

A RESEARCH INTO THE RELATIONSHIP BETWEEN TYPE A PERSONALITY AND EMOTIONAL INTELLIGENCE IN LEADERSHIP DEVELOPMENT

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Abstract:

The aim of this study, which is conducted on male and female participants and managers from different departments and sectors, is to investigate the relationship between Type A personality traits and emotional intelligence dimensions. In addition, for male and female managers, the emotional intelligence dimensions that are effective on type A personality traits are tried to be determined according to each department. In the results of the analysis conducted on 205 participant managers and the survey used as the data collection tool, different findings were obtained for different departments in male and female managers, and the hypotheses proposed for inter-variable effects and relationships were partially accepted.

Keywords: *Type A Personality, Intelligence, Emotional Intelligence.*

JEL Codes:

1. Introduction

In the study conducted with the participation of male and female managers in different sectors in Istanbul, it is aimed to investigate the relationship between type A personality traits and emotional intelligence dimensions according to the departments where male and female managers are working. These types of personality traits were assessed separately for male and female participants according to the importance given to work, the importance given to the timing, the importance given to speed, divergence from social activities, optimism in dimensions of emotional intelligence, emotional evaluation and use of emotions. Regression models were also developed to measure the impacts of emotional intelligence dimensions on type A personality traits for departments in separate analyses for male and female managers in a total of 205 participant managers, consisting of 105 manufacturing sectors and 100 service sectors. When the studies in the literature are evaluated, the lack of studies that are analyzed by distinguishing between male and female managers and departments shows the importance of the study.

2. Literature Review

The concept of Type A behavior emerged as a result of long-lasting research that began in the 1960s and was conducted in order to determine the risk factors for heart failure. Generally, Type A behavioral individuals are defined as those who are impatient, aggressive, hostile, competitive, job-oriented, committed to success, deadline focused and showing these characteristics to extreme levels (Jones and Bright, 2001). Type A behavior is a mixture of actions and emotions that are demonstrated by individuals who can not or do not want to evaluate their own competencies. Such individuals judge themselves according to the evaluations of those whom they see superior. They rarely try to increase the quantity of the achievements to advance in the eyes of others. Their self-assessments depend on the level of success they believe they have reached (Friedman, 1980).

Type A behavior style is also referred to as Type-A personality in the literature. This concept will be used as Type A Personality in this study. However, it should not be overlooked that this is used to express a certain set of behaviors rather than one of the classic personality traits in the literature.

Individuals with type A personality are in a constant state of struggle and within this struggle, they try to obtain the maximum profit in minimum time. They maintain this struggle despite and against the people around them. The general characteristics of this type of individuals are; the effort to achieve success in competition, an exaggerated time-lapse, aggression and hostility. It is suggested that Type A behaviors are associated with lack of self-esteem, together with not exactly knowing what causes it (Friedman, 1980).

It is not possible to categorize people precisely as Type A or Type B. It should not be anticipated a person to exhibit all features of Type A personality. Some Type A behaviors can also be observed in an individual who can be defined as Type B in the same way. The method used to distinguish between individuals who show type A and B personality is the number and severity of these behaviors. When classification is required, a rating can be made, starting from the extreme end of the A 1 type behavior, ending at B 5 which is the other end. B5s can be described as people who need time to think and act and who can listen calmly to other people, as opposed to type A personality traits (Lelord and Andre, 1996).

It has been argued that Type A personality traits have been shown since childhood. As a result of a survey conducted on a scale developed to measure Type A behaviors in children, it was determined that children classified as Type A exhibited behavior similar to Type A behaviors observed in adults (Stamps and Clark, 2001).

The reason for the differences in achievement of individuals in academic and business life can be explained by cognitive ability tests of about 25%. It is obvious that there are significant effects of features and behaviors besides the cognitive abilities measured by intelligence tests, even though they have significant practical value in education and work life. These features probably include personal motivation, perseverance, interest, knowledge accumulation, learning styles, parental attitudes, peer effects and educational practices (Burns et al., 2007).

Emotion can be described as "a feeling and certain thoughts specific to this feeling, psychological and biological states, and a set of movement tendencies" (Goleman, 1995). Emotions emerge as reactions to an internal or external event that is important to the individual (Salovey and Mayer, 1990). What is emotional intelligence is explained by two different concepts. Thus, according to the so-called "talent model", emotional intelligence is defined as a set of cognitive abilities in emotional functions; According to the "feature-ability composite model", emotional intelligence is a combination of personality traits in a wide range and other traits (Goldenberg et al., 2006). Monitoring the feelings and emotions of yourself and others; The ability to distinguish them and to direct their thoughts and movements using this knowledge has been conceptualized as emotional intelligence by the theorists of the talent model Salovey and Mayer (1990 p. 189). The basis of this concept is based on the social intelligence of the 1920s, one of the elements of Thorndike's intelligence model. Thorndike distinguished social intelligence from other intelligences and described it as "to understand men and women, boys and girls - to act wisely in human relationships" (Salovey and Mayer, 1990); General intelligence has different abilities; it is a different kind of intelligence that the individual sees and understands the feelings of himself and others (Rozel et al., 2006).

It was after Goleman's work "Emotional Intelligence (Why It Can Matter More Than IQ?)" that the concept of emotional intelligence was learned by large masses and became a popular subject (Rozell et al., 2006). Emotional intelligence is defined as "To be able to continue on the path despite the inconveniences; To postpone satisfaction by controlling your impulses; Regulating the mood; Not allowing obstacles to prevent thinking; Putting yourself in the place of others and hoping..."(Goleman, 1995). Goleman, like Bar-On, focuses on how emotional intelligence is a mixed intelligence but, unlike him, how cognitive and personal factors determine workplace success (Stys and Brown, 2004).

3. Research Methodology

The scope of the research is limited to male and female managers participating from different enterprises, including manufacturing and service sectors in Istanbul. The results should be interpreted on this sample group.

In the study where the questionnaire was used as a data collection tool, a questionnaire consisting of three parts was prepared. Volunteering was taken as a basis in the process of conducting the questionnaire. The process of implementation of the survey was conducted in person with men and female managers in different enterprises in the manufacturing and service sector. The questionnaire return rate was 82% during the one month period, and the analysis was performed on the precise data from 205 participants. There are demographic terms in the first part of the questionnaire, type A personality characteristics in the second and emotional intelligence scale terms in the last.

The type A personality traits scale developed by Batıgün and Şahin (2006) which has 25 expressions, as in Likert scale, 1 = Never-5 = Always was used to measure the rating in the questionnaire to determine participants' type A personality traits. Inversely coded form is based on the scale score and the high score is considered to be indicative of intensive type A personality traits. There are four dimensions in the scale: importance given to work, importance given to timing, importance given to speed and divergence from social activities. These dimensions and their expressions are;

- The importance given to work 12 expressions (expressions 2, 5, 6, 7, 8, 10, 16, 20, 21, 23, 24 and 25)
- Divergence from social activities 4 expressions (expressions 9, 11, 12, 13),
- The importance given to timing 6 expressions (1, 3, 14, 17, 18 and 19 expressions) and
- The importance given to speed 3 expressions (4, 15, 22).

In order to determine the levels of emotional intelligence dimensions, the emotional intelligence scale developed by Schutte and adapted to Turkish by Arkun and his colleagues is also composed of Likert-type scale, 41 expressions and three dimensions in total. These dimensions and expressions are;

- The optimism dimension which has a total of 21 expressions (21, 25, 37, 18, 38, 30, 27, 29, 19, 33, 31, 7, 36, 9, 2, 11, 16, 5, 15, 1, 32)
- The dimension of emotional evaluation which has 13 expressions (22,40,6,17,39,35,8,24,26,3,41,28,12)
- The use of feelings dimension which consists of 7 expressions (34,13,14,10,4,20,23).

3.1. Population and Sample

The research is made up of men and women working in different companies in Istanbul in the manufacturing and service sectors. Because it is not possible to reach every manager at the site, 105 manufacturing and 100 service sector managers have been reached through easy sampling. Easy sampling is used as it is more convenient to include all participants who are likely to have access by means of it.

3.2. Analysis of the Obtained Data

In the analysis of the data, SPSS 21 statistical program was used. In accordance with the purposes of the study, frequency analysis to determine the descriptive statistics of the participants, factor analysis to determine whether the used scales can be obtained in the working sample with original dimensions, correlation analysis to determine the relationship between type A personality traits and emotional intelligence dimensions for both male and female managers, regression analysis to measure the effect of emotional intelligence dimensions on each type A personality, determination of whether Pearson or Spearman correlation is preferred for correlation analysis, and normality test to determine normal distribution appropriateness as a prerequisite for applying regression. The Kolmogorov-Smirnov test was preferred for the normality test.

The Kolmogorov-Smirnov test result indicates that the normal distribution is appropriate for scales of p greater than 0.05. When the appropriateness of the normal distribution of the scale data used in the research is examined, it is concluded that the normal distribution of the resultant data is appropriate when the significance value of p is larger than 0.05. Pearson correlation was preferred in the correlation analysis because the data were fit to the normal distribution and since the assumption of regression was given, the male and female managers were individually regressed according to the departments they were working with.

3.3. Research Hypotheses

The hypotheses for studying the relationship between type A personality traits and emotional intelligence dimensions are as follows.

H1a: For the male participants, the importance given to work is influenced by emotional intelligence dimensions on type A personality traits.

H1b: For the female participants, the importance given to work is positively influenced by emotional intelligence dimensions on type A personality traits.

H2a: For the male participants, the importance given to timing is influenced by emotional intelligence dimensions on type A personality traits.

H2b: For the female participants, the importance given to timing is positively influenced by emotional intelligence dimensions on type A personality traits.

H3a: For the male participants, the importance given to speed is influenced by emotional intelligence dimensions on type A personality traits.

H3b: For the female participants, the importance given to speed is positively influenced by emotional intelligence dimensions on type A personality traits.

H4a: For the male participants, social divergence is influenced by emotional intelligence dimensions on type A personality traits.

H4b: For the female participants, social divergence is positively influenced by emotional intelligence dimensions on type A personality traits.

3.4. Demographic Findings

The descriptive statistics of participant managers are separately divided as men and women in the sampling and the findings are shown in the following table.

Table 1. The Demographic Findings of Male and Female Participants

	Age	Number	Percentage	Department	Number	Percentage	
Female	18-24	6	5,9	Female	Marketing(sales)	8	7,8
	25-34	53	52,0		Accounting(finance)	30	29,4
	35-44	36	35,3		Human Resources	17	16,7
	45-54	7	6,9		IT	10	9,8
	Total	102	100,0		Quality Control	15	14,7
Male	18-24	2	1,9	R&D	7	6,9	
	25-34	38	36,9	Technical	4	3,9	
	35-44	40	38,8	Procurement	11	10,8	
	45-54	19	18,4	Total	102	100,0	
	55+	4	3,9	Male	Marketing(sales)	20	19,4
Total	103	100,0	Accounting(finance)	11	10,7		
	Education	Number	Percentage	Human Resources	14	13,6	
Female	High-School	33	32,4	IT	11	10,7	
	Associate's	22	21,6	Quality Control	7	6,8	
	Bachelor's	42	41,2	R&D	9	8,7	
	Master's	5	4,9	Technical	17	16,5	
	Total	102	100,0	Procurement	14	13,6	
Male	High-School	26	25,2	Total	103	100,0	
	Associate's	21	20,4	Time in Position			
	Bachelor's	47	45,6	Female	1-5 years	58	56,9
	Master's	7	6,8	6-10 years	30	29,4	
	Doctorate's	2	1,9	11-15 years	14	13,7	
Total	103	100,0	Total	102	100,0		
				Male	1-5 years	39	37,9
				6-10 years	40	38,8	
				11-15 years	20	19,4	
				21+	4	3,9	
				Total	103	100,0	

When participant male and female managers were evaluated according to their demographic findings, 25-34 and 35-44 age groups participated in the sample in male and female participant managers, whereas participants in the 25-34 age group constituted more than half of the sample in female participants. When the participants were evaluated according to the educational status, it was determined that both the male and female managers had the majority of the undergraduate students, followed by the high school and associate degree graduates respectively. When evaluated according to the departments, it is seen that the accounting (finance) manager in the female managers, the marketing (sales) department in the male managers and the manager of the technical services department in the close position are in majority in the sample compared to the other departments. When the male and female managers were evaluated according to the duration of their job, it was observed that the majority of the managers who worked for 1-5 years in the female managers were more, and more than half of the sample, while in the male participants, with the most of the sample consisting of male participants working for 1-5 and 6-10 years, the participants between 1-5 and 6-10 years were distributed in close proportions.

3.5. Validity and Reliability Analysis

Cronbach Alpha values were examined for the reliability of the scales used in the research. For each dimension of the scales, this value of 0.70 and above indicates that the scales are also reliable in the relevant sample. The reliability test results of the scales are shown below.

Table 2. Cronbach Alpha Values of the Reliability Analysis

Scale	Numbers	Cronbach Alpha
Type A Personality	19	
Importance of Work	8	0,83
Social Divergence	4	0,87
Importance of Speed	4	0,75
Importance of Timing	3	0,77
Emotional Intelligence	37	
Optimism	19	0,89
Emotional Evaluation	12	0,79
Use of Emotions	6	0,73

The results of the table show that for each factor, Cronbach Alpha value of 0.70 and above provides reliability.

In order to determine the validity of the scale, the construct validity is given. Factor analysis of scale expressions in construct validity shows that the construct validity is achieved when the factor loadings and the load values between the two factor dimensions are less than 0,10. As a result of subtracting the values below 0,10 in the factor analysis, the validity of the scales obtained in their original state is also valid in the research sample.

3.6. Correlation Analysis

In the correlation analysis conducted to examine the relationship between scale dimensions, the value expressed as the relationship coefficient indicates the direction and strength of the relationship between the dimensions. If the statistical significance level is less than 0.05, it means the correlation coefficient is in;

- a very weak relation if it is below 0,20,
- a weak relation between 0.20 and 0.40,
- an intermediate relation between 0.40-0.60,
- a strong relation between 0.60 and 0.80

a very strong relation between dimensions if above 0.80 as the sample data is appropriate for normal distribution, Pearson correlation analysis is included, and the results for male and female managers are shown separately on the tables above.

Table 3. Female Participant Managers' Type A Personality and Emotional Intelligence Dimensions According to Departments

Department		Optimism	EmotionalEvaluation	Use of Emotions
Marketing(sales)	Importance of Timing			,881**
Accounting(finance)	Importance of Timing			-,491**
IT	Importance of Speed		-,759*	
Quality Control	Social Divergence		-,564*	
Quality Control	Importance of Timing			,517*
R&D	Social Divergence	-,893**		
R&D	Importance of Timing	,828*	-,771*	
Technical	Importance of Speed			-,993**

*, significant in 0.05 level, **, significant in 0,01 level

When the relationship between type A personality characteristics and emotional intelligence dimensions of female participant managers working in different departments is examined, the interrelationships between the dimensions in which statistically meaningful relationships are obtained are shown in the table. Relevant coefficients for the same variables, which have no meaningful results, are not shown on the table. For female participant managers in the human resources and procurement departments, the p-value was greater than 0.05. This showed that there was no relationship, thus it is not included in the table.

When the correlation coefficients between the dimensions obtained from the relationship are examined, it is seen that;

- In the marketing department female participants, there is a very strong and positive relationship between the importance of timing and the use of emotions.
- For the accounting department, the results show that there is a moderate and negative relationship between the importance of timing and the use of emotions.
- It is clear that there is a strong and negative relationship between the importance given to speed in the IT department managers and the emotional evaluation.
- The quality control department has a moderate and positive relationship between social divergence and the emotional evaluation in women managers, and a moderate and positive relationship between the importance of timing and the use of emotions.
- R&D department has a very high and negative relationship between the social divergence and optimism in female managers, as the personality trait from social activities increases, the optimism decreases, the relationship between the importance given to the timing and optimism is still very high and positive, while between emotion evaluation there is a strong and negative relationship.
- In the technical services female managers, the relationship between the importance of speed and emotional evaluation is very strong and negative.

Table 4. Male Participant Managers' Type A Personality and Emotional Intelligence Dimensions According to Departments

Department		Optimism	Emotional Evaluation	Use of Emotions
Marketing(sales)	Importance of Speed	,684**		,587**
Accounting(finance)	Importance of Work	-,648*		
Human Resources	Importance of Work	,618*		
Human Resources	Social Divergence		,787**	
Human Resources	Importance of Speed	,662**		
Human Resources	Importance of Speed	,643*	-,734*	
Quality Control	Social Divergence			,857*
Technical	Social Divergence	,501*		
Technical	Importance of Speed	,574*		
Procurement	Social Divergence			,596*
Procurement	Importance of Timing	,737**		
Procurement	Importance of Speed	,623*		

*. significant in 0.05 level, **. significant in 0,01 level

When the results of the correlation analysis for males participating managers were analyzed, it was not shown on the tables because there was no statistically significant relation between the type A personality traits and emotional intelligence dimensions for R&G department participants. When the meaningful results are evaluated;

- In the marketing department male participants, there is a strong and positive relationship between the importance of speed and optimism and a positive relationship between the importance of speed and the use of feelings at an average level.
- In the accounting department male participants, there is a very strong and negative relationship between the importance of work and the use of emotions.
- For the human resources department, the results show that there is a strong and positive relationship between the importance of work, the importance of speed and optimism.
- The data processing department showed that there is a strong and positive relationship between optimism and the importance of speed but a stronger and negative relationship between emotional evaluation and the importance of speed.
- There is a very strong and positive relationship between social divergence and the use of emotions in the quality control department participants,
- In the department of technical services, participants have a moderate and positive relationship between social divergence, the importance of speed and optimism. The level of relationship between the importance of speed and optimism higher.
- In the procurement department, there is a moderate and positive relationship between the social divergence and the use of emotions. There is a strong and positive relationship between the importance of timing and speed and optimism, and the relationship between the importance of timing and optimism is stronger.

3.7. Regression Analysis

The results of regression analysis applied to measure the effects of emotional intelligence dimensions on personality traits of type A personality were evaluated separately according to the departments of participating male and female managers and the results are shown in the tables below.

To apply regression analysis, normality assumption has to be accepted. Regarding the normal distribution of the research scales, regression analysis was applied to the sample as previously mentioned. Type A personality traits were taken as independent variables for each participant manager in each department, and the emotional intelligence dimensions investigated on these properties were taken as independent variables. In the regression models formed, the Anova test was not performed because the regression analysis was not considered model compatible in the department managers with a p value greater than 0.05, and was not included in the tables. In the regression analyses made according to the departments, the results of the research obtained from the Anova test $p < 0.05$ were shown on the tables.

Table 5. Impact of Dimensions of Emotional Intelligence on Characteristics of Type A Personality of Female Participant Managers by Departments

Department	R ²	Anova F	p	Social Divergence	β	t	p.
Quality Control	,475	5,222	,017	(Constant)	7,005	2,202	,050
R&D	,912	21,605	,016	Optimism	-,393	-1,495	,163
				Emotional Evaluation	-,815	-3,335	,007
				Use of Emotions	,378	1,796	,100
				(Constant)	8,109	5,591	,011
				Optimism	-,220	-5,381	,013
				Emotional Evaluation	-,832	-2,982	,059
				Use of Emotions	,257	1,548	,219
Department	R ²	Anova F	p	Importance of Timing	β	t	p.
Accounting(finance)	,209	3,552	,028	(Constant)	4,067	4,809	,000
				Optimism	,108	,578	,568
				Emotional Evaluation	,184	1,305	,203
				Use of Emotions	-,467	-3,155	,004

When the effects of emotional intelligence dimensions on the personality traits of type A were examined for the participating female managers, it was determined that emotional intelligence dimensions affected the social divergence and the importance given to the timing. When the effects of emotional intelligence dimensions on social activities are taken into consideration, it is seen that the emotional evaluation, which is smaller than the p-value of 0.05 in the quality control department managers, have an 81.5% negative effective on social divergence and in R&D department managers, optimism, the p-value of which is below 0.5 was found to have a negative effect of 22% on social divergence. The increase in emotional evaluation in the quality control department managers was determined to cause a decrease in social divergence. The increase in optimism in R&D department managers has been determined to cause a decrease in social divergence. When the influence of emotional intelligence dimensions on the personality traits of type A was examined for participating female managers of the accounting department, it was determined that emotional intelligence dimensions affected the dimension of importance given to the timing for accounting department managers. Given the influence of the emotional intelligence dimensions on the importance of timing to the accounting department, it was determined that the use of emotions smaller than the p-value 0.05 had a 46.7% negative effect over the importance of timing. It has been determined that the increased use of emotions in accounting department managers will cause a decrease in the importance given to timing.

Table 6. Impact of Dimensions of Emotional Intelligence on Characteristics of Type A Personality of Male Participant Managers by Departments

Department	R ²	Anova F	p	Importance of Work	β	t	p.
Accounting(finance)	,628	6,628	,019	(Constant)	,565	2,630	,034
				Optimism	-,533	-2,299	,055
				Emotional Evaluation	,326	1,411	,201
				Use of Emotions	-,515	-2,621	,034
Department	R ²	Anova F	p	Social Divergence	β	t	p.
Public Relations	,521	5,706	,015	(Constant)	,962	,912	,383
				Optimism	,073	,393	,703
				Emotional Evaluation	,680	3,264	,009
				Use of Emotions	-,103	-,473	,647
Department	R ²	Anova F	p	Importance of Timig	β	t	p.
Procurement	,467	4,804	,025	(Constant)	2,062	1,902	,086
				Optimism	,794	3,384	,007
				Emotional Evaluation	-,068	-,259	,801
				Use of Emotions	-,244	-,744	,474
Department	R ²	Anova F	p	Importance of Speed	β	t	p.
Marketing(sales)	,537	8,341	,001	(Constant)	,205	,216	,832
				Optimism	,665	3,034	,008
Technical	,597	8,896	,002	Emotional Evaluation	-,013	-,085	,934
				Use of Emotions	,381	2,370	,031
				(Constant)	-2,398	-1,871	,084
				Optimism	,715	4,352	,001
				Emotional Evaluation	,219	,726	,481
				Use of Emotions	,640	2,875	,013

When the effects of emotional intelligence dimensions on the type A personality characteristics were examined for the participating male managers, it was seen that type A personality characteristics were affected by the dimensions of emotional intelligence for all the different departments. When the effects of emotional intelligence dimensions on the importance given to work are examined, it is observed that the use of emotions smaller than the p value of 0.05 in the accounting department managers had a 51.5% negative effect over the importance given to work, in the human resources department managers, the use of emotions smaller than the p value of 0.05 was found to have a positive effect on social divergence by 68%, for the procurement department managers, optimism, which is less than the p value of 0.05, was found to have a negative effect of 79.4% over the importance given to timing, in the marketing department managers, the optimism which is less than the p-value of 0.05 was positively effective by 66.5% over the importance given to the speed, the use of the emotions was also positively effective by 38.1% It is determined that in the technical services department as well as the marketing department, optimism, which is less than the p-value of 0.05, is positively effective by 71.5% over the importance given to the speed, and that the use of emotions also has a positive effect by 64%.

The increase in the use of emotions in accounting department managers has been determined to cause a decrease in the importance given to work. The increase in emotional evaluation in the human resources department managers has been determined to lead to an increase in social divergence. The optimism in procurement department managers is determined to increase the importance given to timing. In the marketing department managers, it has been determined that optimism and increase in the use of emotions will increase the importance given to speed. It has been determined that optimism and increase in the use of emotions in the technical services department managers will increase the importance given to the speed.

4. Results

The basic characteristics of type A personality are expressed as mobility, impulsiveness, ambition, competition, aggression, hostility and time pressure (Baltas and Baltas, 2004, pp. 147-148). Individuals with type A personality characteristics are in constant competition, especially in business life. It is argued that lack of self-confidence is behind the excessive competition. The individual's self-comparison with others puts him in the effort of preserving and bettering his place. The tendency of competitiveness in Type A individuals is manifested as work addiction. As they spend most of their time working, they can not have enough presence in the other areas of their lives. Emotional intelligence, on the whole, shows life satisfaction, a healthy psychological adaptation, positive relationships with family and colleagues, and parental intimacy. The low level of emotional intelligence, on the other hand, is associated with aggressive behavior, drug and alcohol use, and involvement in crime (Stys and Brown, 2004: ii, Brackett et al., 2004, p. 1398).

In this study, the relationship and effect between type A personality traits and emotional intelligence dimensions of male and female participant managers from different departments were examined and the results of the analysis are given below;

- All relationships between variables are meaningless for female participats in human resources and procurement departments.
- The importance given to the timing in marketing department, which has high personality traits, will have a high emotional intelligence in the use of emotions in female managers,
- The importance given to the timing in the accounting department female managers with high personality traits, the use of emotions will be low,
- The importance given to speed in the information processing department female managers is that the emotional evaluation will be low as soon as the personality trait is high
- As the quality control department female managers increase their personality trait of social divergence, the emotional evaluation will be low, the importance given to the timing will be high if the personality features are high,
- For R&D department female managers, as social personality increases, optimism decreases, as the level of importance given to the timing increases, the level of emotional intelligence increases, emotional evaluation decreases,
- As the importance of the speed increases, the results of the emotional evaluation are reduced for the manager of the technical services department.
- For the marketing department male participants, the participants with high importance given to the speed will have high level of optimism and the use of emotions will be high as well,
- The accounting department male managers with high importance given to the work will be less optimistic,
- In the human resources department male managers, with the importance given to work and to speed, the social divergence, the optimism and emotional evaluation will be high,
- As the importance given to speed in the department of information processing male managers increases, optimism will be high, emotional evaluation will be low,
- As social divergence is high in the quality control department participants, the use of emotions will be high,
- When the importance of speed and social divergence is high in the technical services department male managers, optimism will be high as well,
- For the purchasing department male managers, high levels of social divergence has resulted in a high level of emotional use, for the male participants with a high degree of importance given in timing and speed, has resulted in a high level of optimism.

When the impacts of emotional intelligence dimensions on the type A personality characteristics of female participants were examined, it was found that when the statistically significant regression models were evaluated, in the quality control department emotional evaluations had a negative impact by 81.5% over divergence from social activities, for the R&D department managers, optimism had a negative impact by 22% over divergence from social activities and accounting department managers were found to have a negative impact of 46.7% over the significance of timing, with the use of emotions that are smaller than the p-value of 0.05.

When the impacts of emotional intelligence dimensions on the personality traits of male participants were examined, it was found that when the statistically significant regression models were evaluated, the use of emotions in the accounting department managers had a negative impact by 51.5% on the work, and in the human resources department managers, emotional evaluation had a positive impact by 68% in social withdrawal, in the purchasing department optimism had a negative impact by 79.4% over the importance given to the timing and in the marketing department managers, optimism had a positive impact by 66.5% over the importance given to speed, the use of emotions had a positive impact by 38.1% again, over the importance given to speed, in technical department as well as in the marketing department, it was determined that optimism had a positive impact by 71.5% over the importance given to speed and also the use of emotions had a positive impact by 64%.

5. Recommendations & Future studies

It is thought that different results will occur when the work is done with more sampling. It is also believed that new and more comprehensive results can be obtained by carrying out the researches on both men and women and with participants from different departments and by including organizational culture and/or the type B personality traits **on managers and participants from different departments.**

A sample group can be created from different department managers. Different results can be obtained if the research is done in different cities (in rural places and where the flow of life is intense) that are in the pace of the business life.

Among the emotional intelligence scales, the Schutte scale was used to avoid time constraints and the disruption of participants' concentrations. However, Bar-On Emotional Intelligence Scale can be used if more comprehensive results are intended.

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