

Analyzing the Effects of Transactional Analysis on An Employee's Performance and Growth.

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Abstract:

Background: The transactional analysis is a vital factor for understanding the behavior of a person to facilitate effective communication. It is the major aspect that determines the success and failure of any employee as it directly targets the mindset. Productivity, job satisfaction, and growth are directly dependent on an employee's performance, the transactions with the employee must be positive. However, all types of transactions occur in an organization that affects the employee's ability to perform and bring out the results accordingly. This study will provide deep proof of the impact of transactions on the organizational performance of an employee. The focus will be to know if the employee has positive or negative effects with respect to the transaction types i.e., complementary transactions, non-complementary transactions, and ulterior transactions with three states – parent ego state, adult ego state, and Child ego state. In the current study, primary research will be done using the quantitative approach, with a survey questionnaire of a sample size of 50. The targets were the employees with one to three years of experience in any sector since this is the phase where employees have a fresh experience and are into conflicts due to various perceptions in whatever transaction they are into, how they shifted their egos and what was the effect on their performance and growth.

Materials and Methods: The present study is based on a sample frame of 50 respondents consisting of working professionals from Mumbai/Navi Mumbai having work experience of up to 3 years. The data was collected using the survey questionnaires. The questionnaire was self-administered and was sent through social networking sites like Facebook and emails. The final questionnaire comprised of 15 questions, which are the scenarios in which the employees display their ego states during a transaction with a manager. Each question has 3 options which resemble 3 different ego states, where the most expected ego state by which there will be no conflicts is scored as 5, the non-expected ego state is scored as 3, and the ego state that will create a conflict and least expected is given a score of 1.

Results: This section of the research has discussed the major findings that have been obtained from the secondary research. The results in the table show that the employees who showed less non-expected egos and more expected ego states have scored high (above 70) which implicates the good performance and growth of the employee as the chances of conflicts are low. Similarly, the employees who exhibited more unexpected egos and less expected egos have comparatively less (below 55) and can be said as low performing employees.

Conclusion: This study has focused on the impact of ego states on organizational performance and growth. The focus was on only three types of ego states- parent ego, child ego, and adult ego. Out of which the most expected ego by the manager had fewer chances of conflicts. However, it was noticed that the employees who scored higher have more growth and performance which puts a positive impact and the result is minimum conflicts. On the other hand, chances of conflicts are more when unexpected egos are shown which can directly impact an employee's organizational growth.

Key Word: Transactional Analysis; Productivity; Complementary transactions; Non-complementary transactions; Ulterior transaction; Parent ego; Adult ego; Child ego; Conflicts; Perception.

Date of Submission: 01-02-2021

Date of Acceptance: 16-02-2021

I. Introduction

The unavoidable truth in today's world is that human resource plays an important role when it comes to the functioning of any organization. Just as managers perform certain roles and functions, employees have to deal with certain situations which can be intra-personal, inter-personal, intra-grouped, or inter-grouped. Working with multiple people means working with multiple minds which can lead to multiple perceptions regarding a certain situation. This starts with an interpersonal discussion which is called a transaction. Transaction Analysis (TA) in an organization is crucial in terms of understanding an employee's mindset, the definition of objectives, strategies designs, and problem-solving abilities. It was formulated by an American Psychiatrist Eric Berne in 1958. This method was originally used for psychotherapy, it is now used for the development and training of the employees. It is observed that as one listens and watches a person, the person

can change in front of the eyes which will result in simultaneous changes in facial expressions, vocabulary, and gestures. A transaction between two employees or between two groups doesn't necessarily finish on a positive note. This is where the ego state plays a vital role where the main goal should be to find a solution to every argument. There are three types of ego whenever a transaction takes place – parent ego, adult ego, and child ego. The parent ego state contains the behaviors and attitudes that are observed and copied from the individual's caretakers and figures. The adult ego state contains the behavior or guiding ourselves to a goal without someone doing it for us. The child ego state is a state where one argues back without actually finding a solution. The mixture of these states can be seen in every transaction that an employee has. This study intends to study the impact of the various types of transactions on an employee's performance which will eventually lead the employee to better growth, productivity, and job satisfaction.

II. Literature Review

The Concept of Ego States

A human character can exhibit three different ego states which are, child, adult, and parent (P-A-C). According to the (P-A-C model) theory, during a transaction, there is a continuous exchange of ego states among two individuals. For instance, from parent to the child which resembles the nurturing or controlling parent ego state by the initiator. Parent ego can be categorized into nurturing parent and controlling parent. Similarly, a child ego state can be classified as a free child and adopted child (Platt, 2009). There are a total of five types of ego states which are visible during a transaction by both initiator and recipient, controlling parent, nurturing parent, adopted child, free child, and adult state (Williams, 1980).

Transactions: Complementary, Crossed, Ulterior

(Torkaman et al.3) revealed the positive effects of transactional analysis on the self-esteem of a demotivated person. The recipient doesn't need to always show the expected ego state, which can give rise to conflicts. Hence, the transactions are subdivided into three types, complementary, crossed, and ulterior. This classification is based on the expectancy of the ego states.

Organizational Performance and Growth

'Each revolutionary period is characterized by a dominant managerial style which is used to achieve growth.' (Greiner, 1998). Managers often expect a parent-child ego-stated transaction with the sub-ordinates (Boholst, 2003; Wissink 1994). Organizational Performance is a multidimensional and complex phenomenon in the business literature. (Greiner, 1998). The outputs of a company/organization, are compared with the expected outputs and objectives. An employee's consistent performance directly affects his organizational growth.

III. Theoretical Background of TA

The Parent Ego State

The parent ego states are a set of norms and regulations, standards, assessments, and preconceptions taken from a perspective on an individual's parent figure. Even it is not meaningful, it is stored in one's memories. Parent ego is subdivided into two categories, nurturing and controlling parent. If nurturing parent becomes coddling, it harms one's growth. However, if the same parent shows controlling nature, it is more positive, powerful, and strongly protective.

The Child Ego State

When an individual's experience in the present day resembles his involvement or experiences of performances, reasons, and reactions to instances in his/her childhood, it is called an exhibition of a child ego state. The child ego represents the recording of the brain in which inner measures are connected with outer events. This child ego is classified into three types, creative, adaptive, and reactive child ego. Child ego can give both positive and negative results.

The Adult Ego State

The ego state where the individual's ego is between the parent ego and the child ego is called the adult ego state. This is the state where an individual seeks information based on data and make decisions. An adult is the one who is "deeply concerned with transforming stimuli into bundles of data, and processing and filing that data based on past experiences." Berne et al. (1996), (Joines & Stewart, 2007).

Complementary Transaction

There is always a considerable impact of complementary transactions on an individual's mindset. Complementary transactions are those where the individual responds as expected. This is the transaction where the solution is always found from the argument. Complementary transactions often result in satisfying both, the respondent and the initiator. The respondent responds as per the ego state shown by the initiator and the interaction can have multiple transactions until a) point is made by the initiator b) the attention is received by both parties c) someone breaks the cycle by showing a different ego state.

Crossed Transaction

Crossed transactions are the transactions where the respondent shows the ego state which is not expected by the initiator. The crossed transactions end sooner than the complementary. Crossed transactions often turn the arguments into fights, where child ego is shown by the respondent. The respondent and the initiator both do not satisfy each other which results in frustration and hurt feelings. The ego state combinations do not work.

Hidden (Ulterior) Transaction

Hidden (Ulterior) transactions are the transactions that contain the hidden agenda. It seems like a straightforward transaction. The initiator is himself not clear about the position as a result the situation becomes more complex.

Table no 1: Interpersonal Style

Source: Pareek and Purohit (2018).

Ego states	
Parent ego	OK nurturing parent
	Not OK nurturing parent
	OK regulating parent
	Not OK regulating parent
Adult ego	OK adult
	Not OK adult
Child ego	OK creative child
	Not OK creative child
	OK reactive child
	Not OK reactive child
	OK adaptive child
	Not OK adaptive child

IV. Conceptual Framework and Research Objectives

Relationship between a complementary transaction and an employee's performance and growth.

Complementary transactions are those where the individual responds as expected and bring out a positive outcome. The employee, as well as the manager, arrive at such a position where they both have made their points clear.

Condition: If the manager asks "Why is this not done yet". Here manager seeks the reply from the child ego of the employee. Where Employee responds by giving a justification or an answer with a child ego rather than showing an adult ego.

Effect on the performance and growth: Showing an ego state as expected by the manager puts a positive impact that brings a solution to every condition. As a result, the employee will work with a positive mindset which will increase his performance and growth.

Solution: Responding with an expected ego state.

Relationship between a crossed transaction and an employee's performance and growth.

Crossed transactions occur when the transaction does not return to the state it came from. It often results in the break of transaction. These transactions are not what is expected of a manager or an employee.

Condition: If a manager asks an employee, "What is the status of the shortage report?" An employee will either misinterpret (did not understand the question) or misdirect (try to avoid the question) as a result employee's response will not be the one that is expected by the manager.

Effect on the performance and growth: An Employee's misinterpretation or misdirection will make the manager say something demotivating or will make him take an action that will harm the performance and growth.

Solution: Becoming a good listener, and being punctual, also converting a transaction into a complementary by shifting an ego.

Relationship between an ulterior transaction and employee's performance and growth.

Ulterior transactions always involve two or more parallel transactions. A transaction is spoken as well as psychological. The message by the manager can be heard either by any two ego states of an employee at the same time. Such transactions are often manipulative and can result in communication failure and conflicts.

Condition: If a manager tells an employee, "This problem is very difficult, it might be hard for you to solve." This message can be heard either by the adult ego of the employee (Maybe I can't do it) or by the child ego (I will do it and show him).

Effect on the performance and growth: An employee either selects adult ego or child ego which is not expected by the manager which can rise to a conflict both of which demotivate and restrict an employee to perform which also restricts/delays his growth in an organization.

Solution: Breaking the conversation into a set of complementary transactions and finding the meaning of each step-in conversation.

V. Material and Methods

This quantitative study was carried out from January 2021 to February 2021 on employees working in any sector from Mumbai and Navi Mumbai having a professional experience of 1 to 3 years 2014 to November 2015. A total of 50 employees (both male and females) were for in this study.

Study Design: Quantitative study with the questionnaire.

Study Location: Mumbai and Navi Mumbai.

Study Duration: January 2021 to February 2021.

Sample size: 50 patients.

Sample size calculation: The sample size was taken based on the questionnaire prepared. 50 employees working in any sector were considered.

Subjects & selection method: The employees were selected at random, with below inclusion and exclusion criteria.

Inclusion criteria:

1. Any employee.
2. Either sex.
3. Aged ≥ 18 years.
4. The employee should have 1 to 3 years of professional experience.
5. The employee should be from Mumbai or Navi Mumbai.

Exclusion criteria:

1. The employee outside the location.
2. The employee having greater than 3 years of experience.
3. Aged < 18 years

Research Objectives:

The present study seeks to investigate the effect of the transactional analysis on the performance and growth of an employee.

This objective can be classified into the following sub-objectives

1. To study how the employees react to certain situations and show various ego states.
2. To identify the effect of the shown ego states on the performance and growth of an employee.

Statistical analysis:

Data were analyzed using MS-Excel 2016 along with the graphical representation. The data was extracted on a single sheet and then was grouped into 2. 1) Employees scoring more than 70 and 2) Employees scoring less than 55. The proportion of ego states showed by all the 50 employees did fluctuate due to different perceptions and attitudes. The data was then analyzed through a graph with employees and the number of ego states shown by those employees respectively. Statistical analysis proved to be helpful to get the results and helped to arrive at a particular conclusion.

Software/Platform used: MS-Excel; Google Form; MS-Word.

VI. Result

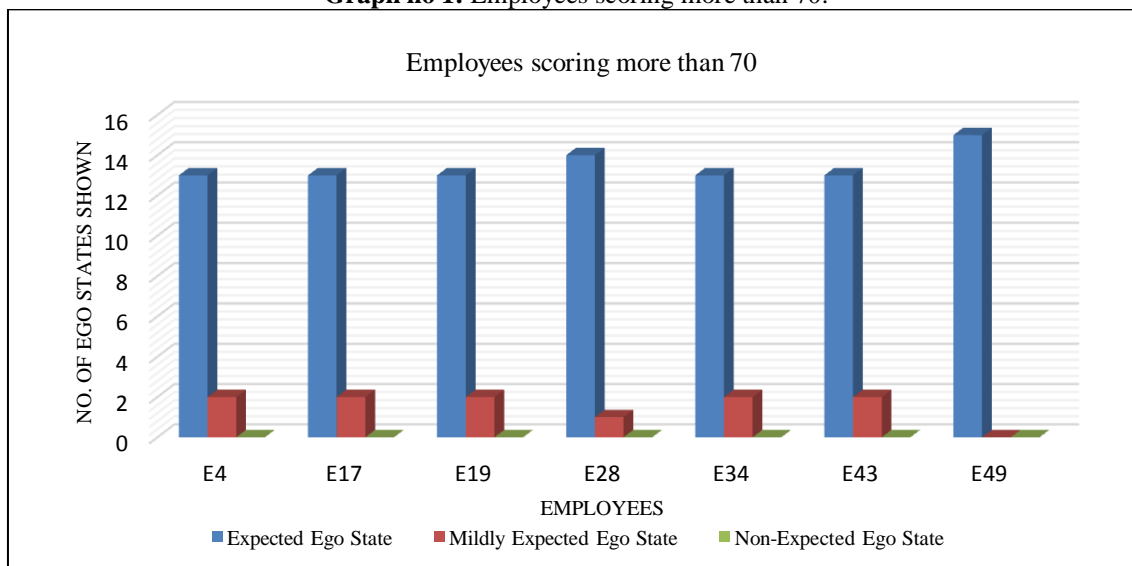
Every employee worked with a different mindset, as a result, he/she can show various types of egos while engaged in a transaction. Responses recorded from the employees having 1 to 3 years of work experience were random. 15 questions holding a maximum score of 5 will give a score of 75 which can be considered as the highest. As per the decided score, it can be interpreted that the higher the score, the better is the growth and performance while the lower the score shows that the growth and performance would be less.

A) In the following table no. 2 are some samples taken where the employees which scored more than 70. It was seen that the no. of expected ego shown by the employees was higher compared to other employees whereas they didn't exhibit any unexpected ego states. Mildly expected ego states were also low

Table no 2: Employees scoring more than 70.

Employees	Total Score	Ego State	No. of Types of Egos Shown
E4	71	Expected	13
		Mildly Expected	2
		Not Expected	0
E17	71	Expected	13
		Mildly Expected	2
		Not Expected	0
E19	71	Expected	13
		Mildly Expected	2
		Not Expected	0
E28	73	Expected	14
		Mildly Expected	1
		Not Expected	0
E34	71	Expected	13
		Mildly Expected	2
		Not Expected	0
E43	71	Expected	13
		Mildly Expected	2
		Not Expected	0
E49	75	Expected	15
		Mildly Expected	0
		Not Expected	0

Graph no 1: Employees scoring more than 70.



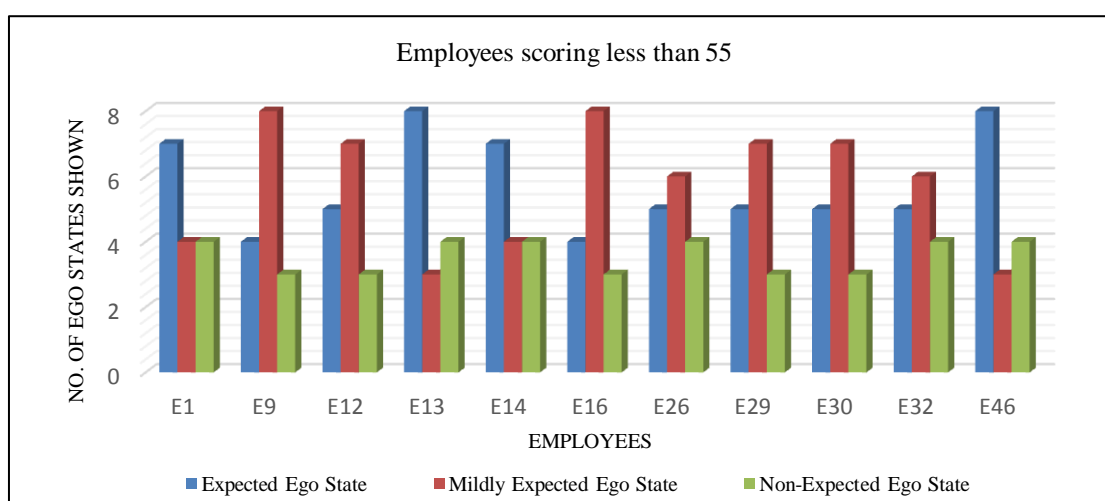
B) The following are some samples taken where the employees who scored less than 55. It was seen that the no. of expected ego shown by the employees was lower as compared to high scoring employees. There were several mildly and unexpected ego states shown by these employees.

Table no 3: Employees scoring less than 55.

Employees	Total Score	Ego State	No. of Types of Egos Shown
E1	51	Expected	7
		Mildly Expected	4
		Not Expected	4
E9	47	Expected	4
		Mildly Expected	8
		Not Expected	3
E12	49	Expected	5
		Mildly Expected	7
		Not Expected	3
E13	53	Expected	8
		Mildly Expected	3
		Not Expected	4

E14	51	Expected	7
		Mildly Expected	4
		Not Expected	4
E16	47	Expected	4
		Mildly Expected	8
		Not Expected	3
E26	47	Expected	5
		Mildly Expected	6
		Not Expected	4
E29	49	Expected	5
		Mildly Expected	7
		Not Expected	3
E30	49	Expected	5
		Mildly Expected	7
		Not Expected	3
E32	47	Expected	5
		Mildly Expected	6
		Not Expected	4
E46	53	Expected	8
		Mildly Expected	3
		Not Expected	4

Graph no 2: Employees scoring less than 55.



VII. Conclusion

More the number of expected egos, lesser are the conflicts and more is the performance of an employee. Similarly, if the number of non-expected egos is high, more are the conflicts, and lower is the performance and growth.

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