

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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TYPE – A TRAIT FOR EFFECTIVE MANAGER

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ABSTRACT

Today's era needs the effective managers who will enhance profitability and development of an organization. effectiveness of an organization depends upon the personality of particular person. Current study is done to find out how type- A personality affects the effectiveness of the managers.

KEYWORDS

Effective manager, traits.

INTRODUCTION

2^{1st} century demands effective managers for the survival and sustainability. Effective managers are defined in terms of quality of their performance, satisfaction and commitment of their employees. Globalize market needs managers effective in their field including flexibility, integrity and trust worthiness. Ideal managers has to score more on continuous learning , sociability lowest tempered and eager to please where as poor managers scored highest on tempered ambition, lowest on continuous learning , sociability. Managerial effectiveness is very important for the survival and growth of the organization. Effectiveness depends upon the various types of personality. This paper will give emphasis only upon the type – A personality and its impact upon the managerial effectiveness

THEORETICAL FOUNDATION AND PRIOR LITERATURE

Most theoretical models incorporate an individual's personality as a major influence on the ethical managerial decision making process. Type A is a life style or general orientation to life, characterized by a high degree of ambition. These individuals are constantly striving to attain material things or achievements in the shortest period of time. Type A individuals continually feel the need to prove themselves and often channel their ambitions into an area that is important to them at the moment , Society often glamorizes type -A individuals because of the corresponding success attributed to this behavior. Type –A people set increasingly more difficult goals, ambitions are pushed higher and higher always beyond their reach. These individuals believe they are struggling against others in a fight to the top, type- A personality type of individuals will compete even with themselves when there is no one else in the immediate environment to compete. The more difficult the jobs the harder type –A individuals work meet the challenges. These individuals have trouble leaving their tasks at the work have high priority in their value structure and they engage in overtime. They often gauge their success by the number of achievements to their credit. Speed is another dominant characteristic of type A individuals, who move quickly or may appear tense and energetic, They tend to be chronic hurries to wait in line becomes an intolerable task , A predominant feeling among these individuals is that they should use each moment to its fullest advantage and not waste any time . The primary characteristics of the type -A behavior pattern are chronic sense of urgency, free floating easily aroused hostility ambitiousness and immorality, secondary behaviors implied by this description include impatience, competitiveness and aggressiveness, all of which appear to represent interaction among the primary behavior components. While cause and effect relationship between type- A behavior and coronary artery disease is controversial, some effects of type –A stress are definitely known , Stress causes an increase in blood pressure , if the stress is constant , the heart and arteries begin to show signs of damage (O'flyn comiskey ,1979, pp-1956-57.Nahavandietal 91992) studied executives to test the link between a leader's type –A behavior pattern , the perception of environmental uncertainty and an organization 's strategy . Their results indicate a person's Type -A executives with type A characteristics perceived the environment s as more dynamic and were more likely to seek external diversification the executives with type B personalities. Thus Ethics and the type -A personality is hypnotized that individuals of lower intelligence are less type A oriented than individuals of higher intelligence , the need for control is the driving element in type A 's decision making and in their behavior (Strube and Werner 1985). Thus type- A executives, with their high need for control their high competitiveness, their challenge seeking and their focus on immediate actions and outcomes, are likely to select strategies that increase their control over the situation. Since Type -A individuals perceive the business environment as unstable and dynamic, there appears link between Type -A behavior and strategies choices, Friedman and Roseman (1974) is the behavior of a person that has an aggressive and untiring demand to succeed than their friends and families. It is the 'work before all' attitude and its subsequent behavior. Type-A behavior pattern leads to decreased motivation, lowered performance levels and mental and physical ailments (Menon and Akhilesh) 1994 more recently (Turnipseed and Turnipseed ,1997) stated that type- A behavior has shown relationships with physical and emotional exhaustion , depression insomnia , drug alcohol abuse , job dissatisfaction and turnover . Some of the characteristics of type- A include time urgency , competitiveness and the ability to get more done in a short time than another employed manager , Another interesting findings by Friedman and Roseman (1974) is that people with type- A personality does not stand to see and sometimes , will compete with their supervisors ,employees and managers (Bradstatter and Elisz ,2001)

One of most serious problems with the Type A personality is that some individuals develop coronary heart disease (CHD), for instanc, (Bradstatter and Eliaz, 2001) reported that when Type – A behavior persons can do to achieve their goals , they might display signs of frustration, anger hostility and sometimes outright violence (Geen, 1990) stated that type- A behavior respondents concealed their anger , which would lead to CHD, nor all type-A behavior is negative though .many of the drives and competitiveness skills demonstrated by people with type- A are highly desired for the employees in the operational level what seems to happen is that some employees and managers use stress management techniques to control the negative behaviors and harness their type-A behavior for success on the job (Mudract ,2004) In research exploring the characteristics of individuals classified as having Type- A behavior in the US has been linked to higher levels of stress in blue collar workers (Evans et al , 1987)higher levels of occupational stress , job dissatisfaction and turnover (Ivancevich , mattenon, 1984) low job performance (Jomal , 1985) and other negative health outcomes like CHD (Mattenon and Ivancevich ,1982)

Kouichi etel (2000) explored the relationship between Type- A behavior and CH D indicators in a sample of 197 Japaneese males . Their research results suggested that Type – A behavior and job stress together might induce coronary heart problems.

OBJECTIVE OF THE STUDY

- This work is done to find out the effectiveness employees.
- Does personality of the employee enhance effectiveness
- Type- A personality people are effective managers or not

METHODOLOGY OF THE STUDY

This work is done by taking the secondary data and sources available in the journal, book and various internets. After collection of the data the data are analyzed and interpreted by the author and the conclusion is derived and suggestions are given.

DATA ANALYSIS

It is difficult to define managerial effectiveness in concrete managerial effectiveness has been studied with 3 perspective .They are as-

1. Organizational level competency band perspectives
2. An individual level competency based perspectives
3. The traditional model emphasizes the ability to set and achieve goals

Effectiveness is best seen as something a manger produces from a situation by managing appropriately, producing the result or meeting the target in every sphere of the activities of organization. According to Garry Desslar competency may be the combination s of 3 areas they are as-

- Analytical competency
- International competency
- Emotional competency

Analytical competency –This is he ability to identify analyze and solve problems under conditions of insolate information and uncertainty.

Interpersonal competency-

The ability to influence supervise lead manipulate and control people at all levels. Emotional competency the capacity to be stimulated by emotional and interpersonal crisis rather than exhaustive or deliberated by them and the capacity to bear high levels of responsibility without becoming paralyzed.Dassler also emphasized upon the 5 factors responsible for the successful manager. They may be as –

- Job knowledge
- Motivation
- Relational skills
- Flexibility
- Adaptability
- Extra cultural openness

By taking factors and competency for the successful managers, the managerial needs certain traits like as-

- Creative
- Adaptability
- Charismatic
- Understanding
- Confident
- Mentally stable
- Great listener
- Wiliness to learn
- Tolerate stress

To fulfill the required quality and quantity for effectiveness the managers has to be engaged in managerial activities like as – decision making, planning, controlling exchanging routine information & processing paper work , motivating , discipline ,, managing conflict , staffing , socializing , interacting with others. Sometimes some managers are unable to do these types of activities among the disabled people for the successful managerial activities.

TYPE –A AND EFFECTIVENESS

Type – A people's characteristics ca not be ignored when the personality traits for the effective managers. In this case different characteristics of Type –A people and impact towards managerial effectiveness is to be taken into account. Those are as follows-

TIME URGENCY AND IMPATIENCE

Type – A people get frustrated while waiting in line, interrupt others often, walk or talk at a rapid pace and are always painfully aware of the time and how little of it they have to shape. These people are first workers and give emphasis quantity over quality. As a manger they demonstrate their competitiveness by working long hours. Poor decisions are made by these people due to rapid decisions and rarely creative because of their decisions and rarely creative because of their concern with quantity, speed and First decisions and emphasis on quantity blocks to develop the unique solutions to new problems.

AGREEABLENESS

Type – A personality traits are characterized by hostility, aggression, competence, striving for achievement, restlessness, extreme vigilance explosiveness speech, facial muscular tension, felling excessively responsible and high rate of breathing etc. This behavior is characterized as action emotion complex. Some of the characteristics of type – A people include time urgency, competitiveness and ability to get more done in a short time than another employee or manger. People with Type – A behavior sometimes cannot stand to lose and sometimes will complete to win games with young children and might also become very critical and impatient with their supervisors, employees and other managers. Thus people have the quality of impatience rudeness and being easily upset over small things or small having small fuse.

SOCIAL ISOLATION

Friedman & Roseman (1974) indicated Type – A personality behavior is the behavior of a person that has an aggressive and untiring demand to succeed on the job. This means they place higher importance on this desire to succeed than their families and friends. It is the "work before all "attitude and its subsequent behavior. These behavior leads to decreased motivation, lowered performance mental and physical acknowledgements. This trait correlated with high level of depression, social monitoring, negative correlation, social desirability, community and individual performance and has little patience and very little tolerance for excuses and like things brief and like to be in control. These people spend more time on work and focus too little on relationships putting them at risk for social isolation and the increased stress that comes with it.

PHYSICAL CHREMATISTICS

Type – A behavior has been linked to higher levels of occupational stress , job dissatisfaction and turnover " These people have their facial tension , facial sweating , tongue clicking and teeth grinding and leads to the stress in job Additional stress make a manager over controller of the organization for the over dependent on the performance of the organization.

ACHIEVEMENT ORIENTED

"Type A often seems to be cyclone of activity and may move large volumes of work across their desks very quickly, there is definitely a downside to this pattern, both for the Type – A for their coworkers and organizations "Type – A people are more competitive and achievement oriented aggressively pursue goal attainment and are highly invested in responsibilities. They may deeply identify their roles in the organization, these people spend more time specifying the goal they have and the tasks that need to be done to get the job done. "Type – A do appear to have very short fuses – they often become angry and behave aggressively in situations that others may be inclined simple to ignore "I". Irritability of Type – A tends to annoy their coworkers. They are also more likely to loose their temper and to lash out at others. These people tend to become involved in more conflicts at work ".

TRAITS IMPACT ON EFFICIENCY OF MANAGER

Time urgency and impatience blocks the path of managers towards the development of analytical competency of managers. The lack of patience makes them emotionally unstable and invite stressful situations. Aggressiveness of the manager paralyzed him and persuades not to be innovative, adoptable and charismatic. Agreeableness leads to the upset in small things decreases the confidence level of managers.

Social isolation makes a blockage towards the interpersonal competency. This quality makes the managers not to understand others, by which it is not possible for the managers to influence, supervise and motivate others. The achievement oriented quality of the managers, are the situational where there is dissatisfactions conflict, misunderstanding, and mistrust over controllers is there,

CONCLUSION

Survival and continuity in this globalized competitive era demands highly effective and efficient employees and managers highly efficient and efficiency and effective workers. Effective workers are the result of manager's ability to guide, control, motivate and understand by handling stressful situation, solving the problems and to take the high levels of responsibility without becoming paralyzed.

So to meet the today's need the thinking as a manager demands to change and managers have to practice how they can change and optimize themselves by optimizing their skills, knowledge ability and adopting job knowledge motivational employees, relational innovations skill and growing the analytical, interpersonal and emotional competency by which every organization can taste and feel the essence of sure success and sustain with challenging surroundings.

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