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Understanding Work Experiences of Type-A Behavior Pattern (TABP) Individuals and Their

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Abstract: ***Type-A Behavior Pattern (TABP) individuals are often characterized by their competitive drive, time urgency, and ambitious nature, which significantly influence their work experiences and contributions within organizations. Drawing upon qualitative research methods, including in-depth interviews and thematic analysis, this study explores the lived experiences of TABP individuals in various organizational contexts. Through interviews with a diverse sample of TABP professionals across different industries and hierarchical levels, this research investigates how their inherent traits manifest in their work behavior, interactions with colleagues, perceived contribution and approaches to task completion. Findings reveal that participants were noted for fostering a culture of healthy competition in the workplace, effectively handling interruptions without succumbing to irritability, and actively engaging in team-based work dynamics. Additionally, it was discovered that participants expressed concerns about both their personal development and their contributions to the welfare of the organization in which they are currently employed. By understanding the unique work experiences of TABP individuals and their perceived contributions to the organization, organizations can better leverage their talents and foster a conducive work environment for all employees.***
Keywords: Type-A Behavior Pattern (TABP), work behavior, perceived contribution

I. INTRODUCTION

Almost every business organization faces crucial challenges in this rapidly changing business environment. Their everyday challenges involve strategies to increase productivity, managing and maintaining different dispositional characteristics of the personnel in selection and recruitment, training and development and retaining of employees. Out of these, employee recruitment and employee retention are the most concerning areas. Apart from focusing on the candidate's qualifications and experience. Assessing and understanding their personality and its respective traits will help select suitable candidates for the appropriate roles in the organization.

Personality is an essential component in hiring productive employees as it can affect how they work, and how they handle stress and other challenges at the workplace.

A. Understanding a Type A Personality Involves Recognizing Distinct Characteristics

Individuals with this personality type are highly conscious of time, exhibiting impatience in various situations, such as waiting in queues or for responses.

Free-floating hostility or aggressiveness is common, leading to impatience, rudeness, heightened irritability over minor issues, or a short temper, especially in a workplace setting ("Personality type matters: Perceptions of job demands, job resources, and their associations with work engagement and mental health," 2021).

Competitiveness is a core aspect of their behavior, extending beyond a trait. The need to be winners is deeply ingrained, pursued at any cost, even if they don't endorse cheating.

Their identity and self-worth are closely tied to their achievements in work, personal life, and societal standing, emphasizing a strong achievement orientation.

A Type A personality manifests a clear need for dominance, whether in professional or personal interactions, expressed through a desire to exert control in conversations or behavior (Raypole, n.d).

Hyper-organization is a common trait, reflecting a need for order and structure to maximize productivity and achieve goals.

Disliking wasting time is a significant aspect of a Type A personality, viewing time-wasting as a personal affront and emphasizing the value of efficiency.

The tendency to multitask is notable, driven by a high priority placed on achievement, leading them to pursue multiple goals simultaneously.

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B. Type as a Definition of Personality

A type refers to a category of individuals who are believed to have a shared set of characteristics. For example, introverts are often described as shy and inclined toward social withdrawal, while extroverts are known for being talkative and friendly. Typologies are groupings or collections of types, which can help us predict how individuals within these categories might behave in the future (Sharma, 2021). The concept of categorizing people into distinct types based on their personalities is an ancient idea, dating back over 2000 years. According to type theorists, these categories are mutually exclusive.

1) Hippocrates' bodily fluids

Hippocrates, a Greek physician around 400 B.C., was among the first to propose a type theory. He classified people into four temperament types based on bodily fluids.

One of these bodily fluids was blood, which was believed to be associated with a very cheerful ("sanguine") temperament when in excess. Another was black bile, which was thought to cause a depressive ("melancholic") temperament when in excess. An excess of yellow bile was considered responsible for an angry ("choleric") temperament, while an excess of phlegm was associated with a calm ("phlegmatic") temperament. However, there is no evidence to support the accuracy of these ideas, and the ancient Greeks did not conduct any empirical research to determine whether the levels of these bodily humors were actually linked to personality traits.

2) Carl Jung's Theory of Personality

According to Jung, the ego encompasses all conscious aspects of personality and is shielded by a social facade known as the persona, which is the public face of the individual. Behind this persona, the true self resides. The persona develops due to societal influences and often does not accurately reflect a person's true feelings and attitudes. Jung proposed two fundamental personality attitudes: introversion and extraversion. Introverts are characterized as reserved and inclined towards subjective feelings and experiences, while extraverts are outgoing and interested in engaging with people and the external world. Another key concept in Jung's theory is the four functions of personality. The first function is "feeling," which involves recognizing the value of conscious activities. The second is "thinking," which enables learning the meaning of something. The third is "sensation," which allows awareness of a particular thing's existence. The last function is "intuition," which provides knowledge about something without conscious understanding of its origin. When these four functions are combined with either introversion or extraversion, they result in eight distinct personality types.

3) Kretshmer and William Sheldon's typology

Kretschmer, a German psychiatrist, classified people into four types based on his observations of patients, using physical constitution and temperament as criteria. These four types are:

a) *Pyknic Type:* Individuals of this type are short in stature with a robust build and a short, thick neck. They tend to be social and cheerful, enjoying food and sleep. Kretschmer referred to them as "cycloid," indicating a high susceptibility to manic-depressive psychopathology.

b) *Asthenic Type:* People of this type are tall, thin, and have underdeveloped muscles, often being underweight. They are described as irritable and avoidant of responsibility, often indulging in daydreaming and fantasy. Their temperament is categorized as "schizoid," and they may be prone to developing schizophrenia.

c) *Athletic Type:* This type comprises individuals with muscular builds, neither tall nor short. They are known for their stable and calm nature, able to adapt well to changes in their environment.

4) Dysplastic Type

This category encompasses people who do not fit neatly into the characteristics of the other three types, exhibiting a mix of traits from each category.

Sheldon categorized personality into somatotypes based on physical constitution. He analyzed nude photographs of 4000 students and classified their personalities into three basic types:

a) *Endomorphic:* These individuals are short and have a round, fatty body shape, similar to Kretschmer's "pyknic" type. Endomorphic people enjoy eating, drinking, and socializing, approaching life leisurely. Sheldon termed their temperament "viscerotonia."

b) *Mesomorphic:* People of this type have well-developed muscles and bones, giving them a muscular physique. They are often seen as tough-minded, risk-taking, assertive, and aggressive, with a tendency to assert authority over others. Sheldon referred to these personalities as "somatotonia."

c) *Ectomorphic:* These individuals are tall and thin, with Sheldon calling them "cerebrotonia." Ectomorphs tend to prefer solitude and avoid social interactions.

5) Type A, Type B, Type C and Type D personality

Meyer, Friedman, and Ray Rosenman noticed similar personality traits among many of their patients, leading them to identify three distinct personality types (Bharadwaj, 2023).

Type A: This personality type is considered coronary-prone, often working under pressure to achieve high goals. They are typically ambitious, competitive, and driven individuals who may be workaholics. They are hardworking, prioritize immediate tasks, and often take on responsibilities. Type A individuals are always busy, finding it difficult to relax and slow down.

Type B: These individuals are easy-going, sociable, and relaxed. They are not as hardworking and may be careless about time, but they get along well with others. They place less emphasis on work and are less duty-bound. Type B personalities are generally less motivated and may perform moderately in demanding professions.

Type C: Type C personalities are cooperative, unassertive, and patient. They tend to suppress negative emotions like anger and hostility. This type is believed to be more prone to cancer.

Type D: Type D, also known as "distressed" or "disease-prone," was identified by Belgian psychologist Johan Denollet in the 1990s. Individuals with this personality type are characterized by being worried, irritable, and expressing a lot of negative emotions. The "D" in Type D stands for distressed.

The Type A behavior pattern (TABP) was initially described in 1959 by cardiologists Meyer Friedman and Ray Rosenman as "an action-emotion complex that can be observed in any person who is aggressively engaged in an ongoing, relentless effort to accomplish more and more in less and less time, often against opposing factors such as other individuals or circumstances". More recently, Rosenman, Swan, and Carmelli (Swan et al., 1989; Möller, 2006) summarized individuals with TABP as having:

- An intense, sustained drive to achieve self-selected, though often vaguely defined, goals.
- A strong eagerness to compete and a need to "win."
- A persistent desire for recognition and advancement.
- A habitual tendency to increase the speed of most physical and mental activities.
- Heightened mental and physical alertness.
- A pervasive experience of aggressive and hostile feelings.

C. Understanding Type - A Behavior Pattern (TABP) Individuals at Workplace

How Type A personalities behave in the workplace can have both positive and negative impacts, depending on various factors such as triggers and the nature of the work. For those struggling with time management, it can be challenging, especially if their superiors don't prioritize punctuality. While a relaxed workplace environment can benefit a Type A personality by reducing stress, excessive relaxation without clear goals may hinder their competitive traits ("Does personality matter? A review of individual differences in occupational well-being," 2013).

Many senior members, managers, and entrepreneurs exhibit Type A tendencies, contributing to their success. However, these traits can isolate others and create challenges in team management. Understanding the effects of this personality type is crucial.

To optimize the performance of candidates and employees with Type A personalities, identifying triggers is essential. Timekeeping, competitiveness, and hyper-organization are common triggers. Team composition should consider these triggers to prevent conflicts, like avoiding pairing highly disorganized individuals with Type A personalities.

Addressing the high stress levels associated with Type A personalities is crucial. Introducing frequent breaks, creating spaces for relaxation, and encouraging physical activity can help manage stress effectively.

Encouraging competitiveness through goal-oriented tasks is beneficial, but it's essential not to penalize individuals for not meeting targets. Recognizing diverse working styles and managing expectations based on individual goals is key to accommodating different personality types.

Understanding the Type A personality type is vital in hiring decisions. Assessing candidates for suitability and how they interact with others in the organization using tools like the Thomas suite of assessments is valuable. Recognizing potential stress-related issues and determining suitable roles for Type A personalities can help in effective management.

Resolving conflicts and managing expectations early on is crucial, as Type A personalities may take the lead and be demanding. Establishing a clear chain of command and addressing issues promptly can lead to better outcomes in the workplace.

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Recognizing the presence of a Type A personality in your candidates or current team members is a valuable starting point. However, effectively managing the associated characteristics is crucial for success, considering both the positive and negative aspects of this personality type.

Identifying triggers is essential. Consider elements like timekeeping, competitiveness, and hyper-organization that can stimulate certain behaviors. Properly managing these triggers is vital, particularly when team members may not align with these attitudes. For instance, it's advisable to avoid placing highly disorganized individuals on the same team as someone with a Type A personality to prevent potential conflicts.

Addressing the high stress levels associated with Type A personalities is a priority. To optimize their performance, it's crucial to implement strategies such as introducing regular breaks. Creating spaces for relaxation away from work tasks or encouraging walks can be effective in alleviating stress and enhancing productivity.

While encouraging competitiveness is important, it's essential to approach it judiciously. Tasks should be goal-oriented, but the environment should not penalize individuals for not meeting targets. Recognizing the diversity in working styles and understanding that different personality types may require varying approaches is key. Goals should be tailored to the individual or specific task at hand, fostering a more inclusive and effective working environment.

Assessing person-job fit is crucial for recruiters, as it determines how well a candidate's skills and traits align with the requirements of the job. For instance, a person who is innovative and proactive might excel in a high-tech company but might not thrive in a more traditional, routine-based role like accounting. Similarly, while they may be a good fit for a scientist position, they might struggle in a mundane office job. This fit extends beyond just job roles; companies also seek candidates who align with their organizational culture. When individuals mesh well with the company culture, they typically exhibit higher job satisfaction, organizational commitment, and performance, leading to longer tenures within the company (3.2 the interactionist perspective: The role of fit | Organizational behavior," n.d).

Job congruence refers to how well a person's skills, abilities, and preferences align with the requirements and nature of a specific job. Essentially, it reflects the extent of compatibility between an individual and the job they are pursuing or currently engaged in. A high level of job congruence suggests that the person's strengths and characteristics closely match the job's demands, leading to increased job satisfaction, performance, and overall well-being. Conversely, low job congruence may lead to dissatisfaction, stress, and decreased performance. Evaluating job congruence is crucial for organizations during recruitment, selection, and career development processes to ensure that employees are placed in roles where they can excel and make meaningful contributions.

During the interview process or when considering internal promotions, identifying candidates with a Type A personality can offer strategic advantages. It provides insights into their suitability for a role and how they might interact with others in the organization, even before they are hired.Type A personalities often experience stress-related issues and may isolate themselves at work due to their determination to accomplish tasks. Recognizing this allows for a better understanding of which roles would best suit their personality and how to manage any related challenges effectively.

D. Need for the Study

Healthy and motivated employees are crucial for a company's productivity, success, and for reducing the strain on the healthcare system and society. Therefore, both research and practical efforts are directed towards defining and creating work environments that promote employee well-being and motivation. Currently, there is significant focus on identifying the characteristics of work environments that are beneficial or harmful to all employees. It is understood that employees perform best when their work satisfies their basic human needs, such as the need for autonomy, competence, and relatedness (Deci & Ryan, 2000). Additionally, employees have unique needs based on their personality and values (Van Vianen, Hamstra, & Koen, 2016). According to Person-Environment fit theory (Van Vianen, 2018), individuals have an inherent need to align with environments that match their characteristics. A work environment that is thriving for one employee might be stifling for another, depending on their personality. Personality differences has to be taken into consideration for further research when predicting which kind of work environments is healthy for the employees. Such research can build upon existing theory and empirical evidence, providing insights for establishing an optimal match between individual employees and their work environment.

Individual personality traits play a significant role in how individuals perceive and interpret their work environment, manage stress, and subsequently maintain their mental health (Ozer & Benet-Martinez, 2006). Furthermore, these traits influence how individuals perceive their work characteristics, determining whether they view them as demands or resources (Mäkikangas, Feldt, Kinnunen, & Mauno, 2013).

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Individuals who exhibit behaviors such as time urgency, high competitiveness, perfectionism, and tension are closely associated with Type A personality (Jenkins et al., 1978; Lobel, 1988; Watson et al., 2006). Additional studies by Matthews (1988) have indicated that specific traits of Type A, such as anger, impatience, and irritability, are more likely to be linked to health issues than traits related to achievement, despite their competitive nature in organizations (Bluer, 1990; Robbins et al., 1991). An interesting finding by Iwanaga, Yokoyama, and Seiwa (2000) revealed that when Type A individuals face time constraints, they tend to respond more rapidly, influenced by the belief that their actions will determine the success of their group, showing a strong sense of responsibility. Furthermore, research has shown that Type A individuals prefer working with others who possess similar capabilities (Keinan and Koren, 2002). In studies where teamwork was evaluated through various games, groups composed of Type A and Type B employees in different ratios were formed.

Type A individuals should not be underestimated, as their job performance can be significantly affected by stress. Instead, these personalities should be effectively utilized, as both Type A and Type B individuals possess essential traits that are crucial for organizational performance. Thus, this research focuses on identifying various work patterns, characteristics and experiences of the type A individuals to evaluate their contribution to their organization.

II. REVIEW OF LITERATURE

The current study on "Understanding Work Patterns and Experiences of Type-A Behaviour Pattern (TABP) and Their Contributions to the Organization - A Qualitative Study" deals with work patterns of administrative employees and their contribution to their organization. The study tries to identify potential factors that might help the TABP employees in their contributions to the organization and how their personality traits influence their performance at work.

According to a research study, certain work habits like more number of hours of work per week, travel for more days, and less job satisfaction were identified in managers with TABP (Howard et al., 1977). However, another research found that Type-A individuals show more job satisfaction in comparison to other personality traits (Kirkcaldy et al., 1998). Further studies have found that type-A individuals are more prone to job-induced stress related behaviours at work (Frei et al., 1999). The current study looks forward to identifying and predicting certain work habits related to Type-A Behaviour Pattern individuals at work place.

Research shows that Type A personality and external locus of control can be detrimental to one's health and well-being. The study also suggests that a Type A personality and an External locus of control are associated with greater perceived levels of job stress, lower job satisfaction and a poorer physical and mental health than an Internal locus of control (Kirkcaldy et al., 2002). Another study on personality traits and job stress identified a significant positive relationship between Type-A personality and job stress (Choo, F., 1986). Multiple regression analyses of a study revealed a significant relationship between job tension and a linear combination of Type A personality and job characteristics. Results also support a person–environment fit approach to the study, prevention, and remediation of job stress (Abush, R et al., 1984). The current study in understanding the personality traits of TABP individuals include aspects of how internal locus and/or external locus of control among TABP affect their contribution to their organization. The study will focus on whether their contributions are recognized and if it needs a different approach to handle the shortcomings of the work done by TABP individuals.

Rosenman and Friedman in 1961 explained that TABP individuals have extremes of competitive striving for achievement, hostility and time urgency that are associated with work performance and attitudes (Friedman, 1959). Studies also revealed that certain work habits are related to TABP that determines their behaviours at the workplace and are related to company growth (Howard et al., 1977). Other researchers pointed out that Type - A individuals reported high levels of conflict with others and weaker performance for cooperative modes like team work. The results of the study indicated the importance of including individual characteristics or predispositions in developing organizational conflict strategy (Baron, 1989). The current study focuses on whether the personality traits of TABP individuals are a contributing factor for the organization and how they try to overcome the perceived obstacles.

Studies have proved that Type-A Behaviour Pattern individuals at the workplace show self-imposed time commitment to their current jobs (Byrne & Reinhart, 1989). Another study found that individuals with TABP are found to have time urgency as a contributing variable to their jobs (Agbu, 2010). Furthermore, it is also identified that Type A behaviour patterns have more time urgency and that they underestimate the passage of fixed time intervals (Strube & Lott, 1984).

According to a research, Type A individuals with internal locus of control showed less psychological strain due to role ambiguity (KEENAN & McBAIN, 1979). This highlights how role stress and role ambiguity are moderated by personality characteristics. Studies have found type A behaviour as a moderator for various job stressors like role ambiguity, role overload, role conflict, resource inadequacy and skill underutilization (Jamal & Ahmed, 1985). In addition, type A behaviour pattern was found to be a significant moderator for stress-outcome relationships at work.

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III. METHODOLOGY

A. *Introduction*

This chapter explains the methodology that is used to gather and interpret the data relevant to the current study. The methodologies include areas such as the problem statement, objectives of the study, research design, population, sampling, data collection, procedure, and techniques used for data analysis.

B. *Problem Statement*

There have been lack of research on the experiences of Type A Behaviour Pattern(TABP) individuals at workplace. This poses a gap in understanding their needs and workplace behaviour. It is necessary to have knowledge on how personality characteristics can be helpful in handling workplace scenarios. Thus, it is essential to look into individual work experiences and work habits in order to understand their contribution to their organization.

C. *Objectives of the Study*

1) To understand Type A Behaviour Pattern (TABP) individuals' workplace behavior and work habits
2) To examine Type A Behaviour Pattern (TABP) individuals' perceived contribution to their organization

D. *Operational Definition*

1) Workplace behaviour and work habits - he study uses workplace behaviour and work habits such as usual number of hours per week, competitive nature, locus of control, team work and likewise.
2) Perceived contribution - The study aims to understand if the contributions that the participants think they made at work brings difference to their current organization.

E. *Qualitative Research*

Qualitative research method is used in this study. This method is adopted to gather participants' experiences, perceptions and behaviour that are not easily quantifiable. Considering the lack of previous research on the topic, the qualitative research method helps to illuminate the experiences of Type A Behaviour Pattern (TABP) individuals with differing views on their workplace experiences. Also, this method will help to identify their work behaviour and further understand their perceived contributions to their organization.

F. *Research Design*

Qualitative research design is used in this study. It is used to gather information and experiences that explain people's perceptions on certain phenomena and how they feel about it. This not only emphasizes on individual differences but also helps to identify themes around the phenomenon. This qualitative study used thematic analysis to understand patterns in the dataset. The important themes that emerged from the data were then subjected to further data analysis.

G. *Population*

The study consisted of Type-A Behaviour Pattern (TABP) individuals from the administrative sector of non-IT organizations. The sample size was 8 (N=8). It included individuals' currently working in the organization.
Screening The study used the Type A/B Behavioral Pattern Scale (ABBPS) developed by Upinder Dhair and Manisha Jain (2001) to screen the participants for Type A Behaviour Pattern (TABP). 16 participants from the administrative sector of non - IT - based organizations were included in the research. 8 (N = 8) participants were screened through the scale for TABP.

H. *Sampling*

The sample was chosen using a purposive sampling technique. Participants who were identified as Type-A were included in the study.
Those participants who were willing to be a part of the present research on the condition of confidentiality, and were willing to share their personal experiences with the investigator were chosen. An online informed consent was circulated to each participant before collecting data from the respective participants. Ethical guidelines for the research were adhered to. The participants were also permitted to quit the study at any point they wished.

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I. Inclusion Criteria

1) Individuals identified as having Type-A Behaviour Pattern (TABP)
2) Individuals are currently employed (full-time)
3) Individuals from administrative sector of non-IT organizations
4) Individuals fall between age range of 20 - 39 years
5) Individuals with work experience in their current organization for at least 2 years

J. Exclusion Criteria

1) Individuals from IT organizations
2) Individuals identified as having Type B behaviour
3) Individuals with physical or psychological disabilities

K. Data Collection

Semi-structured interviews were used to gather data. This technique of gathering data involves asking questions inside a predetermined framework; however, there is no set sequence in which the questions must be answered. Open-ended questions throughout the interview gave the participants the freedom to go into as much detail as they want with their responses.

L. Procedure

Cases were screened to see whether they fit into the inclusion criteria. Tools were used to screen the potential participants for the research. The potential participants were briefed on the study's purpose, and those expressing willingness were chosen through purposive sampling, resulting in a dataset of 10 individuals. Prior to the interviews, informed consent was obtained from all participants, who were informed about the study's objective and assured of their rights and freedom to express their views. Participants were informed of their option to withdraw or skip questions. Any concerns raised by participants were addressed by the researcher. Following the acquisition of informed consent, semi-structured interviews were conducted, during which the researcher built rapport to create a comfortable environment for participants to share their experiences. Participants were given time for reflection, enhancing the depth and flexibility of their responses. Open-ended questions were incorporated based on participant responses and existing literature. The interviews were conducted in English and later transcribed by the researcher for subsequent data analysis. The participants were screened using A/B Behavioral Pattern Scale (ABBPS) assessment developed by Upinder Dhar and Manisha Jain (2001).

M. Tool Description

The scale employed for assessing Type A/B behavior patterns in the Indian context utilizes a 5-point rating system (strongly agree, agree, uncertain, disagree, strongly disagree). Comprising two parts, Form A and Form B, the scale contains 17 and 16 items, respectively, totaling 33 items. Form A is designed to evaluate Type A behavior, while Form B assesses Type B behavior. This distinction is crucial as individuals may exhibit traits from both personality types. The reliability coefficient for both Form A and Form B is .54, indicating moderate reliability. The scale demonstrates high content validity and face validity, with an overall validity of .73. The self-administered scale can be used in group or individual settings without a time limit. Respondents typically take around 10 minutes to complete both forms. All questions must be answered, and there are no incorrect responses. Manual scoring involves assigning scores of 5 for strongly agree, 4 for agree, 3 for uncertain, 2 for disagree, and 1 for strongly disagree. The total scores from Form A and Form B determine Type A and Type B scores, respectively, identifying individuals with a combination of Type A and Type B personality patterns.

N. Data Analysis

This study used qualitative methods for the analysis of data. Eight face-to-face as weel as telephonic interviews were conducted, recorded, and transcribed verbatim by the researcher. Qualitative thematic analysis was used to elicit and analyze the major themes and sub-themes. The themes are identified and are given codes to represent the meanings and patterns emerging from the data. These patterns are then broken down into sub-themes which in turn give more precise distinction within the data obtained under the same domain. A technique for analysing qualitative data called thematic analysis entails reading through a collection of data and searching for trends in the meaning of the data to identify themes. Making meaning of the data involves an active reflexive process where the researcher's personal experience is central.

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Thematic analysis of the dataset included the following steps: (a) Reading the transcripts, (b) Identifying recurring themes and patterns in the responses of participants, (c) Developing themes and sub-themes from the data, and (d) Reviewing of themes by cross-checking recordings and transcripts.

IV. RESULT AND DISCUSSION

The study aimed to understand the phenomenon of understanding the work experiences of Type A Behaviour Pattern (TABP) individuals and their perceived contribution to their organizations. The analysis is developed under 15 themes with specific sub-themes under certain themes. These are illustrated with the help of direct quotations from the population sample.

Table 4.1: Demographic details

Variable	Categories	N
Gender	Male	3
	Female	5
Years of experience	2 - 3 years	4
	Above 3 years	4
Age	20 - 25	3
	26 - 31	4
	32- 39	1

Table 4.2 : Themes and sub-themes

Themes	Sub-themes
Workplace Behavior	Supervisory role Work after travel Confidence Competitiveness Locus of control Team work Training juniors Interruption during work
Workplace Habits	Working overtime
Perceived Contributions	Salary
Need for change	

A. Workplace Behavior

The participants' behavior at workplace was analysed and it was identified that they share common work-related behaviors as TABP individuals.

1) Supervisory Role

Most of the participants found themselves attracted and accepting roles that are next to their hierarchy i.e., as supervisors.

V.V said, *" Yes. I think I have all the qualifications required for the supervisor role. I always fascinate their role and how much I want to do for this organization by taking up the role if it is given to me."*

Another participant D.K said, *"Yes. I do. I feel that I am always ready for the next step in my career and that i've enough potential for it too."*

It was observed that the participants were already ready to take up supervisory roles and felt ready for the next phase in their work. However participant P.S said, "*No, I don't prefer so because, like, I'm okay with my job. I don't usually. Like, I don't allocate any of my work, or get help from others. Okay, so I don't share my work. Also, I, myself, complete my work. So I don't think I do I have leadership qualities also. Okay*". The participant was not interested in other roles and was content with their job role.

2) Work after Travel

Traveling during week offs was found to be another common behavior among most participants, when inquired about it. Most of them used to take frequent bike-travels on day-offs at work as mentioned by P. B in his statement, "*Yes I like traveling. But because of my situation i m unable to travel right now. But i do like traveling*". Participant D.K also revealed, " *Yes. Traveling is one of my faviourite things to do whenever i get off at work.*"

Another participant R.R with TABP said, "*Yeah, everyday. Usually, whenever I feel so much stress, I usually go by me and my park. And I usually take 30 minutes* ". It is observed that few individuals consider taking a walk to the nearby park as the travel they could afford during breaks they take during continuous work.

However another factor that was common among all the TABP individuals is the effect on work productivity after travel. Participants A.M and M.S said, "*After traveling, we get finished, do our things, and get free. So we can start with a new introduction. I think, which I cannot do when my mind is full of other thoughts*". Other participants D.K and V.V quoted during their interview, "*After getting my mind fresh i feel like i get more productive at work*" and "*It helps me clear my mind for the workload that is waiting for me when i return*".

Thus it is observed that the participants with TABP find traveling to destinations to be helping to clear their mind and relax. This in turn is perceived by them to be improving their productivity and contribution to the organization.

3) Confidence

Transcripts show that most participants considered themselves confident in their workplace. Participant P.B, when asked how being confident at work is helpful, answered, "*Definitely. Situation…if everyone around me feels hesitant to talk to a person, I usually go forward and talk. Either the head or CEO, I can speak to them. I respect their position, but apart from that reason I still talk to them*". Hence participants with type A behavior can relate to being a confident person at work and find themselves forthcoming in situations that require confidence.

V.V denoted, "Y*es. How I present myself is very important for the job role I've taken in this organization. So I sometimes pretend to be a confident person inside and outside the organization. For example, once had attended a conference meeting with me as a head and it was my first. I was really nervous, but I presented myself bold and it helped my get my job done. I was very much appreciated for that conference, and it brought great laurels for my organization*". This highlights that employees with type-A behavior also portray confidence as part of their job role. It is commonly identified among the transcripts that it is part of their job to be confident and thus bringing recognition to their organization.

4) Competitiveness

From the transcripts, it was commonly identified that most participants considered themselves competitive at work.

Positive or healthy forms of competition was found with participant V.V who said, " *Yes. I do feel competitive at work in some areas which require it. It is mostly in a positive way so that others or my trainees get positively motivated to do the work that is assigned to them. As a leader, sometimes I feel like that works for the team to be productivity"*. Similarly, D.K also revealed, "*Competition is found everywhere in your work. It is whom and what you consider as a competition. I always love a healthy and positive competition with my team members. Like, those that help each other do their best. That is a healthy competition*".

Thus it can be verified that competitiveness at work is one of the major traits in the individuals with TABP at the workplace. Studies have verified that competitiveness is one of the major traits of TABP individuals at the workplace.

5) Locus of Control

External and internal locus of control was found to be major factors in determining workplace behavior of the individuals with TABP. Transcripts revealed that most of the participants showed internal locus of control i.e.They blamed the situation or external factors rather than internal factors.

Two participants promoted that idea of external locus of control when described sample scenarios. The study also suggests that a Type A personality and an External locus of control are associated with greater perceived levels of job stress, lower job satisfaction and a poorer physical and mental health than an Internal locus of control (Kirkcaldy et al., 2002).

G.K said, "*Yeah, that's a good question. So I, I don't think I put the blame on anything, I would say that the time is just not right. So when things don't go away, right now, the market is job market is sluggish, the last six to eight months, we are not able to do anything to change the scenario. Because the whole world is suffering, India is also suffering. And we are also suffering, okay, so we try to find ways of coming out of it*".

Similarly, A.M also promoted, "*Most of the time that the candidate is not good*".

However, most participants with TABP were found to have internal locus of control as P.B said, "*Most of the time, I blame myself. I feel like if i had not procrastinate, then i would have done it one time kind of things*". V.V clarified, "*I'll accept if it is my fault and try to not make the same mistake again. Most of the time I blame myself for what I think. If i had been proper, then i would have not brought myself into the situation in the first place*".

6) Teamwork

Teamwork is a significant factor or theme that is identified commonly in the transcripts. Most TABP individuals in the current study positively supported the importance and need for team work in an organization.

Participant P.S said, "*Yeah, I like to work in teams, we can learn things we do not know from others. And the work can also be completed fast*". V.V added, " *Yes. I think it is very important to work in teams. Because teams are the backbone of the organization. It must always be appreciated at work. I personally think it brings each other in the team together and gets to know everyone better*".

It could be interpreted that team work was highly valued by the type- A employees and find it as an opportunity to find personal and occupational growth in their organization.

7) Training Juniors

TABP employees promoted the idea that being trainers or as mentors to juniors or interns was another opportunity for growth. P.B said, " *Yes definitely. Because I was in that situation in the first place. So I will do it as a superior. Also I believe that asking questions from the juniors help in generating knowledge. So I would be so glad to clarify them*". V.V pointed out, "*No, I definitely find it as an opportunity for the organization. New interns mean new inputs and perspectives for the organization's growth is what I believe. I have trained a lot of juniors and they have been very useful for the organization. I even encourage them to ask more questions about the work. This way they'll be able to learn more*".

8) Interruption During Work

Participants promoted that they do not appreciate interruptions at work. However, most employees with TABP prioritized emergency cases over their work.

a) Priority to Emergency Situations

Most participants did not show irritability, hostility and aggressiveness towards minor issues, few major factors of TABP, during work. P.B says, " *so…first it would be based on the work that i m doing. Its based on their emergency. I try to concentrate on that matter first*". Similarly, D.K quotes, "*No, mostly not. I get very focused when it comes to work. I don't like if others interrupt when i m busy with important office work. But if it is really important or like an emergency, you know, i can give some time for them. That wont be hard i guess*".

Thus, employees with type- A behavior at work find themselves prioritizing "emergency"

B. Workplace Habits

1) Working Overtime

The transcripts promoted that working overtime or taking up extra work as a common workplace habit observed in all the transcripts. Studies have found that working overtime is an indicator of job satisfaction among type-A individuals. V.V admitted, "*Yes. I mostly work overtime especially during the night shifts. It helps me complete my work before the day ends and I can start fresh the next day*". A.M answered why they take up extra work as, "*Both myself, because I'm also getting benefited and our organization. If I can close one position, both are benefited. So yeah, for both I do*".

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C. Perceived Contribution

1) Salary: Salary was observed to be one of the major factors that determined the TABP participants' measure for their contribution to their organization. P.B stated, "*Yes I believe. I would like a little more but I am being compensated with health benefits, family packages and other. So yeah that's it*". Similarly, V.V contributed saying, "*Yes. For how much I am working it compensates my time and energy. If the salary was not good, I would not have stayed here for these many years, right? More than salary, I get other benefits from the organization which makes me want to stay here for a longer time"*. Therefore, it can be observed that TABP individuals, even though they have discrepancies on how much they are getting paid, they feel content considering the benefits and compensations they receive.

D. Need for Change

As TABP individuals working in administration, suggestions on what changes they would like to make in the organization that would help them contribute more to the organization were analyzed.

P..B suggested, "*So…um…in that sense, I think it would be better if I am given even more benefits for the work I carry out here. Sometimes I feel that is not really enough as I see other employees working here too. Also I think personally I would like more team-based activities should be involved*". Also, V.V contributed saying, " *I do not have a separate cabin for my work and thus I get distracted a lot during work. Other than that, I would like to do my work in my own pace and style instead of, you know, rushing me. My supervisor did know I will not leave work before completing assigned work, but still, sometimes it is irritating*". A.M says, "*So I would like a more proper schedule of work. Like it is so uncertain. Even though it is flexible, it is not really organized and so I get lost. Like they can give us some targets in a more accurate manner*".

These suggestions from the participants suggest that they try to reduce their job stressors through flexible workspace, to exhibit a unique working style that gets them more recognition and to be more goal-oriented.

V. SUMMARY AND CONCLUSION

A. Summary

The study has shed light on various workplace behaviors, workplace habits and contributions by Type-A Behavior Pattern(TABP) individuals at work. Participants exhibited traits of type- A behavior like working overtime, supervisory role, work overload, travel habits and locus of control. It was found that certain personality traits have been modified according to the needs of the workplace. Participants were observed to promote healthy competitiveness at the workplace, manage their irritability during interruptions at work and work in teams. A majority of the sample population for the study showed genuine interest in sharing their work behavior. It was also found that the participants were concerned both about their personal growth as well as their contribution for the welfare of the organization they currently work in.

B. Limitations and Future Directions

To the best of the researcher's knowledge, there was no bias on part of the researcher; however, there exists certain limitations to the study.

1) The sample may not be representative of a larger audience or may not be generalizable owing to the small sample size.
2) This sample is heterogenous i.e., participants are from different industrial sectors which might bias the outcomes of the study.
3) There is lack of recent studies with respect to Type- a behavior employees in an organizational setting in the past 5-10 years.
4) Gender differences were not considered during the conduction of the study.
5) There is lack of research conducted in the are of Type-A Behavior patter employees at workplace in India.

The findings of this study can help future researchers to frame appropriate motivational techniques or reward systems for the employees to improve their job congruence and job-fit. Further researchers may study a larger sample to arrive at relevant generalizations.

C. Conclusion

Understanding the personality types of the candidates as well as the employees helps the organization to understand their preferences when it comes to hiring and the preferences of other people. It will benefit the organization to know how these individual preferences can have a different impact on the overall recruitment process or retention of existing employees. They might show potential to manage crises, understand the strengths and weaknesses of themselves and their team members and proceed forward towards success of the organization. Understanding the implications of the TABP employees at workplace will aid personal growth of the individuals as well as meet the organization's goals.

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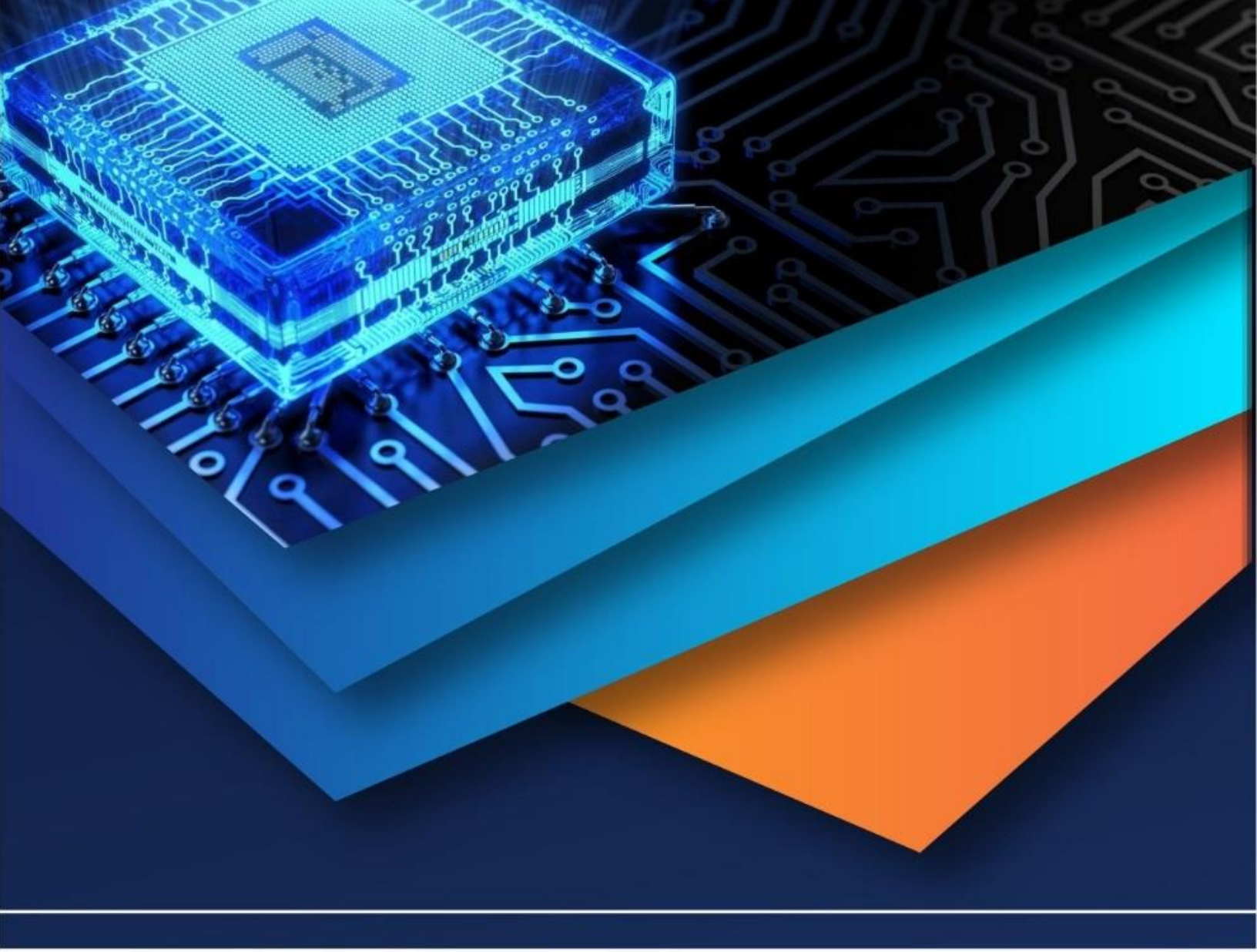
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