

Personality Traits and Their Impact on Career Management of Fresh Graduates: A Qualitative Survey Analysis Inspired by the Famous Four Personality Traits Found by Ibn-Sina (Avicenna) and an Investigation Involving Introverts and Extroverts

Muhammad Azhar Ali ^a Syed Yasir Zaheer ^b Agha Salman ^c Syed Shahid Zaheer Zaidi ^d
Samreen Ramzan ^e

Abstract: Personality type holds a vital importance in the conduct of an individual. It strongly reflects every aspect of life, i.e., family, education, matrimonial, and corporate life of a person. Family, educational life is assumed to be closely related to an individual's corporate life. Whereas, educational life is the sum total of learnt material, practices, and expertise gained through institutional and family background. This qualitative study aims to find the correlation between career choices and personality types, i.e., Introverts and Extraverts. For this purpose, various theories on personality traits are taken into deep consideration, i.e., Avicenna's personality theory, Arthur Jago's leadership styles, and Honey and Mumford's learning styles. A Qualitative survey is also conducted to conclude the study, and the formulated hypothesis, i.e., RQ1 & RQ2 results, are seen in favour. Whereas, the overall relation between personality traits and career management is seen with a significantly moderate positive relation. Whereas, some personality factors, such as personality to career goals and career choice (seeking guidance), have not been verified as a prime influencer on career management. The study is region-limited, i.e., based in Karachi, Pakistan, and requires an implied approach for further constructs in the study.

Keywords: Introverts, Extraverts, Career Management, Career Goals, Avicenna Personality Types

Introduction

Personality type holds a vital importance in the conduct of an individual. It strongly reflects every aspect of life, i.e., family, education, matrimonial, and corporate life of a person. Family, educational life is assumed to be closely related to an individual's corporate life. Whereas, educational life is the sum total of learnt material, practices, and expertise gained through institutional and family background (Association, 2020).

An individual at the same time cannot inherit numerous personality traits and stays only at one inherited from the parents, i.e., introvert or extrovert. Introverts are those individuals who are shy in expressing their interests, less talkative, and take things limited to their souls. They usually express their feelings or sentiments. On the other side, extroverts are those who are talkative, express things either aggressively or patiently, and do not limit things to their souls (Deci, 2000).

These two personality traits somehow have a connection with *Ibn Sina* (Avicenna)'s proposed personality types based on their nature and physical features. They range from hard to soft, dry to moist in nature (Alavi, 2002).

The nature of the personality according to Avicenna comprises any two factors described earlier and has a prolonged effect on living aspects, as well as the physical health of an individual. It also strongly

^a PhD Scholar, Department of Public Administration, University of Karachi, Sindh, Pakistan.

^b Assistant Professor, Emaan Institute of Management & Sciences, Karachi, Sindh, Pakistan.

^c PhD Scholar, Department of Public Administration, University of Karachi, Sindh, Pakistan.

^d Assistant Professor, Department of Public Administration, University of Karachi, Sindh, Pakistan.

^e Lecturer, Department of Commerce, Islamia University of Bahawalpur, Pakistan.

affects the health of an individual, i.e., the relation of different ailments (short-term or long-term) according to the nature of an individual and the nature of a personality, as well as the career management, i.e., how the nature of the personality directs an individual to adopt a single profession based on his / her personality type (Nasr, 1996).

The other aspects of life will also be explored in this research paper to understand and practice the concepts and perceptions relating to personality types and their profound effect on an individual's life. Whereon, how introvert and extrovert styles are closely associated with *Ibn Sina's* (Avicenna) proposed personality types and what profound effects they have on an individual's career management will be, in case of the existence of any one personality trait, if carried throughout their whole career.

Whereas, under this study, the apparent aspect of personality traits is also given importance, in terms of how likely the inverse effect is possible when these personality traits are reserved as a tool for career planning and management. However, it is not universal to assume that only one personality trait exists in a proposed personality type. The personality type resistance level may vary due to a change in personality behavior.

The trait theories of leadership, such as OHIO state and Michigan State, are ideal to draw useful insights for the expected results relating to the effect of personality types on career planning and management. It is very likely to understand that introverts, as per usual, are shy in their reactions and have a low resistance level to obstacles, may have low career opportunities, or not be trusted by their peers due to being less talkative and less expressive of their feelings.

Whereas extroverts are likely to be liked by their peers if their expression is controlled and accepted by their peers in many situations, and may have a growing and developing career, as compared to introverts. But it is not a universal rule to draw conclusions on this basis.

Literature Review

Personality Types by Ibn Sina (Avicenna)

Ibn Sina, in connection to his work on personality types, identified four distinctive personality types based on physical, behavioral, and the nature of the personality. These traits were influenced by his work on human nature, philosophy, and psychology. (Gutas, 2001) Based on his work characteristics that were found in these personality types are as follows:

- i. **Sanguine:** The sanguine personality possesses expressible traits like sociable, enthusiastic, and lively. They tend to be optimistic, enjoy social relations with others, and thrive in social settings. These personalities are outgoing and charismatic, and often impress others positively. Their outgoing quality makes them extroverted.
- ii. **Choleric:** These personalities are ambitious, equipped with leadership traits, and a strong will to pursue hard and difficult work. Equipped with leadership traits, they are goal-oriented, decisive, and take charge in critical situations. Due to the leadership trait, decisive, they may be seen as assertive, domineering, with a focus on achieving goals. The traits seen in these personalities make them nearest to extroverts.
- iii. **Melancholic:** These personalities are introspective, sensitive, and thoughtful. They are mostly drowned in their own thoughts and capture things very sensitively. They are detail-oriented and experience feelings of sadness or contemplation. These personality types tend to be deep thinkers and creative, but they are challenged by emotional challenges. Due to their deep thinking and being mostly drowned in their own thoughts, they possess an introverted style.
- iv. **Phlegmatic:** These personalities are calm, reliable, and consistent. They tend to be peaceful and ongoing, avoiding conflicts and seeking harmony in their life situations. They are due to most introverts in their expression, seen as supportive and dependable. They may resist change but act slowly in their retaliation.

Based on these personality styles, Ibn Sina tried to understand human behavior in connection with their temperament and individual differences. Thus, later psychological theories undertake Sina's theory to understand the conflicting aspects of human nature. From his theory, two behavioral aspects of mankind

are also undertaken in this study, i.e., introverts and extroverts, to understand the impact of these personality traits on the learning capacity of learners.

Practical Implications of Avicenna's Personality Traits Theory

The work of Avicenna is considered a masterpiece in the world of science, and his proposed theory offered two distinctive dimensions of a personality, i.e., soul and body connection (Kaukua, 2007). Based on this perception, a personality's conduct is solely connected to his soul, i.e., the body reacts to the soul's perception. It is essential to understand the implications of Avicenna's proposed theory in the field of learning, i.e., the adoption of learning style in contrast to personality traits found in a personality. The proposed theory spread its roots of implication in many fields of specialization; therefore, a critical review approach is adopted to understand the branches of such roots of implications. From Avicenna's viewpoint, for a personality, there are three versions to be undertaken in the study to understand the implications of the proposed theory in the field of education: 1) *Why is the soul connected with the body?* 2) *How effectively can this relation be described?* 3) *Normative rules to be drawn from this relation and the nature of reward or punishment concerned with the aftermath?* (Kaukua, 2007).

Practical Implications of Learning Styles

Avicenna, a prominent Persian philosopher and physician of the Islamic Golden Age, significantly contributed to various fields, including psychology. His theory of personality traits, while not as extensively developed as modern psychological theories, offers valuable insights into understanding individual differences in learning styles.

Avicenna viewed personality as a complex tapestry woven from unique traits that shape how we think, feel, and act. He proposed that these traits could be grouped into three main dimensions: intellect, temperament, and moral character. (Gutas, 2001) By exploring these dimensions, we can better tailor educational approaches to meet the needs of each learner.

Learning Styles & Personality Traits

i. Intellectual Traits:

- Avicenna believed that intellect plays a crucial role in personality. Students with strong intellectual traits often excel in analytical and logical thinking. They thrive in environments that foster critical thinking and problem-solving.
- **Practical Implication:** Educators can engage these students by incorporating activities like case studies or debates into the curriculum, allowing them to explore concepts deeply and critically. (Nasr, 1996)

ii. Temperamental Traits:

- According to Avicenna, temperament significantly shapes behavior. For instance, students with a choleric temperament tend to be natural leaders and prefer hands-on, active learning experiences.
- **Practical Implication:** By recognizing these temperamental traits, educators can create vibrant learning environments that cater to energetic and assertive students, encouraging them to take charge of their learning.

iii. Moral Character:

- Avicenna emphasized the importance of moral character in personality development. Students with strong moral foundations often gravitate towards collaborative and community-focused learning styles.
- **Practical Implication:** Incorporating group projects and community service into the curriculum can nurture a sense of responsibility and teamwork among students who value moral integrity.

Practical Implication in Education

- 1) **Differentiated Instruction:** Understanding the diverse personality traits of students allows educators to implement differentiated instruction. This strategy enables teachers to adapt their teaching methods to align with various learning styles, ensuring that every student feels included and engaged.
- 2) **Personalized Learning Plans:** Creating personalized learning plans that consider individual personality traits can significantly boost student engagement and motivation. (McGinnis, 2013) For example, a

creatively inclined student might flourish with project-based learning that allows for artistic expression and innovation.

- 3) **Assessment and Feedback:** By leveraging Avicenna's theory, educators can design assessments that reflect different personality traits. Offering students various ways to demonstrate their understanding—such as through presentations, written reports, or creative projects—can cater to their unique strengths and preferences.

Effects of Introversion & Extraversion on Career Choice of the Students

To understand the effect of introversion on career choice of the students. It is mandatory to explore the qualities and characteristics of those leaders who were introverted and extroverted, and use these traits in decision-making and strategic thinking in a business organization (Khoso et al., 2025; Zaman et al., 2025; Owais et al., 2025). The recent studies provided acceptable answers to this dilemma, that both introversion and extroversion have adverse effects on career choice. Each leader with an introvert style demonstrated the abilities and characteristics in contrast to personality traits (Lindstrom, 2024).

According to the provided inference, introvert leaders were quieter and in-depth thinkers, so they were more suited to leading job roles that involve planning and strategic thinking for business development, but they were not suitable for job roles such as project management, sales, and marketing. These job roles require an energetic, aggressive, and passionate style to handle the complexity of these roles. Recent studies also showed the influence of personality factors on career choice and confirmed the claim as true in conclusion, especially introversion and extroversion have a significant influence on the career choice of school students (Riungu & Kiriungi, 2015). However, the study was limited to school students of a particular region of Kenya and didn't encounter mature-age learners who used their personality traits for choosing their careers. The retrieved data from the study firmly provided the direction for drawing an inference (Riungu & Kiriungi, 2015).

Table 1
Chi-Square results on the Influence of Personality Factors on Career Choice

Personality Factors	Career Choice			
	Chi-Square Value	df	P-Value	Significance
Introversion	129.559	4	0.000	P<0.05*
Extroversion	129.559	4	0.000	P<0.05*
Self-concept	50.606	2	0.000	P<0.05*
Shyness	104.827	2	0.000	P<0.05*
Self-esteem	60.153	2	0.000	P<0.05*

*significance at .05

Whereas another study showed a positive relationship between extraversion and career choice conducted at Ekita State University. (Amos Onipede, 2025) The inferences included the variables such as extraversion, agreeableness, consciousness, neuroticism, and openness to experience. The relation of these variables with the career choice was found to range from moderate to high. However, for the application of these inferences, it was recommended to provide awareness sessions at the educational sites to educate students (undergraduates and graduates) about personality traits and how these traits assist them in planning and selecting their careers (Khan et al., 2024; Khoso et al., 2024). Another variable of focus needs to be discussed in this context, that distraction at work strongly affects the quality of work. As an assumed perception, it was strongly discouraged that distraction at work has no significant relation to the quality of the work. (Needle, Mallia, & Appling, 2019) Thus, the results of numerous studies showed the significant relation of introversion or extraversion on career choice, but once the career is selected and adopted, it does not affect workplace settings and quality of work. (Needle, Mallia, & Appling, 2019)

Arthur Jago Leadership Theory & Its Association with Career Choice

Arthur Jago and Victor Vroom in the 1960s suggested a leadership model that primarily focused on the traits and behaviors used by the leaders in different situations. As per their proposed model, leadership

was considered as an independent variable, and this misconception was corrected by Perrow (1970), who stated that leadership as a variable should be considered as a dependent variable because it is more affected by the structural features of the organization. (Jago & Vroom, 2007) As far as the role of leadership is concerned, career choice is related to personality traits like introversion and extraversion Ahmed et al., 2025; Raza et al., 2025. It was discussed in past studies that it has no significant relation with the quality of work, but is significantly correlated to the style of leadership observed in the personality traits. (Needle, Mallia, & Appling, 2019)

Research Methods

Objective/s

A Qualitative analysis that primarily focuses on exploring the facts and characteristics associated with personality traits, i.e., introverts and extroverts, and how these traits affect their career planning and management. Secondly, Avicenna proposed four types of personality and their connection with each of the personality traits.

Hypothesis

Due to the qualitative nature of the study, the research questions are preferred as hypotheses. Therefore, it consists of:

- RQ1. Are introverts doomed to have low self-confidence and never find a suitable career in their whole life?
RQ2. Those who are extroverts have high self-confidence and their career is affected by this behaviour but in some circumstances, they are affected with an apparent situation in their careers?

Data Collection Technique

- Primary data through a survey/questionnaire that emphasizes concluding the research questions assumed as a hypothesis.
- Secondary data (Internet, books, journals, and articles), close encounters of historical perspectives, and published material to come to any point of inference.
- References of past studies for the investigation of the hypothesis, keeping in view the regional impact on human behavior.
- In-depth analysis of trait theories proposed by Ibn Sina (Avicenna) and Arthur Jago's model of leadership.

Sample Size & Analysis Techniques

From a vast population, fifty samples are selected, maintaining gender equality preference in sampling. A simple random sampling technique is employed for the selection of samples, and for data analysis, descriptive statistics, and correlational analysis between selected variables are employed. Data analysis is done through SPSS 18 version and the MS Excel data analysis tool.

Results/Findings

The study was conducted on age groups varying from eighteen years to more than 55 years and contained full-employed, part-time employed, unemployed, and students in the age groups with gender equality preferences. The descriptions are as follows, with each category of analysis.

Table 2

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	22	44.0	44.0	44.0
	35-44	12	24.0	24.0	68.0
	45-54	6	12.0	12.0	80.0
	55 and above	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Table 3

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	74.0	74.0	74.0
	Female	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Table 4

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	4	8.0	8.0	8.0
	Bachelor's Degree	15	30.0	30.0	38.0
	Master's Degree	27	54.0	54.0	92.0
	Doctorate	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Table 5

Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed full-time	37	74.0	74.0	74.0
	Unemployed	4	8.0	8.0	82.0
	Student	5	10.0	10.0	92.0
	other	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Table 6

Personality Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Introverted	25	50.0	50.0	50.0
	Extraverted	6	12.0	12.0	62.0
	Ambiverted	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

The average personality type discovered in this survey was introverts and Ambiverts, the average age group that took part in the study ranged from 25 years to 44 years, and on average, they are found with full-employment status or at their entry level status. As far as gender preference is concerned, the majority of males express their preferences for personality types, with the majority of them from graduate-level studies.

Correlational analysis is applied to preference responses in the questionnaire, and the results are as follows:

1. The correlation between loneliness, sociality, teamwork, or being alone, career goals, and guidance-seeking preference with career management is found to be significantly at a positive moderate level.
2. Whereas loneliness and sociality are found with a significantly weak correlation.
3. The personality trait with career management is found with a significantly inverse strong correlation.
4. Whereas, a personality trait with career goals is found with a significant inverse, negligible relation.

Discussions & Recommendations

Discussions

Inferred from the results, the formulated hypotheses, i.e., RQ1 & RQ2, are not to be rejected due to the existence of a moderate relationship between the variables, and it should be concluded that majorly

personality traits with career management have a significant moderate influence. Therefore, these traits do not have a strong influence on career choice, i.e., introverts but extraverts. Due to their openness and expressive style, they are more successful in their chosen careers, but sometimes their extroverted personality type becomes more chaotic for their career rather than an assisting factor for their career growth.

Whereas those who like a lonely decision-making preference are more successful in leadership roles, while individuals with an extroverted personality type are more suitable for marketing and public relations roles. However, personality type does not have any significance to career goals.

Recommendations & Implications

The study is limited only to the Karachi region, and for future research studies, it is recommended to initiate studies on a vast population of different regions, especially for professionals rather than students, as students, due to their relatively immature age, do not have sincere preferences, and it is necessary to study the maturity level. It is also recommended to include the interviews or survey sessions of entrepreneurs for the adequacy of data findings.

References

- Ahmed, B., Zaman, S. uz., & Alam, S. H. (2025). Role of AI-Based Marketing Activities in Shaping Brand Experience, Brand Preference, and Brand Loyalty. *Qlantic Journal of Social Sciences and Humanities*, 6(1), 237–253. <https://doi.org/10.55737/qjssh.vi-i.25320>
- Alavi, M. (2002). *Avicenna: His Life and Works*. Islamic Publications. Onipede, A., Omojemite, M. D., & Akinlade, B. Students' Personality Traits as Predictor of Career Choice among Undergraduates in Ekiti State University, Ado Ekiti. *Research and Education*, 12(12), 85–104. <https://doi.org/10.63467/red.12.2025.art5>
- Association, A. P. (2020). Publication Manual of the American Psychological Association. *Manual of the American Psychological Association*.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- Gutas. (2001). *Avicenna and the Aristotelian Tradition*. Brill.
- Gutas, A. (2001). *Avicenna and the Aristotelian Tradition: Introduction to Reading Avicenna's Philosophical Works*. Brill.
- Jago, A., & Vroom, V. H. (2007). The Role of the Situation in Leadership. *The American Psychological Association*, 62(1), 17–24. <https://doi.org/10.1037/0003-066X.62.1.17>
- Jalees, T., Kazmi, S. & Zaman, S. (2016). The Effect of Visual Merchandising, Sensational Seeking and Collectivism on Impulsive Buying Behavior. *Journal of Systems Science and Information*, 4(4), pp. 321–333. <https://doi.org/10.21078/JSSI-2016-321-13>
- Khan, A. K., Zaman, S. U., & Alam, S. H. (2024). Impact of Big Data Analytics on Organizational Performance: The Role of Business Analytics, Decision-Making Quality and Sustainability. *The Regional Tribune*, 3(1), 389–406. <https://doi.org/10.63062/trt/V24.069>
- Khoso, R. H., Manzoor, A., Alam, S. H., & Faheem, M. (2024). Voice AI and Conversational Marketing: Redefining the Digital Customer Journey. *The Critical Review of Social Sciences Studies*, 2(2), 1800–1819. <https://doi.org/10.59075/cntmea74>
- Khoso, R. H., Alejandra, C., Khurram, S., & A., Alam, S. H., (2025). AI and Neuromarketing: A New Frontier in Understanding Consumer. *Research Journal of Psychology*, 3(1), 822–837. <https://doi.org/10.59075/rjs.v3i1.257>
- Kaukua, j. (2007). *Avicenna on Subjectivity . Avicenna on Subjectivity – A Philosophical Study (Dessertation)*. University of Jyväskylä.
- Lindstrom, S. (2024). Re: What is the effect of introversion on career development process in business management?
- McGinnis, J. (2013). The Role of Personality in Learning. *Journal of Educational Psychology*, 123–135.
- Nasr, S. H. (1996). *History of Islamic Philosophy*. Routledge.
- Needle, R., Mallia, K., & Appling, B. (2019). Innovative and Intr e and Introverted: How Intr ted: How Introverts Function in the unction in the Creative Workplace . *Innovative and Intr e and Introverted: How Intr ted: How Introverts Function in the unction in the Creative Workplace*. South Carolina, Columbia: University of South Carolina.
- Owais, M., Zaman, S. U., & Alam, S. H. (2025). Impact of Digital Marketing Strategies on Brand Image, Consumer Engagement and Loyalty. *Journal for Social Science Archives*, 3(1), 945–961. <https://doi.org/10.59075/jssa.v3i1.173>
- Raza , M., Zaman, S. U., Alam, S. H., & Furqan, M. (2025) . Role of Brand Awareness and Perceived Quality in Digital Advertisement. *The Asian Bulletin of Big Data Management*, 5(1), 44–74. <https://doi.org/10.62019/abbdm.v5i1.302>
- Riungu, E. N., & Kiriungi, L. N. (2015). Influence of Personality Factors on Career Choice among Secondary School Students in Chuka Sub County of Tharaka Nithi County, Kenya. *International Journal of Education and Research*, 3(2).
- Zaman, S. U., Yousfi, F. A., & Alam, S. H. (2025). Consumer Behavior in Choosing Shopping Malls versus Local Traditional Markets. *ACADEMIA International Journal for Social Sciences*, 4(1), 461–483. <https://doi.org/10.63056/ACAD.004.01.0090>