

## **Behaviours of Ex-managers, who are Now Unemployed and their Behavioural Patterns**

### **Abstract**

The subject of this article is how ex- managers characterized by certain personality patterns (A or C) behave at the labour market. The article consists of two parts. The theoretical one is connected with presentation of the literature which is devoted to personality types A and C. In the empirical part we can find the results of the research into ex – managers who lost their jobs and remain unemployed. One may observe differences between the ex-managers' personality pattern (A or C) and their behaviours. The latter tried to find a new job more often than the former and were also more successful.

**Key words:** *behavioural pattern, the unemployed*

### **Introduction**

The ongoing situation at the labour market can hardly be called stable. The situation puts high demands on its participants, particularly employees and those who are looking for a job. These demands include flexible actions which allow them to quickly adapt to a new situation.

Individuals who, for any reason, have to find a new place of work behave differently and their behaviour depends on many conditions.

Some people who are searching for a job try to match their expectations with the current demands of the market, a number of people start their own economic entities while others do not care any more, they rely on good luck and remain jobless for a long time to come.

The goal of the article is to find an answer to the following question: is there any dependence between a particular behavioural pattern (A or C) of unemployed people and their activity at the labour market after losing a job.

## **Theoretical framework**

Two cardiologists: M. Friedman and R. Rosenhahn first worked out the concept of type A behavioural pattern (R. Rosenhahn, 1994, pp. 317–345) at the end of the 50s. Some time later these two authors were able to present the syndrome called Type A behavioural pattern.

As Ulmer and Friedman pointed out “...above all, this behavioral pattern is a constant bout, never ending endeavor to create and to achieve more and more, to participate in more events in the shortest time ever, often against someone’s real or unreal wish. Individuals with type A personality are doomed by a sense of uncertainty about their own social status, hyper – aggressiveness or even both” (Ch Sheridan, S. Radmacher, 1998, pp. 377–378)

Type A personality is defined as a syndrome of a certain behaviour or life style which is characterized by extreme competitiveness, struggle for achievements, aggressiveness, excitation, over – vigilance, short – tempered manner of speaking, dominance and never - ending fishing for recognition.

The use of a questionnaire method of research to study type A behavioural pattern made it possible to find out the following three factors:

- Factor H (hard driving and competitive) – one’s tendency to compete, diligent and responsible commitment and putting much effort to one’s activities
- Factor J (job involving) – a degree of one’s commitment and dynamics of work
- Factor S (speed and impatience) referring to the following features of behaviour: speed, impatience, high dynamics and tension (H. Sęk, 2005, pp. 239–241).

Further research resulted in a peculiar division of personality types into the two following “substructures”:

- Motivational – meaning one’s desire for individual achievements and competitiveness accompanied by one’s strong involvement in professional life, a tendency to perform several tasks at a time with simultaneous need to exert control and over – vigilance.
- Emotional – suppressed proneness to aggression and a lingering sense of hostility

The constant struggle of type A individuals makes them experience shortage of time and resulting “chronic haste”. Such people feel urged to think, plan and perform most activities at a much faster rate than others.

They speak fast and want to make others act in the same way. Also, they try to write, read and eat as fast as possible to be able to complete certain tasks or activities on time. Type A individuals think and perform many activities at a time. Lack of self-confidence and aggressiveness causes non-specific hostility. As a result of increasing struggle such persons may become self-destructive. In the last two decades Type C behavioural pattern has been described which is typical of individuals who are patient, compliant to authorities, cooperative and hide negative emotions (cf. Dolińska-Zygmunt, 1996, p.112).

Despite all the differences, type A and type C behavioural patterns have much in common.

Type C behavioural pattern is connected with little aggressiveness, concealing negative emotions (particularly anger) and submissiveness to authorities (K. Poprawa, 1997, pp. 331–336).

Such individuals are usually perceived as gentle, warm, unable to be angry but simultaneously they have problems with meeting new people, feel lonely or neglected. Not only do they often have problems with starting new emotional relationships but also they cannot “recognize” their own emotions and present the so-called “alexithymic” personality (Heszen-Niejodek, 2001, pp. 17–21).

They are not firm enough, subjective and feel they do not live a full life (G Dolińska-Zygmunt, 2001, pp. 169–179).

The analysis of the employment and unemployment rate, which was growing until 2005 (Cf The Bank of Regional Data 2007) let us find a group of people who used to be long – time managers but now, due to the new economic situation of the region, restructurization, privatization and other changes, remain unemployed.

This situation made some 13% of the management staff suddenly change their aspirations and professional values as well as life goals. These people had to adapt to their “new” status and were forced to reconstruct their professional life or quit work, find new goals (cf. K.Obuchowski, 1993) or, in other words, “cope with stress” to become addicted as a result (J.Terelak, 1997 p. 113).

Organized actions arising at the job market (A. Bańka, 1996, p. 141) such as active methods used to decrease unemployment, various forms of help e.g. loans for new entrepreneurs, training to learn new professional skills and widely – meant job search seem to be an opportunity to find a job although these new jobs mean less prestige and less income than the previous job in a managerial position.

One may expect that, as in the entire population, ex-managers who lost their jobs are characterized by different behavioural patterns (the author of the article is particularly fond of type A and type C patterns).

Thus, there is a possibility that these behavioural patterns determine their actions while they remain jobless.

The goal of this article is to find answers to the following question: Is there any connection between the former managers' behavioural pattern (either A or C) and their ways of coping with unemployment?

Such a general research problem may be presented in the form of the following particle research problems:

1. Do individuals with a certain behavioural pattern, e.g. type C, take up actions connected with searching for and finding new employment more often than others?
2. Are individuals with a certain behavioural pattern, e.g. type C, more successful than type A individuals in finding a new job?

## **Materials and methods**

75 subjects participating in the research were ex – managers who had remained unemployed for about two years. These persons were characterized by a certain behavioural pattern (A, B, or C). 21 participants were diagnosed with behavioural pattern type A by way of JAS questionnaire (Jenkins Activity Survey). 54 subjects were diagnosed with behavioural pattern type C with the use of the method of competent judges based on an interview (at least three competent judges).

So the two basic methods used in the research were an interview and a questionnaire. The research group consisted of only males aged 40–57. All of them had a college degree and had remained in a managerial position for at least 8 years. The research was carried out between January 2005 and November 2006 in the Wielkopolska and Mazowsze regions. The participants of the research were additionally motivated by financial means achieved in a structural programme.

## **Results**

The results of the research show that former managers with behavioural patterns A or C differed as far as their activities taken up to find a job were concerned.

**Table 1: Activities taken up to find a job**

Behavioural pattern	Persons who take up actions to find a job	
	W	%
Type A individuals	21	28
Type B individuals	54	72
Total	75	100.00

Source: author's research

72 % participants with behavioural pattern type C took up measures to find a job as compared to only 28 % subjects with type A.

**Table 2: The type of action connected with looking for a job**

The type of action	Type A individuals		Type C individuals	
	W	%	W	%
Sending one's CV	2	33.33	4	14.28
Sending one's CV and participation in a job interview	3	50.0	11	39.18
One's attempt to start a new business	1	1.67	6	21.42
Participation in professional training	–	–	7	25.00

Source: author's research

The participants of the study most often took up actions connected with sending their CVs and participation in a job interview (50% of type C individuals). One should note that none of the type A ex-managers took part in professional training. The statistical analysis showed no relation between the level of education of the unemployed participant of the study and his job-seeking actions.

**Table 3: Finding a steady job**

Behavioural pattern	Finding a new steady job	
	N	%
Type A	2	33.33
Type C	18	64.28

Source: author's research

Summing up, type C participants were more active than those characterized by type A as far as looking for a job is concerned. This may be influenced by subjective feeling of an urge to look for and to find any job, which can be characteristic of type C.

It may be suspected that these individuals feel more obliged to find a job quickly because they are more dependent on the opinions and attitudes of others.

The sociological interpretation of the situation in question emphasizes the importance of the social relations with the environment, which are not only supportive but also helpful in the job-seeking process for the subject.

Additionally, we may expect that the aspirations of type C individuals will “make it possible” for them to take jobs which are not necessarily connected with being in a managerial position.

The situation is different in case of type A individuals. Contrary to type C ex-managers, type A subjects took up job-seeking actions less often, which might have been caused by their professional aspirations.

Furthermore, individuals characterized by type A behavioural pattern can be perceived by the environment as more involved and committed than others, thus they may seem to be more dangerous partners in hard competition in business.

Another reason why type A individuals do not take up any actions to find a job or are less successful in their efforts can be their „more difficult” interpersonal relationships and the fact they are perceived as less willing to agree to compromise.

To conclude, the research pointed to the relation between one’s behavioural pattern (A or C) and job-seeking efforts. This dependence shows type A individuals need more institutional support.

One of the possibilities to change the situation is to work up programmes to counteract unemployment designed for individuals characterized by certain behavioural patterns.

One may expect that an early diagnosis of one’s behavioural pattern would be the key to the success of programmes fightingt unemployment.

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