implications are drawn from it.

RESEARCH OBJECTIVES

The objectives of the study were:

1. To gain a deep insight into the extraversion-introversion dimension of individual's personality.
2. To delve into the concept of creativity.
3. To determine the impact of extraversion-introversion dimension of personality on individual level of creativity.

REVIEW OF LITERATURE

Work on the field of creativity is based upon the foundations laid by researchers such as J. P. Guilford and E. Paul Torrance. Creativity has been linked with many variables but literatures linking personality, demographic variables and intelligence to creativity are huge. According to Torrance (1988) creative potential exists among all people, and can be improved through learning while research by Aguilar-Alonso, A (1996) concludes that creative abilities are linked to personality dimensions such as extraversion. Jung et al (2011) found that context plays an important role in determining the creativity exhibited by individuals. Researches on creativity and intelligence also exhibit contradictions, Getzels and Jackson (1962) said that creativity and intelligence were independent

traits while Hasan and Butcher (1996) found creativity and intelligence, were highly correlated. Many researches have been conducted which link extraversion-introversion dimension of personality to other variables, one such study is of Taylor (1998) who found that introverts preferred computer mediated discussions over to face-to-face ones, while extraverts preferred the face-to-face environment. Researchers such as Argyle and Lu (1990) have found a positive correlation between extraversion and happiness. It was also found that extraverts respond more to positive affect than to negative affect, Larsen and Ketelaar (1991). An extensive review of such relevant literature has been done and research gaps are identified.

RESEARCH GAP

From the review of relevant literature following gap has been identified-

Many studies on various aspects of personality and its association with creativity have already been studied but studies on introversion-extroversion dimension of personality and its relation to creativity is negligible. Those studies which exist have contradictory findings. According to Torrance (1988) creative potential exists among all people, and can be improved through learning while research by Aguilar-Alonso, A (1996) concludes that different forms of creative behaviour are related to distinct characteristics of personality.

RESEARCH HYPOTHESES

From the review of relevant literature and identification of research gap, following null hypotheses have been formulated-

H1: Extraversion has no correlation with individual level of creativity.

H2: Introversion has no correlation with individual level of creativity

RESEARCH METHODOLOGY

This study is an Empirical research based upon Descriptive research design. This study is set in the Area of Allahabad city; the population in this study comprises Adult males & females throughout the world while the sample units consist of adults in the city of Allahabad. The sample size is hundred & the data was collected using Non-probability, convenience sampling. The data used in this study is both primary as well as secondary. The primary data was collected through survey

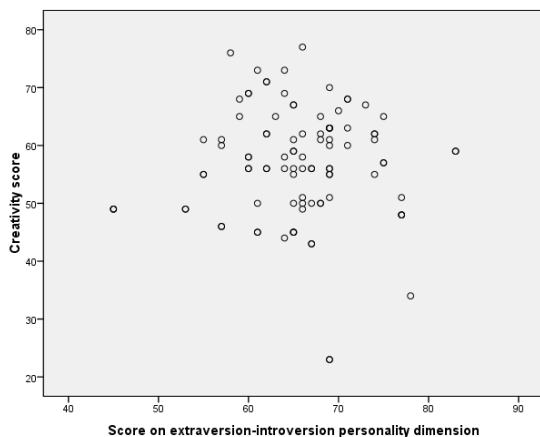
method. The tool administered for collecting relevant data was in the form of a questionnaire which included two separate questionnaires, out of the two questionnaires one questionnaire captures individual's creativity level on a five point scale and was tested to have reliability of 0.811 (Cronbach's alpha), the other questionnaire which is also based on a five-point scale assesses the personality of the respondent on extraversion-introversion dimension was found to have a reliability (Cronbach's alpha) of 0.610. Secondary data used in this study has been collected from sources such as Journals, Books & Websites. The tools used for data analysis comprises charts, graphs, tables on Ms Excel & SPSS. The techniques adopted for data analysis & interpretation comprises reliability analysis & correlation technique.

HYPOTHESES TESTING

To test the hypotheses H1 & H2 Extraversion-Introversion score is correlated with creativity score using Pearson Correlation facilitated through SPSS. The following result was obtained from hypotheses testing.

Correlations			
		Creativity score	Score on extraversion-introversion personality dimension
Creativity score	Pearson Correlation	1	.004
	Sig. (2-tailed)		.971
	N	100	99
Score on extraversion-introversion personality dimension	Pearson Correlation	.004	1
	Sig. (2-tailed)	.971	
	N	99	99

Table – 1: Correlation analysis of score on extraversion-introversion personality with score on individual creativity.



Graph – 1: Scatter diagram depicting no significant correlation between score on extraversion-introversion personality with score on individual creativity.

Interpretation:

Since the correlation is found to be 0.004(close to zero), correlation is too low to be meaningful, hence the null hypotheses H5 and H6 are accepted i.e. Extraversion-Introversion has no impact on creativity of individuals.

DISCUSSIONS

Extrovert or Introvert personality does not impact individual

level of creativity, indicating that creativity is a learned ability which can be amplified through practice and can manifest itself in different forms. This finding is in line with Torrance (1988) who stated that creative potential exists among all people, and can be improved through learning, while contradicts research by Aguilar-Alonso, A (1996) who found that different measures of creative behavior are correlated with measures of personality such as extraversion. The findings of the present study can be linked to Jung et al (2011) who concluded that context plays an important role in determining the creativity exhibited by individuals. Since Extroverts and Introverts exhibit different behaviours in different context, one type of personality might outperform another in one situation while the same personality might underperform with respect to the personality in a different situation. The above assumption based on the aforementioned finding can form the basis of a new study which can be undertaken to determine the differences in creativity of introverts' & extroverts' in different situations.

MANAGERIAL IMPLICATIONS

Since it is found that the extraversion-introversion dimension of an individual's personality does not have an impact upon their level of creativity, instead of personality more objective parameters such as intelligence and level of creativity must be chosen as a basis for assigning a task / job to an individual. This finding has significant implications for interviewers who select workforce for their organizations.

HR Managers must also take into consideration the aforementioned finding that extraversion-introversion dimension of an individual's personality does not have an impact upon their level of creativity while assigning a task to an employee.

Extrovert personalities might exhibit creativity differently than introvert personalities but what is important is that individuals recognize their level of creativity and their creative potential and must work upon realizing their creative potential to an optimum level.

From the perspective of organizations operating in industries it is suggested that leaders at all levels of an organization must be trained to be creative as creativity can be acquired through learning. The focus is on the leader here because He/ She is the one responsible for setting conditions conducive to creativity.

HR functions should be restructured to incorporate creativity as a guiding light & an important determinant of effectiveness of HR functions so as to make the organization and its employees capable of meeting the pressing demands to be more and more creative due to high competition and customer focus in the business scenario.

CONCLUSION

Creativity is a learned ability which can be acquired by any individual through practice. What is important in this era of competitiveness and innovation is to enhance one's creativity through practice and acquire and engage into different forms of creativity to realize one's full creative potential. Thus any Individual can be creative and can work or think creatively irrespective of the fact that whether they are extroverts or introverts. They can choose to be creative within their comfort zones or can even take one step further to come out of their comfort zones and acquire a different form of creativity through practice.

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