

## INTROVERTS AND EXTROVERTS IN ORGANIZATIONAL SETTING

by:  
**Allysa Nicole C. David**  
*Administrative Aide VI*

An organization is composed of different kinds of people with varying individual compositions of myriad combinations of characteristics and traits. Some might be introverts, others are extroverts, while there are also ambiverts. Some are good with verbal communication, and then there are those who excel in written communication. There are people who are made for taking a leadership positions and have the right number of people-handling skills, and there are also people who are better when they are handling technical tasks. There are many other factors that can affect the behavior of an individual in an organization.

According to the Social Reactivity Theory, people are all required to engage in social interaction, whether they like it or not. Extroverted people will most likely perform well in an organization that promotes verbal communication; they are built for it. They can talk and communicate with confidence. On the other hand, introverted people, while they won't be able to speak and talk in front of others that much, will definitely excel in an organization that doesn't rely much on face-to-face interaction. They are more comfortable doing their tasks at hand by themselves and sending them for checking via email or other forms of communication that have a minimal dependency on verbal words. Ambiverts can work without difficulty in any communication setup, they can adapt based on what is available to them.

The next factor that can affect a person's performance in an organization is the vision and mission of the organization itself. Nowadays, most people are pressured to join an organization just because they are required to, which are commonly experienced

by college students. A person who halfheartedly joined an organization I won't have the energy to keep up with others who joined willingly because the purpose and mission are aligned with their own goals and advocacy. That's why it is really important to have people in an organization who are onboarded based on their beliefs and motivation rather than just out of necessity - these people will definitely contribute to the success and stability of the organization. (Collins & Lazier, 2020, p. 109)

Another thing to consider is the assignment or position given to the individual itself. People who are given the right seat that compliments their skills and personality will undoubtedly excel and be able to perform their best in their position. Some people who are well-intentioned but are failing to meet the expectation of everyone must have been designated to the wrong position. No matter how aligned the person is to the organization's culture if he is in the wrong seat, his performance will only be mediocre at best. In line with the above statement, individual skills should be largely considered. One example are managers who are forced to a recently vacated managerial position that have great technical capabilities but have no people management skills and will undeniably have a hard time dealing with the team reporting to them. Managers should have passive people-handling capabilities. Every individual should be given the right hat in order for them to function properly. (Collins & Lazier, 2020, pp. 16-20)

One other thing that needs to be considered is the chemistry of each individual in the group. Even introverts will be able to communicate well if he has a good relationship with their teammates. People who are in sync with their team will undoubtedly have more confidence in doing their responsibilities, while outcast individuals have a greater chance of missing the deadline. Trust and respect is the key to attaining high-level performance with tasks that are interdependent with the outputs of other members. Likewise, no matter how skillful or talented a person is, if he does not know the essence of the words cooperation and coordination, he will definitely fail to deliver at some point. Office dramas are more frequent when people are not in sync, and the more office dramas

there are, the greater the negative effect it will have not only to each member but also on the whole organization.

Also related to the paragraph above, people are also instinctively afraid to ask questions when there is something they don't know. They try to solve a problem on their own, which might cause the what-we-so-called analysis paralysis leading to the failure of meeting deadlines. This can be solved if the person will become more open to other members, which can easily be done if it's ingrained in the culture of the organization that the person is in. Letting the person feel that it is okay to ask a question and be able to admit that they lack knowledge in something is the first step to it.

Another possible reason is the lack of space and resources to learn. Individuals might have the necessary skill and aptitude for a position, but without the proper resources and mentorship, they can only grow as much. It is important for an organization to let its members grow and succeed by giving them what is necessary to learn even just the fundamentals of the job they're in. Proper guidance and mentorship is also an additional factor in the performance of a person, and it is also an additional asset of an organization if everyone is capable of transferring knowledge to their teammates. You never put a soldier in a battle without proper training and weapons, right?

Overall, there are a myriad of different factors that can cause a mediocre performance of an individual, and there will always be a chain reaction between each factor that can become a greater contributor to the hardship of a person within the organization. While we're not living in a perfect world, we can always make an attempt to avoid most of these (if not all) in any organization we're in, and make it closer to the ideal scenario where everyone is able to give their best.

*References:*

Extraversion and Introversion. (2022, September 17). In Wikipedia.

[https://en.wikipedia.org/wiki/Extraversion\\_and\\_introversion#Social\\_reactivity\\_theory](https://en.wikipedia.org/wiki/Extraversion_and_introversion#Social_reactivity_theory)

DeVevo, M. (2019). What is the importance of chemistry among people in the workplace? Let's Talk Supply Chain.

<https://letstalksupplychain.com/what-is-the-importance-of-chemistry-among-people-in-the-workplace/>