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EXTRAVERSION – THE KEY TO EFFECTIVE RELATIONSHIPS

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Abstract: Extraversion is one of the most consistent personality traits involved in interpersonal relationships and in adapting to the professional environment. The present study investigates the relationship between extraversion and the dimensions of social relationships assessed by the Social Relationship Questionnaire (SRS), on a sample of 152 employees in the banking sector. Spearman correlation analysis revealed positive and significant associations between extraversion and networking ($r = .167$, $p < .05$), cooperation ($r = .177$, $p < .05$), conflict management ($r = .306$, $p < .01$) and persuasion ($r = p < .185$). The results suggest that extraverted individuals demonstrate an increased capacity to initiate and maintain relationships, to collaborate effectively and to resolve conflict in a constructive way. No significant relationships were identified between extraversion and the dimensions of self-evaluation or emotional attachment. The study confirms the literature that extraversion is an essential predictor of socio-professional relationships and offers practical implications for the development of training programs in organizations, orienting towards the optimization of collaboration and employee performance. In this research, the relationship between extraversion and the dimensions of social relationships is investigated, using Spearman correlations to highlight statistically significant patterns. Preliminary results suggest the existence of positive correlations between extraversion and networking, cooperation, conflict management and persuasion, confirming the literature. On the other hand, the lack of significant correlations with self-evaluation and emotional attachment indicates an area for future exploration.

Keywords: extraversion, social relationships, networking, cooperation, persuasion, organizational psychology

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1. INTRODUCTION

Social relationships are one of the most important dimensions of human functioning, with direct implications for adaptation, professional performance and psychological well-being. The individual's ability to cooperate, resolve conflicts and integrate into effective social networks is a major predictor of personal and professional success (Keyes, 2007). In the specialized literature, these skills are seen as the result of a complex interaction between personality characteristics and life experiences. In particular, extraversion, as a personality dimension, is frequently associated with success in interpersonal relationships and with superior adaptation in organizational contexts (Watson & Clark, 1997).

In modern organizations, where work is predominantly carried out in teams and success depends on cooperation and effective communication, the analysis of the relationship between extraversion and social skills becomes crucial. Employees who exhibit high levels of extraversion can facilitate group cohesion, stimulate collaboration, and contribute to constructive conflict resolution (Judge et al., 2002). Thus, studying this relationship provides both a theoretical framework for understanding interpersonal dynamics and an applied support for the development of human resources and organizational training programs.

The Big Five personality model (Costa & McCrae, 1992) is considered one of the most robust conceptual frameworks for analyzing individual differences. It includes five fundamental dimensions: extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience. Extraversion refers to the orientation toward social interactions, the tendency to be energetic, enthusiastic, and to actively seek contact with others (John & Srivastava, 1999). People with high levels of extraversion are characterized by sociability, assertiveness, and a tendency to experience positive emotions. They tend to easily initiate and maintain social relationships and are perceived as approachable and friendly. In contrast, individuals with low extraversion scores (introverts) prefer solitary activities, are more reserved, and may have difficulty establishing and maintaining extensive social networks (Ashton & Lee, 2007).

In the organizational environment, extraversion is associated with a number of relevant social and professional behaviors. Studies show that extraverted individuals are more effective in activities that involve intense interaction, such as sales, human resource management, or leadership (Barrick, Mount & Li, 2013). They also exhibit a higher level of social involvement and an increased ability to build and maintain professional networks (Wanberg, Kanfer & Banas, 2000).

A defining feature of extraversion is assertiveness, which facilitates the clear expression of opinions and the constructive influence of others. At the same time, the predisposition towards positive emotions contributes to the creation of a favorable organizational climate, stimulating cooperation and reducing interpersonal tensions (Watson & Clark, 1997). Thus, extraversion not only supports social networking, but also contributes to organizational success by strengthening relationships between employees.

2. 2. MATERIALS AND METHODS

The Social Relations Questionnaire (SRS) investigates several dimensions relevant to professional interactions: networking, cooperation, conflict management, self-evaluation, persuasion, and emotional attachment. These dimensions capture how individuals relate to others, develop relationships, and participate in collective processes in organizations.

The HEXACO Personality Inventory Its construction began in 2000 by Kibeom Lee, Ph.D., & Michael C. Ashton, Ph.D. Its purpose was to assess the six personality dimensions found in lexical

studies of personality structure conducted in different languages, and also to reflect theoretical interpretations of these factors. The questionnaire includes 60 items in its structure, in the form of statements for which the subject can choose a variant on the Likert scale 1 – 5, where the value 1 is associated with the element "does not characterize me at all" and the value 5 corresponds to the answer "almost always characterizes me".

The main objectives of the research are:
1. To highlight the link between extraversion and the ability to build and maintain effective social networks (networking).
2. To analyze the relationship between extraversion and cooperation and conflict management skills.
3. To investigate the role of extraversion in the development of persuasion skills.
4. To evaluate the limits of the influence of extraversion on self-evaluation and emotional attachment.

Through these objectives, the research makes a significant contribution to the specialized literature on organizational psychology, emphasizing the role of personality in the development of socio-professional relationships. The results have practical implications for the selection and development of human resources, for organizational training programs and for strategies to strengthen the work climate, as well as in the school environment, in the field of psychopedagogy.

Empirical literature indicates that extraversion is closely associated with success in social relationships. Studies show that extraverted people develop cooperative relationships more easily (Ashton et al., 2002), use more effective conflict management strategies (Bono & Judge, 2004) and have more developed persuasive skills (Anderson & Kilduff, 2009). Also, extraversion shows a consistent correlation with professional satisfaction and with the perception of effective leadership (Judge et al., 2002).

However, there are also dimensions of social relationships for which the literature does not provide clear evidence regarding the role of extraversion. For example, the relationship between extraversion and self-esteem or emotional attachment remains inconclusive, with some studies suggesting the absence of significant correlations (Watson & Clark, 1997). This indicates the need for further research to clarify the mechanisms by which personality influences these dimensions of relating.

3. RESULTS AND DISCUSSION

For data analysis, tables were generated with the frequency of scores for the extraversion facet from the Hexaco personality inventory, starting indices for the six variables of the Social Relational Style questionnaire (networking, cooperation, emotional attachment, conflict management, self-evaluation and persuasion), for normality analysis the Kolmogorov-Smirnov and Shapiro-Wilk normality tests were used and the validation of the working hypothesis was done using the Spearman correlation test.

Table 1 – Frequencies of extraversion scores

Extraversion[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12	1	.7	.7	.7
	13	5	3.3	3.3	3.9
	14	3	2.0	2.0	5.9
	15	3	2.0	2.0	7.9
	16	5	3.3	3.3	11.2
	17	3	2.0	2.0	13.2
	18	3	2.0	2.0	15.1
	19	3	2.0	2.0	17.1
	20	3	2.0	2.0	19.1
	21	4	2.6	2.6	21.7
	22	5	3.3	3.3	25.0
	23	3	2.0	2.0	27.0
	24	2	1.3	1.3	28.3
	25	2	1.3	1.3	29.6
	26	1	.7	.7	30.3
	27	2	1.3	1.3	31.6
	28	8	5.3	5.3	36.8
	29	4	2.6	2.6	39.5
	30	3	2.0	2.0	41.4
	31	6	3.9	3.9	45.4
	32	3	2.0	2.0	47.4
	33	12	7.9	7.9	55.3
	34	7	4.6	4.6	59.9
	35	4	2.6	2.6	62.5
	36	10	6.6	6.6	69.1
	37	12	7.9	7.9	77.0
	38	6	3.9	3.9	80.9
	39	3	2.0	2.0	82.9
	40	5	3.3	3.3	86.2
	41	2	1.3	1.3	87.5
	42	2	1.3	1.3	88.8
	43	2	1.3	1.3	90.1
	44	1	.7	.7	90.8
	45	3	2.0	2.0	92.8
	46	5	3.3	3.3	96.1
	47	3	2.0	2.0	98.0
	48	1	.7	.7	98.7
	49	2	1.3	1.3	100.0
	Total	152	100.0	100.0	

a. Banking

Following the running and analysis of the Kolmogorov-Smirnov and Shapiro-Wilk normality tests, they emerged as statistically significant, with the threshold $p = 0.00 < 0.01 < 0.05$, which means that the scores associated with the 6 dimensions of the SRS questionnaire in relation to the banking field, evaluated do not comply with the normality criteria associated with the distribution, and the non-parametric Spearman correlation test will be used to verify the working hypothesis. For the hypothesis testing, the analysis of the non-parametric Spearman correlation test will also be generated.

Table 2 – Spearman test for the correlation of Emotionality and SRS variables

Correlations[a]

			Extraversie	Networking	Cooperare	GestionareConflicte	Autoevaluare	Persuasiune	AtașamentEmoțional
Spearman's rho	Extraversie	Correlation Coefficient	1.000	.167*	.177*	.306**	.137	.181*	.099
		Sig. (2-tailed)	.	.040	.029	.000	.093	.026	.226
		N	152	152	152	152	152	152	152
	Networking	Correlation Coefficient	.167*	1.000	.041	.158	-.005	-.011	-.087
		Sig. (2-tailed)	.040	.	.612	.051	.956	.892	.284
		N	152	152	152	152	152	152	152
	Cooperare	Correlation Coefficient	.177*	.041	1.000	.066	-.118	-.067	.392**
		Sig. (2-tailed)	.029	.612	.	.419	.146	.411	.000
		N	152	152	152	152	152	152	152
	GestionareConflicte	Correlation Coefficient	.306**	.158	.066	1.000	.157	.115	.045
		Sig. (2-tailed)	.000	.051	.419	.	.054	.159	.583
		N	152	152	152	152	152	152	152
	Autoevaluare	Correlation Coefficient	.137	-.005	-.118	.157	1.000	.305**	.080
		Sig. (2-tailed)	.093	.956	.146	.054	.	.000	.326
		N	152	152	152	152	152	152	152
	Persuasiune	Correlation Coefficient	.181*	-.011	-.067	.115	.305**	1.000	.011
		Sig. (2-tailed)	.026	.892	.411	.159	.000	.	.890
		N	152	152	152	152	152	152	152
	AtașamentEmoțional	Correlation Coefficient	.099	-.087	.392**	.045	.080	.011	1.000
		Sig. (2-tailed)	.226	.284	.000	.583	.326	.890	.
		N	152	152	152	152	152	152	152

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

a. Banking

After running the non-parametric Spearman correlation test, it appears that there is a positive correlation between the extraversion personality facet and the following dimensions of the SRS, as follows: - networking (threshold 0.04< 0.05, 95% statistically significant correlation).

Since the Spearman correlation coefficient has the value 0.16, we are talking about a direct proportional relationship between the two variables, more precisely the prevalence of the extraversion variable determines an increase in scores in the area of networking.

- cooperation (threshold 0.02< 0.05, 95% statistically significant correlation). Since the Spearman correlation coefficient has the value 0.17, we are talking about a direct proportional relationship between the two variables, more precisely the prevalence of the extraversion variable determines an increase in scores in the area of cooperation.

- conflict management (threshold 0.00 < 0.01< 0.05, 99% statistically significant correlation). Since the Spearman correlation coefficient has the value 0.30, we are talking about a relationship of direct

proportionality between the two variables, more precisely the prevalence of the extraversion variable determines an increase in the scores for the conflict management variable.

- persuasion (threshold 0.02< 0.05, 95% statistically significant correlation). Since the Spearman correlation coefficient has the value 0.18, we are talking about a relationship of direct proportionality between the two variables, more precisely the prevalence of the extraversion variable determines an increase in the scores for the persuasion variable.

After running the non-parametric Spearman correlation test, it appears that there are no correlations between the extraversion personality facet and the dimensions of self-evaluation ($p = 0.09 > 0.05$), emotional attachment ($p = 0.22 > 0.05$) belonging to the SRS questionnaire, respectively the relationship capacity of banking employees.

CONCLUSIONS

Extraversion is a personality trait characterized by energy directed towards social interactions, involving enthusiasm, assertiveness and a tendency to seek social stimulation. In the HEXACO model, extraversion is associated with the desire to socialize, to actively interact with others and to seek positive experiences. Thus, extraverted individuals exhibit tendencies that favor networking, cooperation, conflict management and persuasion, but these characteristics do not significantly influence self-evaluation and emotional attachment.

Networking reflects the ability to build and maintain professionally useful networks of contacts, facilitating access to resources and information (Forret & Dougherty, 2001).
Cooperation refers to the ability to work together with others to achieve common goals, involving empathy and willingness to compromise (Organ, 1997).
Conflict management expresses the ability to resolve tense situations in a constructive way, reducing the potential for escalation and maintaining functional relationships (Rahim, 2002).
Self-evaluation involves critical reflection on one's own behaviors and adjusting them based on feedback, representing a central dimension of personal development (Bandura, 1997).
Persuasion refers to the ability to influence the opinions and behaviors of others through arguments and effective communication (Cialdini, 2009).
Emotional attachment reflects affective involvement in social relationships, supporting cohesion and interpersonal satisfaction (Mikulincer & Shaver, 2007).

These dimensions have a direct relevance for organizational performance, as they determine the quality of interpersonal relationships and the ability to adapt to the social demands of the work environment. Networking involves building and maintaining professional and social relationships, and extraversion favors this process, as extraverts have a natural inclination towards social interaction and the development of diverse relationships. They are energetic, proactive in seeking new contacts and are often perceived as open people, essential characteristics in networking.

McCrae and Costa (1992) suggest that extraverts are more likely to expand their social networks, constantly seek new opportunities for interaction and be involved in various social contexts, essential traits for networking. Extraverts also show a tendency to cooperate, being often oriented towards harmonious relationships and encouraging collaboration. Extraversion favors social involvement and the maintenance of positive relationships, and this tendency contributes to cooperation and the creation of a positive social climate.

In the study by Ashton and Lee (2007), they found that extraversion supports cooperative behaviors, as extraverts are oriented towards frequent and positive social interactions, which facilitates collaboration. (Ashton, M. C., & Lee, K., 2007). Extraverts tend to manage conflicts through dialogue

and direct expression of needs, preferring direct and assertive approaches. They are also oriented towards reconciliation and avoiding hostilities, often seeking amicable solutions that keep relationships intact. Extraverts have an increased ability to persuade, due to their assertiveness and confidence in expressing ideas. They can communicate ideas with enthusiasm, which helps them convince others. Extraverts are often charismatic and expressive, essential qualities in persuasion.

A study by Judge and Bono (2002) suggests that extraversion is an important predictor of persuasion ability, because the self-confidence and energy associated with this trait facilitate the process of influencing those around them. Extraversion is not related to self-evaluation, as this trait does not directly influence how a person analyzes their abilities and weaknesses. Self-evaluation is more associated with conscientiousness or other traits that involve introspection and personal analysis, while extraversion refers to outward orientation and social interaction. Extraverts focus more on social experiences than on self-analysis, which limits the connection of extraversion with self-evaluation. Emotional attachment is more a function of emotionality and other traits that involve a high sensitivity to deep personal relationships. Extraverts, although sociable and energetic, do not always develop strong emotional attachments, as they tend to be oriented towards a wide range of social relationships and activities.

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Conflict of Interest
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