

Key For Managers: Conceptualization of Personality Types

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Abstract: Personality traits, which are the most important aspects of a person, affect their way of doing business and their existence in the organization. In this study, the emergence of personality types A, B, C and D and their basic features are explained in detail. Subsequently, studies on these personality types were examined through known and widely used databases. As a result of the examinations, it was found that there are very few studies especially in the field of management and organizational behavior, and these studies mostly focus on Type A and B personalities. Consequently, it was concluded that especially C and D-type personalities were ignored at the managerial level. When considered at the managerial level, it has been seen that individuals with personality types A, B and C can provide both advantages and disadvantages to organizations. However, it has been concluded that individuals with Type D personality will only bring various problems to organizations. In particular, individuals with this personality type should be observed by managers. In this context, various suggestions have been made to managers on the subject, and it has been emphasized how personality types can be used as a key in the efficiency and effectiveness of organizations.

Key Words: Type A Personality, Type B Personality, Type C Personality, Type D Personality

1. INTRODUCTION

Personality science is undoubtedly important in many fields of science. Scientists have conducted many scientific studies to obtain basic information about personality science, to solve different approaches, to develop scientific personality measurement tools, to clarify work-competence-productivity-leadership, and to explain occupational health-productivity relationships.

Considering that people differ in their innate and acquired abilities, similar behaviors cannot be expected from everyone. However, analyzing these behaviors based on personality types provides individuals with a greater sense of agency and makes the environment more presumable. In this context, it has become necessary to deal with personality types at the organizational level (Ryckman, 2013). Personality forms the basis of an individual's attitude and behavior. In this context, addressing the effects of personality traits on organizations is the key to successful management practices (Shoaeshargh & Dadashi, 2013). This means personality traits are expected to affect work-related behaviors frequently (Chien-Wen et al., 2013). When the literature is examined, there is a plenty of research on the effects of personality traits on work behaviors and attitudes (Kozako et al. 2013, Randall et al., 2017). Researches on this subject have suggested that personality traits are important determinants of worker's behavior (Kozako et al., 2013). For instance, some people may have negative personality traits, which may lead them to exhibit unwelcomed work-related behaviors. In this context, it is thought that the correct handling of personality types at the

organizational level will help to ensure manager-employee, employee-employee, employee-work harmony. In other words, this study is a conceptual study created as a result of the evaluation of articles obtained from various databases in order to draw attention to the subject.

Studies on personality types in the organizational context have shown that especially Myers-Briggs' Personality Model, Five Factor Personality Model, A and B Personality Types are widely used. Few studies have examined personality traits C and D. In this study, primarily; personality types A, B, C and D will be explained in detail. Subsequently, researches on the subject will be evaluated in the context of their fields of study. Thus, it will both contribute to the subject academically and help employees and managers understand the importance of personality types in terms of the management and productivity of organizations.

2. CONCEPTUAL FRAMEWORK

2.1.Type A Personality

The emergence of the Type A personality pattern was the result of Freidman and Rosenman's inferences about the invoice they received when they gave their waiting room chairs to be repaired in the 1950s. Based on their observations, they have seen that the front and end sides of the chairs are generally troublesome. In this context, they made the first observation that patients who visited the clinic were combative and impatient (Friedman & Rosenman, 1974).

One of the most cited studies among the studies on Type A personality was conducted by Friedman et al. (1958) on accountants. A brief description of the study will help to understand Type A personality traits. According to this study, accountants were subjected to various observations between January and June. Accountants were chosen for this study because certain periods had passed under intense stress. These periods are January, when tax forms are filed, and April, when the tax returns are calculated. Therefore, a group of accountants was observed for 6 months. During the observations, cholesterol levels were measured twice a month and the meals they ate were recorded. According to the results of the research, it was seen that the cholesterol levels were very high in January and April, in the fifteen days before the date of the tax forms, compared to February and March. In this research, as supported by laboratory findings, it was shown that stress affects people at different levels and in different ways. Friedman and Rosenman focused on researching which personality traits are more prone to stress and harm. Consequently, they defined Type A personality which is harmful to stress and human health (Friedman et al., 1958). In another study, men from various sectors were observed. A striking point in the study is that, in addition to Groups A and B, Group C, consisting of blind and unemployed men, was added to the study. According to the results of the research, type A subjects have a higher level of stress than group B and C, and the rate of developing coronary heart disease is seven times higher than the others (Friedman & Roseman, 1959). The study conducted in 1961 was conducted on women. In this context, 6 managers were interviewed. The characteristics of behavior pattern A were carefully explained. Managers were asked to select women aged 30-59 years without any clinical cardiac disease. The results were the same as those for male candidates in previous studies (Rosenman & Friedman, 1961).

As a result of all studies by Friedman and Rosenman, type A behaviors were defined as “common behaviors and characteristics observed in individuals at risk for heart diseases”. In this context, they researched which personality traits are more prone to stress and its harm, and as a result, they defined the A personality pattern as a personality type that is harmful to stress and human health (Friedman & Rosenman, 1974).

Friedman and Rosenman conducted various studies between 1950 and 1959. What these studies have in common is that people with Type A personality have the following characteristics: (1) An intense, persistent desire to achieve poorly defined goals, (2) A deep disposition and enthusiasm to compete, (3)

Constant desire for recognition and advancement, (4) Continuous participation in multiple and diverse functions, which are constantly subject to time constraints (deadlines), (5) Habitual tendency to accelerate many physical and mental functions, (6) Exceptional mental and physical alertness.

As a result of the researches, it has been seen that Type A people frequently emphasize some words in their speech and use their gestures and mimics strongly (Baltaş & Baltaş, 2010). These people are active and do everything quickly (Tarhan, 2011). People who adopt this behavior style feel in an endless struggle under the pressure of time. It is typical for them to be impatient, come to their appointments on time, attach great importance to details, and be restless to wait. Time pressure can be observed more easily, especially in working life (Baltaş & Baltaş, 2010).

People with Type A behavior set goals that are difficult for themselves to reach. If these things do not occur, they may feel uncomfortable. Even if these people reach their own nirvana, they cannot find what they are looking for and cannot be happy (Baltaş & Baltaş, 2010) and complain about their condition. These people's interests are related to their job, they can take on many tasks at once, they like to be appreciated, they are generally in competition with themselves and others, they are constantly waiting for promotion. These people do not hesitate to sacrifice their closest relatives for the purpose (Tarhan, 2011). They are mostly self-centred. Work is an important aspect of life. It takes precedence over the family life. Completing the work they start, perfectionism, self-centered thinking, being proud and arrogant are among these characteristics (Baltaş & Baltaş, 2010).

Type A personality traits have various advantages as well as its disadvantages. The advantages of people with Type A personality can be listed as follows: they are fascinated by work, productive, ambitious, challenging, respected to their work, leader, energetic, fast-paced and successful in their profession (Lelord & André, 2013).

2.2. Type B Personality

Type B personality display characteristics opposite to those with a type A personality, such as being competitive, the importance given to speed and time, being ambitious, and being success-oriented (Friedman & Rosenman, 1974). These people are 2 times less likely to develop cardiac disease than those with Type A personality. Type B individuals are patient, do not like brag, are adaptable, do not worry about time and do not rush. They do not feel

too much pressure on their jobs and do not feel pressure on the completion date. They can rest without guilt (Luthans, 2011). Type B people do not focus only on work, social life is just as important as work. They can balance work and life (Pertev, 2006). When they go on vacation, they focus only on resting and enjoying the moment, and may disconnect with work (Uğur, 2016).

Type B people do not have a perfectionist nature; therefore, they do not expect everything to be perfect. These people are aware that it is always possible to make mistakes, and they do not seek to be perfect. These people do not aim to stand out, be approved, or be brag. They have no problem expressing their thoughts. They are patient with people around them, have a high level of tolerance and are open to different perspectives. These people do not suddenly become angry, behave uncontrollably, and respect both themselves and their environment. In this context, type B individuals prefer cooperation and are prone to teamwork (Sakallı, 2018).

It has been observed that type B individuals are less panicked when faced with difficulties and threats. In order to investigate this situation, a group consisting of A and B type individuals was given tasks with variable difficulty levels. The aim of this study is to examine attitudes when faced with difficult situations. In this context, it has been observed that, as the degree of difficulty increases, people's reactions increase. However, in this process, type A individuals were more affected than type B individuals (Burger, 2006). According to a study conducted by Basım and Güler (2016), characteristics such as keeping calm and non-competition among Type B individuals are remarkable compared to Type A individuals. These characteristics also been observed to increase with age.

Type B personality has various advantages and disadvantages, similar to Type A personality. The advantages can be listed as follows: they are successful in tasks that require careful thought, work easily with a team, are not ostentatious, do not become a slave to time and, unlike A-types, face less stress. The disadvantages of Type B personality are as follows: Type B people are prone to procrastination, they do not worry much about social values, they are careless about time. When various tasks are assigned to type B, they cannot perform the task well if interruptions intervene (Tarhan, 2011).

When the personality traits of individuals are examined, it is not possible to say that these people are completely Type A or Type B. Individuals can

exhibit behaviors from both personality types. The important point here is the number and severity of type A and B behavioral traits in a person. It can be said that whichever type of behavior is more intensely exhibited, the individual is more prone to that personality type (Baltaş & Baltaş, 2010).

2.3. Type C Personality

The emergence of Type C personality was based on a study conducted by Greer and Morris in 1975 on patients with breast cancer. According to this study, there is a relationship between the behavioral pattern formed as a result of the abnormal expression of emotions and the occurrence of cancer (Greer & Morris, 1975). Just as people at risk of heart disease are defined as Type A personality, people at risk of cancer are defined as Type C personality. These individuals, who are grouped as type C individuals in the cancer literature, are defined as "emotionally closed". As a result of the studies, it has been seen that women with breast cancer suppress their own emotions and express their emotions less, sacrifice their own needs for others, and think more about other people than themselves (Bozo et al., 2012).

Type C personality consists of two aspects: submissiveness, which corresponds to the interpersonal sphere, and restricted affect, which corresponds to the inner sphere. Submissiveness manifests as kindness toward others, uncritical attitudes towards others, dependence on others, excessive patience, peacefulness, inability to reject, extreme focus on other people, and self-sacrifice for others regarding their own needs. Restricted affectivity emerges as the inability to identify and express emotions. Suppression of negative emotions such as rage and feeling helpless in the face of difficulties are features of restricted affectivity (Rymarczyk et al., 2020).

According to Temoshok and Dreher (1993), Type C individuals have difficulty expressing their emotions. When these people feel a negative emotion, they adapt to their environment by not expressing their emotions in order not to upset others. In this context, Type C people place their own needs in the background, suppress their anxiety and anger and lead an outward-oriented life. In order to please others, they approve of these individuals' comments, even if they do not agree with them. Type C people can go too far in becoming "altruism" and live and spend a whole life for their families, friends, spouses and children. Perhaps the most innocent-looking but the most dangerous personality structure is the Type C personality. These people live and get tired without thinking for

themselves, with the constant need to be liked and approved. Individuals who cannot express this to another person even when they are offended or angry have the greatest injustice to themselves (Telmaç, 2012).

Type C people are extremely cooperative, passive, anti-conflict, unable to express their emotions, suppress their anger, non-aggressive, adaptive to external authorities, have a high tendency to experience hopelessness and depression. Additionally, this personality type has been associated with neuroticism and introversion (Eysenck, 1994). As type C personality tendency increases, extraversion decreases and the inability to express emotions increases (Bozo et al., 2012). Type C people's slogans are "whatever you want" instead of "I want it this way". They are passive, calm, unable to help themselves, generally focus on other people, and exhibit weak features in expressing their feelings (Şener, et al., 1999).

Type C personality has some positive features as well as the negative features listed above. These characteristics can be listed as follows: Type C individuals enjoy helping others, good mediators, see details well, have a well-developed focusing ability, willingly make extra plans to achieve the goal, and follow the rules meticulously (Raypole, 2020).

2.4. Type D Personality

Type D personality first emerged as a result of studies conducted by Denollet, Sys, and Brutsaert (1995) on individuals with heart-related disorders. In line with these studies, individuals with high levels of negative affectivity and social inhibition were classified as "distressed personality" (Denollet et al., 1995). Negative affectivity (NA); refers to the tendency to experience negative emotions (Watson & Clark, 1984). Individuals with high negative affectivity are more inclined to have depressive affect, anxiety, anger, and hostility (Denollet, 2000). Social inhibition (SI); refers to the tendency to prevent the expression of emotions and behaviors in social interactions (Asendorpf, 1993). The reason for this tendency is to avoid negative feedback, such as being disliked or not receiving a response in social relationships. Individuals with high social inhibition are more likely to feel shy, nervous and less confident when interacting with others (Denollet, 2000).

As a result of the study by Denollet et al., it was observed that cardiacs with type D have a worse disease course following a heart attack than patients without type D. In addition, the mortality

rate of patients with a distressed personality type is significantly higher than that of patients with other personality types (Denollet et al., 1996). A study conducted in Germany reported that type D people felt more exhausted and evaluated their health as worse than others (Sürgit, 2010).

Type D individuals are prone to anger, gloom, tension, and unhappiness. These mood symptoms are often accompanied by other negative emotions such as anxiety and anger. Type D individuals are less likely to experience positive moods. These individuals are often nervous and can easily become angry (Denollet, 2000). They focus on seeing the negatives, rather than the positive events surrounding them. The fact that negative emotions are frequent and continuous causes people to think negatively about themselves (Denollet, 2005). Type D individuals may not be able to cope effectively with stressful events (Denollet, 2000). These individuals are more easily irritated and are less likely to experience positive emotions. Individuals with distressed personality display low self-perception and general dissatisfaction with life (Pederson & Denollet, 2003). They are more likely to perceive the social world as "menacing" because they expect negative reactions from others. In this context, Type D individuals have fewer relationships with others. They tend to be uncomfortable in environments where they are strangers and people they do not know. The main reason for this is that they have difficulty in expressing themselves and fear not being accepted (Denollet, 2005). These individuals are less likely to be revealing and tend to block their real thoughts and feelings. They have little personal connection with other people and tend to keep them at a distance (Denollet, 2000).

Type D personality can cause emotional and social health problems. These problems not only cause psychological distress, but can also cause physical distress, such as chest pain. It can also negatively reflect work-related behaviors such as not being able to return to work (Denollet et al., 1995). Individuals with type D personality are at risk of post-traumatic stress and burnout (Polman et al., 2010). Such individuals are prone to fatigue and depression (Masafi et al., 2018). These individuals are likely to have bad habits (e.g., smoking). Type D individuals may resort to dysfunctional ways of coping with the disease (Yu et al., 2011).

When studies on Type D personality are examined, positive features of this personality type have not been found, unlike A, B, and C personality types.

Summary information about type A, B, C and D is presented in Table 1.

Table 1: Summary Information About Type A, B, C, and D Personality

Personality Type	Definiton	Diasadvantages	Advantages
Type A	Individuals who prone to stress and at risk of heart disease.	Impatient, impetuous, feeling time pressure, constantly competing with oneself and others, purely business-oriented, egocentric, arrogant.	Ambitious, challenger, productive, energetic, successful in her/his profession, leader, success-oriented.
Type B	Individuals who exhibit behaviors opposite to Type A personality traits.	Careless about time, prone to procrastination, negligence, unworried about social values, and low ability to focus.	Compatible, able to establish a work-life balance, patient, high level of tolerance, open to different perspectives, cooperative, able to maintain her/his calmness.
Type C	Cancer-prone, emotionally closed individuals.	Dependent on others, sacrificing for others (altruism), restraining emotions, suppressing anxiety and anger, feeling helpless in the face of difficulties, passive, introverted.	Collaborative, anti-conflict, helpful, mediator, seeing details well, having high focusing ability, and applying rules.
Type D	Distressed individuals who tend to experience negative emotions and exhibit poor social interaction.	Unhappy, tense, irritable, prone to anxiety and depressive moods, experiencing anxiety and anger very often, focusing on seeing the negatives in life, having low self-perception, making few personal connections, and experiencing burnout.	-

3.EVALUATION OF STUDIES ON MANAGEMENT AND ORGANIZATIONAL BEHAVIOR RELATED TO TYPE A, B, C AND D PERSONALITY

Various studies have been conducted on personality types in management and organizational behavior discipline. When the personality models used in the studies are examined, it is seen that the Myers-Briggs' Personality Model, Five Factor Personality Model, and A and B Personality Types are widely used. In this study, personality types A and B, which are less frequently used than the other personality models, were investigated. The literature review revealed that in addition to Type A and B, C and D personality traits have also been discussed in the literature. In this context first, A, B, C and D-type

personality traits were explained in the study, and then the connection between studies on the subject in the field of management and organizational behavior was examined. In order to examine studies on the subject, known and widely used databases were used. In this context, studies on Type A, B, C, and D personalities were analyzed according to their fields of study using statistics from Web of Science. As a result of the analyses using only keywords, regardless of the year interval, it was observed that most studies were conducted on Type A and B personalities. The study areas of research on Type A and Type B personalities were tabulated according to the top ten most studied areas as a result of the analyses made in Web of Science. Detailed information on the subject is shown in Table 2.

Table 2: Research Area of Type A, B Personality Studies

Field:Web of Science Categories	Record Count	% of 271
Medicine General Internal	35	12.915%
Psychology Multidisciplinary	25	9.225%
Psychiatry	23	8.487%
Public Environmental Occupational Health	21	7.749%
Cardiac Cardiovascular Systems	20	7.380%
Psychology Social	16	5.904%
Psychology	15	5.535%
Psychology Applied	14	5.166%
Psychology Clinical	13	4.797%
Peripheral Vascular Disease	12	4.428%

In Table 2, most studies were conducted in the fields of health, psychology and psychiatry with Type A and B personality. When studies in the management and organizational behavior discipline related to personality types A and B are examined, the most studied topics are: time (Yarnold & Grimm, 1982; Frei et al., 1999), stress (Rhodewalt et al., 1984; Beehr, 1998; Jamal, 1990; Billing & Steverson, 2013), success (Grimm & Yarnold, 1984), conflict (Scherwitz et al., 1978; Yarnold et al., 1985; Chouakri, 1998), workaholism (Clark et al., 2016), perceived service quality (Justus et al., 2015), job satisfaction (Jamal & Baba, 2003; Hanif & Sultan, 2011), motivation (Jamal, 1990; Jamal & Baba,

2003), leadership (Tokat & Giderler, 2006), burnout (Hallberg et al., 2007; Lina, 2016), ethics (Rayburn & Rayburn, 1996), job interruption flexibility (Zide et al., 2017), and work-family conflict (Garavan et al., 2021).

When studies on type C personality are analyzed in the literature, there are a plenty of studies researching the effect of type C personality on the breast cancer. The study areas of the research on the subject were tabulated according to the top ten most studied areas as a result of the analyses made in the Web of Science. Detailed information on the subject is shown in Table 3.

Table 3: Research Area of Type C Personality Studies

Field:Web of Science Categories	Record Count	% of 271
Psychology Multidisciplinary	10	41.667%
Oncology	8	33.333%
Psychiatry	6	25.000%
Psychology Clinical	4	16.667%
Psychology	3	12.500%
Clinical Neurology	2	8.333%
Social Sciences Biomedical	2	8.333%
Social Sciences Interdisciplinary	2	8.333%
Health Care Sciences Services	1	4.167%
Neurosciences	1	4.167%

As it is seen in Table 3, it has been observed that most studies on Type C personality have been conducted in health and psychology field, as in the A and B Type Personality studies. However, these studies have yielded controversial results. The results are mostly in the field of health, and they are studies in which managers can only obtain information about the relationship between employee health and productivity. Thus, these studies are beyond the scope of the present study.

Type C personality is a concept that is often studied in the medical field. There isn't any research in the field of management and organizational behavior.

When studies on Type D personality are examined, it is seen that they are generally done in the field of medicine. The study areas of the research on the subject were tabulated according to the top ten most studied areas, as a result of the analyses made in the Web of Science. Detailed information on the subject is shown in Table 4.

Table 4: Research Area of Type D Personality Studies

Field:Web of Science Categories	Record Count	% of 271
Psychiatry	239	27.377%
Cardiac Cardiovascular Systems	164	18.786%
Psychology Multidisciplinary	143	16.380%
Psychology Clinical	100	11.455%
Psychology	93	10.653%
Public Environmental Occupational Health	75	8.591%
Medicine General Internal	48	5.498%
Nursing	46	5.269%
Clinical Neurology	39	4.467%
Neurosciences	34	3.895%

As it is seen in Table 4, studies on D Personality Type have been conducted in the fields of health and psychology. There are very few studies in the field of management and organizational behavior. Studies have focused on the relationship between Type D personality, burnout (Polman et al., 2010; Skodova et al., 2017; Geuens et al., 2015) and stress (Somville et al., 2021; Kim et al., 2017).

4. RESULTS AND DISCUSSION

When A, B, C, and D-type personality traits were examined, all personality types had positive and negative outcomes at the organizational level, except for the D-type personality. According to previous researches, B and C-type individuals are preferred to establish better social relationships at work. Individuals with this type of personality are considered harmonious, moderate, sensitive and advanced communication skills. In addition, if the primary goal is to create an environment of high competition, success and productivity, it is recommended to employ type A individuals (Kanten et al., 2017). Type D individuals should not be employed, especially in environments where stress is intensely felt, owing to the negative behaviors they exhibit in their organizations.

Although Type A and Type D personality seem very similar, Type A personality is primarily harmful to herself/himself in an individual sense. Although personal ambition, workaholism, multitasking, competitiveness and perfectionism of Type A people can harm individuals in an individual sense, when evaluated in terms of organizations, they can provide various benefits such as commitment to work, adopting the job, and exhibiting creative and proactive behaviors. Therefore, managers should employ A-type personalities in positions that will benefit their businesses and assign them in a way that will channel them to work.

Type D personality can cause various types of harm both individually and organizationally. Researches has shown that type D individuals perceive the work environment as more stressful and experience more burnout (Geuens et al., 2015; OgiskaBulik, 2006; Polman et al., 2010). The biggest reason Type D people experience burnout is that they cannot effectively cope with stressful situations at work. These people think that they do not have enough resources to cope with stress and they have a low perception of self-efficacy. In addition, type D employees showed less sensitivity to personal success. It was observed that Type D people quit their jobs more frequently. The reason for this situation is that type D individuals feel unwell or exhausted very often, have non-serious diseases,

and take sick leave very often (Allen et al., 2019). These employees tend to be tired all the time and perceive work conditions as more stressful than other employees do. In particular, when faced with work-related stress factors, D-type workers develop stress disorders nine times more often than non-D-type workers (Sürgit, 2010). In this context, the relationship between Type D personality and deteriorated health may also affect organizational problems. It is a great necessity for managers to take into account the unseen stress-related and illness costs when calculating efficiency and productivity.

When personality types are evaluated from an organizational perspective, it is important to conduct personality assessments. Considering the damage that D-type people can cause to the organization, these people should not be assigned to positions where stress is intense. If type D individuals are in a stressful position, managers should pay close attention to them and manage their anxiety and depression. In addition, the development of interventions that can reduce the negative effects of this personality type should be encouraged. For example, managers often report high workloads, which can result in employee stress. Internet-based stress management interferences are effective recovery intervention methods for distressed employees, such as Type D. With this method, everyone can be accessed easily and effectively (Asplund et al., 2018). Studies have shown strong connections between personality traits and motivational structures (Mahlamäki et al., 2019). For example, when type D employees have a high level of intrinsic motivation, this effect may decrease (Cuadrado et al., 2021). In this context, the practice of psychosocial interferences which improves intrinsic work motivation is appropriate, especially for employees with Type D personality traits.

Finally, personality types appear to be useful staff development tool (Dhliwayo & Coetzee, 2020). In particular, human resource practitioners may primarily use personality-type assessments to determine a person's compatibility with their job. These assessments can also be used to identify staff-development needs.

As a result of all the data obtained, today's managers should accept personality types as a key, as in the fields of medicine and health. Therefore, it is important to conduct both academic and practical research.

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