

EGO CONDITIONS AND ROLES IN ORGANIZATIONAL BEHAVIOR

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Abstract: The personality of the employee is perceived by organizational behavior. Behavioral elements are integrated into certain roles, or more specifically, integrated in certain ego - states. In each of these roles are intertwined organizational and interpersonal factors. Between the level of roles and the level of the individual, as a separate level of integration arise different ego - states in which each individual is alternately, making transactional analysis based on PAC concept. In fact, the transactions represent simple relations between two individuals in social and organizational behavior. They occur in direct contacts of transactional action that causes transaction reaction. In this way, analyzes and insights are made on the adequate or on the origin of inadequate organizational behaviors among employees who are in direct correlation to organizational productivity and market competitiveness.

Key words: ego - states, organizational behavior, interpersonal roles, transactional analysis

Introduction

For simpler to understand organizational behavior that is in direct correlation with the productivity of the organization, it is necessary to analyze various levels of interpersonal roles and different levels of personality which alternately changes the ego - states in which an individual enters, depending on variables situational determinants. This is done through transactional analysis using PAC concept, which describes three conditions: ego - state of the parent, ego - state of the child, and ego - state of the adult. The findings of these conditions are of utmost importance to be able to understand certain behaviors of employees in certain specific situations and finding constructive explanations and methods for resolving conflict situations.

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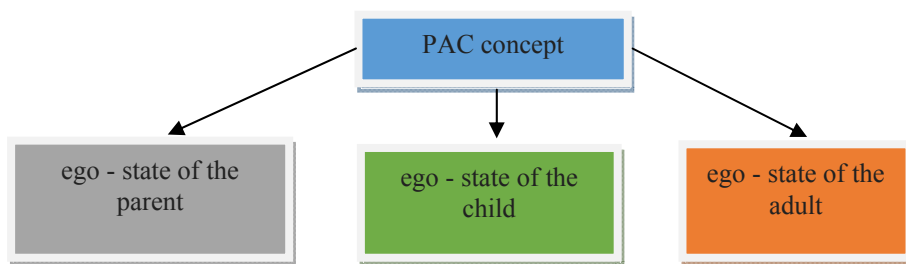


Figure 1. Transactional analysis by PAC concept

1. *Ego - state of the parent* - behavior which used actions, thoughts, speaking through which mimic their parents in the first five years of life, and in later years to reflect some footage of that behavior. Refer to moral attitudes and values such as should - should not , can - can not, good - bad.¹ This condition is guided by the opinion of others, lend some parts of behavior, assessment and judgment
2. *Ego state of the child* - contains feelings, prevail primary satisfying basic needs, identical to childhood as a life stage. When it appears in old age, once again reviving the reactions according to their own feelings, without having to use logical thinking and gained personal experience.
3. *Ego state of the adult* - this behavior includes analyzing the reality, drawing conclusions based on current information from the close environment and solving appeared problems ²

Knowing these three conditions provides a realistic explanation for the changing organizational behavior of employees, this is an introduction to further transactional analysis. Contacts, daily transactions between employees are continued, reactions are present, perceive and directly affect to the common interactions.

In organizational practice it is very important managers to know and recognize these ego - states among themselves and to other employees that interact to facilitate further states with conflicting elements, and to be transformed into mutual organizational collaborations.

According to the author Mirjana Francesco ,³: knowing the transactional analysis, creates a profile manager with successful features:

¹ Todorovic, J. *Transakciona analiza*, u Berger, J. Biro, M. I Hrnjica, S. *Klinicka psihologija*, Naucna knjiga, Beograd, 1990, str. 601

² Harris, T.A. *Ja sam OK tis i OK*, Beograd, Ne & BO, AKIA, M.Princ, 2003, str. 35

³ Francesco, Mirjana, *Kako unaprediti menadzment u preduzecu-psihologija I menadzment*, Novi Sad, Prometaj, 2003, str.85

Table 1. Profile of Successful Manager features

<i>Features</i>	<i>Abilities</i>
<i>Adapt to various situations</i>	Intelligence
<i>Sensitivity to developments in the social environment</i>	Possession of conceptual skills
<i>Ambition and orientation to advance</i>	Creativity
<i>Readiness for cooperation</i>	Fluent mindset
<i>Determination</i>	Very good knowledge of the work, professionalism and knowledge of the process of management
<i>Confidence</i>	Organizational success
<i>Dominance - orientation to power</i>	Possessing the ability to conviction, and other social skills

Material and methods

The following research methods or technique for data collecting are used:

1. Method of comparative analysis
2. Method of evaluation and judging,

Because of the importance of this issue and requires a good knowledge of human resources, ¹ on employee as an individual, as a person, is made a number of studies, from their data obtained, further through comparative analysis will be presented certain information and statements intended for this scientific work.

Results and discussion

Using sistematization on the received data, it was found that *may predict* which characteristics influence the manager to successfully manage workflow.

Table 2. Manager features for successful management

<i>Manager features for successful management</i>
✓ <i>High operational energy and tolerant attitude towards stress</i>
✓ <i>Managerial confidence</i>
✓ <i>Orientation to internal locus - control</i>
✓ <i>Emotional maturity</i>
✓ <i>Socialized focus on power</i>
✓ <i>Moderately high level to achieve results</i>
✓ <i>Moderate need for afiliativnost</i>

¹ Researching of Stogdill, 1974, Yukl, 1999, Hrnjica, 1982, Rajtsman – Wrightsman, 1972

High energy working and tolerant attitude towards stress is a significant driving force in the working group. Along with the physical stamina and emotional tolerance managers „facilitate,, interpersonal situations such as uncooperative partners, untrustworthy employees who create a negative work climate. *Confidence* is a dimension that leads to success, positive results and taking accountability, especially in decision-making and resolving organizational problems. Individuals with an *internal locus - control* believe that they have an impact on „the fate,, willing to take personal actions in workflow. Their influence is felt in *interaction* with other employees, failure is seen as a stimulus for learning and overcoming the development problems. They possess *emotional maturity* that is characteristic of successful managers and is visible through self-awareness, focus on self-assertiveness, a high degree of self-control, acceptance of critics from that they learn. Create integrity, behave in accordance with the organizational values that create and maintain the image of the organization.

Conclusion

All previously elaborated characteristics of the human organizational behavior creates a *afilijativni* ratio, create an atmosphere of job satisfaction. From the coefficient of correlation concludes that there is a negative correlation between *afilijativnost* and effectiveness in the management. However, too much focus on human relationships leads to neglect of implementation of tasks. This psychological profile of a successful manager is based in professional selection of management, which then builds and leads to loyalty and productivity of the organization.

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