

THE DOMINANCE OF THE EGO-STATES AND THE LEVEL OF TEACHER'S EFFICACY IN THE WORKING ENVIRONMENT

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Abstract

This study has aimed to find the relationship between the dominance of the ego-state and the level of efficacy of the teachers at work, namely the Albanian teachers of high schools. The ego-states as a consistent pattern of feeling, thinking and behavioral experience are treated to its three categories: that of parent, adult and child, while efficacy is treated as a form of action to successfully accomplish a certain task. Through the quantitative correlational method, a total of 201 Albanian teachers of secondary education in the Republic of Macedonia are included, with a 39-year average, randomly selected.

The correlational analysis shows the weak positive relationship between the parent's and the adult's dominant ego-states with the level of efficacy at work, while the compare of the means shows significant difference and high level of efficacy at the work in the parent's and adult ego-state, compared to the child ego-state. The study brings significant contribution to the field of transaction analysis and organizational psychology.

Keywords: Ego-states, Efficacy, Teacher, High school

Introduction

This study, whose variables belong to the field of theory of personality (transactional analysis) and industrial psychology, concretely answers the question: what is the relation between the dominance of ego-state and efficacy of employees at work?

Ego-state is a sustainable model of the feeling and experience directly connected to an adequate and sustainable model of behavior. Berne defined three ego states based on the human behavior: parent, adult and child ego-state (Berne, E, cited by: Lisa Roundy). Further, understanding ego-stated helps people become aware of the source of their dialogues, positive or negative, and in identifying their developmental predecessors (Eric William Sigmund).

Efficacy refers to "an individual's convictions (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context" (Stajkovic& Luthans, 1998b; cited by: James B. Avey, Fred Luthans, Carolyn M. Youssef).

This study has given a significant result to the field of organizational psychology, filling a scientific gap in this form of treating these variables, not applied so far in this

context. The main focus of the study is towards finding a relationship between the dominant ego state of the employee and their efficacy in the working environment

Theoretic frame

Ego-states and dominance

According to Berne, ego-state is a sustainable model of the feeling and experience directly connected to an adequate and sustainable model of behavior. Berne defined three ego states based on the human behavior: parent, adult and child ego-state (Berne, E, cited by: Lisa Roundy).

The parent ego-state represents a large collection of external events recorded in the brain or events that a person has perceived in his early years, during the first five years of life. This is the period of the individual's pre-socialization, before leaving home, before facing the requirements of the society and before starting school. The name of parent ego-state is described by the "tape" of examples and statement of real parents or parent substitutes. The child has recorded in the parent ego-state everything that has heard and seen from parents. Everyone has a parent ego-state developed by the external triggers of the experience of the first five years of life. (Thomas A. Harris, 1969)

The child ego-state represents the recording of internal experiences (feelings), as a result of external events observation (mainly by the mother and the father) that the child conducts during the period from birth to five years. For this reason, when a person is guided by feelings, we say that they behave by child ego-state; when his anger doesn't recognize reason, we understand that child ego-state rules. However, there is a bright side! The child ego-state is a great shop with positive material, where creativity, curiosity, the desire to explore resides. By the time the child leaves home for his social independence experience (school), it has been exposed to almost all parents' attitudes and advices; furthermore, parents' communication is the essence of reinforcing what has already been registered (Thomas A. Harris, 1969).

The adult ego-state comes to expression by the tenth month, when the child has only had the parent and child ego-states but they have not allowed it to have self-direction, it had no ability to choose or respond to requirements or to manipulate its environment. It has accepted only what has been offered. By the tenth month a marvelous thing begins to happen, the child begins to manipulate with things and move, by freeing itself from the prison of immobility. During the tenth month it focuses on controlling and use of toys, it is able to do something that enhances his consciousness and original thoughts. This is the self-actualization, the beginning of the adult ego-state. The adult develops the "concept of thinking" of life based on the collection and processing of data. One of the important functions of the adult ego-state is to review the data on the parent ego-state, to examine their truthfulness and power, and later accept or reject it, as well as to prove whether they are appropriate to the present feelings of the child ego-state or are in the past. However, the adult ego-state purpose is not to distance parent and child ego-states, but to be free to review data (Thomas A. Harris, 1969).

Efficacy in the working environment

Although each psychological source has different theoretic perspectives and definitions, efficacy is defined as “an individual’s convictions (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context” (Stajkovic & Luthans, 1998b, p. 66; cited by: James B. Avey, Fred Luthans, Carolyn M. Youssef).

The psychological capital deals particularly with efficacy, which is defined as a positive development of the psychological state of an individual, characterized by:

1. Having confidence (self-efficacy) in decision-making and putting necessary efforts to succeed at challenging tasks;
2. Making a positive attribution (optimism) about succeeding now and in the future;
3. Persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed;
4. When beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success (Luthans, Youssef, Avolio, 2007; cited by: James B. Avey, Fred Luthans, Carolyn M. Youssef).

Bandura (1986) defines self-efficacy as: “people’s judgments of their capabilities to organize and execute courses of action required to attain designated types of performance” (Cited by: Allison W. Harrison; R. Kelly Rainer. JR; Wayne A. Hochwarter; Kenneth R. Thompson).

Optimism as a feature of psychological capital is a positive outcome outlook or attribution of events, which includes positive emotions and motivation (Luthans, 2002, cited by: Fred Luthans, Bruce J. Avolio, James B. Avey, Steven M. Norman, 2007).

On the discussion of the positive influence of efficacy, Bandura (1998, p.62) claims: “Success is usually attained by improving sustained attempts after failed attempts. It is the resilience of personal efficacy that matters.”

Similar studies

In the context of this study, there are no identical studies, but some of the similar studies conducted, claim that "Increased efficacy occurs by the growth of the adult ego-state" (Thomas A. Harris, 1969).

Related to ego-states, in the first years of the twentieth century, Steiner concluded that: "The ego-states are not only roles, but are entirely filled by experience"(Claude Steiner, 2000). “The parent and child ego-states are echoes of the past. The adult ego-state is the answer to here and now, when a person is grown up and uses adult responses” (Andrew Holmes CLL, April 2005).

The Department of Management, College of Business Administration, Abu Dhabi University is a study on work efficacy which proves that employee performance has a positive impact on efficacy; it is proved also that organizational behavior of professionals considerably influences on the amount of belief. The complexity of the tasks as well as performance locus is found to moderate the link between self-efficacy and performance at workplace. These two factors play an important role in organizational settings as they have a tendency to deteriorate the link between self-efficacy and performance Jolly Jacob (2013).

Methodology

This is non-experimental research, which brings statistical data, quantitative approach for measuring variables through appropriate questionnaires. The target population of this study included Albanian teachers in secondary education in the Republic of Macedonia. The study sample was randomly selected in all Albanian secondary schools in the Republic of Macedonia and the selected subjects were not informed in advance on the purpose of the study, although full instruction was provided about completing the questionnaire.

Questionnaires were applied in both, hardcopy and electronically. The reason for such combination was the great internal control and validation of the study. The secondary schools that participated in the study through the hardcopy procedure (printed questionnaires) are: "Sami Frasheri" (Kumanovo), "Kiril Pejcionovic" (Tetovo), "Mosha Pijade" (Tetovo), "7 March" (Tetovo), "Pero Nakov" (Kumanovo), "Ismet Jashari" (Kumanovo), "Nace Bugjoni" (Skopje), "Municipal Economic School" (Gostivar), "Ibrahim Temo" (Struga), "Secondary Medical School (Gostivar). While electronically (through e-mails) were interviewed the professors of: "Nikola Shtejn" (Tetovo), "Goce Stojceski" (Skopje), "Drita" (Kicevo), "Zef Lush Marku" (Skopje).

The questionnaires were applied respecting all ethical norms, preserving the anonymity of each subject and taking into account the side effects, working time and holidays. The questionnaire application procedure lasted from February to May 2017. During the results processing, the effect of variables of control, such as gender, city, school, work status, marital status, work experience, is analyzed but it is not presented in this paper.

The measuring instrument for the ego-state dominance

The original instrument for measuring the ego-state dominance has 21 items and measures by Likert scale: 1 ("Not true for me"), 2 ("Partially true for me"), 3 ("Somewhat true for me"), and 4 ("To a great extent true for me").

There are seven items for each ego-state where the respondent was supposed to give the sincerest answer for each question. For the parent ego-state, the items used intended to understand to what extent the respondent transmits the parents' views, relies on experience, the relationships with others, including attitudes towards others' behavior.

To measure the adult ego-state, the items used intended to identify to what extent the respondent rationally makes decisions, looks at the consequences and results at the same time, the views learned by the parents, the willingness to learn from younger people. While

measuring the child ego-state the items used relate to the respondent's feelings regarding the anger towards others, on orders given by others, their sincerity, and regarding their parents' attitudes.

Also, the instrument for measuring the ego-state dominance variable has been applied for the first time in this study with Albanian secondary school teachers in the Republic of Macedonia, so this measuring instrument is not included in the study because it is in the standardization phase. During the processing of the results, an exploratory and confirmatory factorial analysis was applied due to the translation effect, through the back translation method. The internal consistency of the instrument is average, with Alpha Cronbach's coefficient of .50.

The measuring instrument for the efficacy of employees at work

The measuring instrument for the *efficacy of employees at work* has 22 items and measures by Likert scale: 1 ("Almost never"), 2 ("Seldom"), 3 ("Sometimes"), 4 ("Often"), 5 ("Almost always").

The items measuring the level of efficacy of the employees at work, where the study subjects were the Albanian professors of the secondary schools in the Republic of Macedonia, intended to understand how well the respondent could achieve goals, respect schedules, their cooperation with colleagues, working methods, how well it can overcome the obstacles faced in the workplace, how they organize strategies and plans to achieve goals.

This instrument was applied in Macedonia to measure the same variable during the research of the relation between two variables "*Family cohesion and employee efficacy in the working environment*" (Neziri, I & Kamberi, I, 2016), and the result of questionnaire inter-correlation resulted to be of high, with a value (0.89) and the reliability of the instrument was satisfactory, with a value (0.59). This instrument has been applied several times with the same population and is at the end of the standardization process.

Results

Based on the obtained results on the level of efficacy at work, this variable results with an average ($M = 94.57$, $SD = 8.08$), which exceeds the expected average value and indicates a partially high level of employee efficacy at work, with a minimum value of 77 and a maximum of 110. Of the total of 7 questions, the parent ego-state reaches the average ($M = 21.57$, $SD = 2.96$), referring to the minimum value 11 and the maximum 27, the average reached shows a level above the moderate average of the employee's parent ego-state. Of the total of 7 questions the adult ego-state reaches the average ($M = 21.82$, $SD = 2.71$), referring to the minimum value 11 and the maximum 28, the average reached shows a level above the moderate average of the employee's adult ego-state. Of the total of 7 questions the child ego-state reaches the average ($M = 18.57$, $SD = 3.35$), referring to the minimum value 11 and the maximum 26, the average reached shows an average level in the moderate average of the employee's child ego-state. According to the data obtained, the normal distribution is not satisfactory, indicating difficulties in generalizing, however according to Kurtosis it is within

the allowed limit .05.

Table 1. Descriptive statistics of dominance of ego-state and efficacy in workplace										
	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Parent	201	11,00	27,00	21,57	,20	2,95	-,717	,172	,821	,341
Adult	201	11,00	28,00	21,81	,19	2,71	-,565	,172	,908	,341
Child	201	11,00	26,00	18,57	,23	3,35	-,016	,172	-,390	,341
Efficacy	201	77,00	110,00	94,57	,56	8,08	-,071	,172	-,658	,341
Valid N (listwise)	201									

The relationship between the ego-state categories and the level of employees efficacy at work, through the correlation coefficient, shows that there is a weak positive correlation between the employees efficacy at work and the parent ego-state with ($r = 0.19$, $p < 0.05$), as well as with the adults ego-state with ($r = 0.24$, $p < 0.01$). The child ego-state does not result in sustainable statistical relations, which is beyond the allowed limits of reliability.

Table 2. Correlation between ego-state and efficacy in workplace			
	Efficacy	Sig.	N
Parent ego-states	,190**	,007	201
Adult ego-states	,248**	,000	
Child ego-states	-,114	.108	
**. Correlation is significant at the 0.01 level (2-tailed).			

Since the relation of the Table 2 variables is analyzed at the measurement interval level, based on the measuring instrument characteristics, Table 3 is used to group the cases into the ego-state's respective categories, to determine the respondents' dominant ego-state. By grouping the cases according to the limits set by the instrument, the average of work efficacy was found by comparing the three groups of ego-states. The efficacy with the highest average is shown at the adult ego-state ($M = 95.56$), secondly, but with not much difference, at the parent ego-state ($M = 95.41$), while the average with a significant statistical difference and the lowest efficacy is shown at the child ego-state ($M = 91, 78$).

According to the Anova coefficient, the differences between the groups are statistically significant ($F(2) = 4,104$, $p = .018$), but Scheffe's analysis of mean differences by group homogeneity indicates that the child ego-state is with a significant difference from both dominating ego-states, that of parent and adult, which are presented as a homogeneous group, respectively without differences between each other.

Table 3. Anova for mean of Efficacy based on dominant ego-state								
	N	Mean	Std. Deviation	Leven Statistic	Sig.	df	F	Sig*
Parent ego-state	70	95,41	8,41					
Adult ego-state	81	95,56	7,55	.670	.513	2	4.104	.018
Child ego-state	50	91,78	7,93					
Total	201	94,57	8,08					
* Scheffé								
1. Subset for alpha = 0.05 / Child ego state= 91,78								
2. Subset for alpha = 0.05 / Parents Ego-state = 95,41 , Adult Ego State= 95,56								

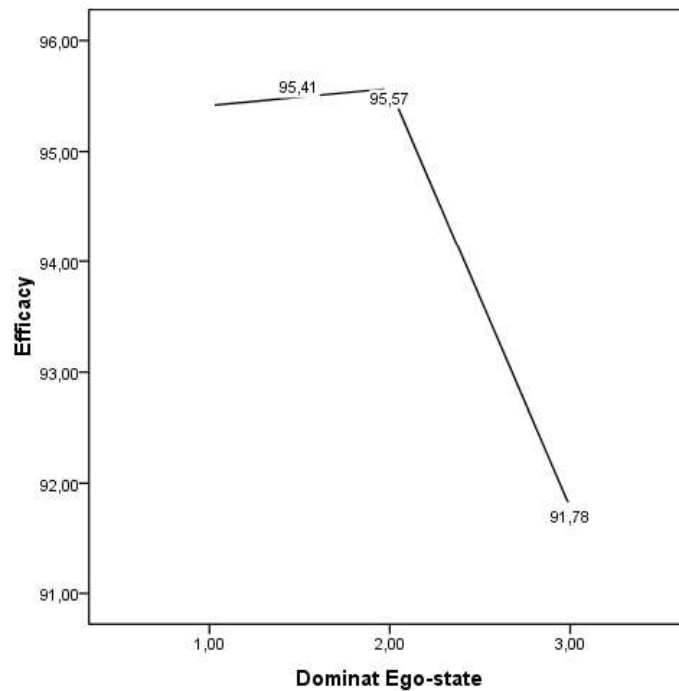


Figure 1. Level of Efficacy based on dominant ego-state

Conclusion

In this study, the level of efficacy is explained by poor positive relations with the adult and parent ego-state, yet of statistical significance, while the child ego-state no significant relation was found. Due to the fact that similar studies in this regard have not been found, the discussion of findings will be related to certain ego-states theories. The lack of relation between efficacy and child ego-state can be explained as a result of the nature of this ego-state, which is mainly feeling driven, where the control over the reason is lower, although this ego-state is a great collection of positive material (Harris, 1969).

The higher efficacy at work at professors with parent and adult ego-state is in line with Harris (1969), that efficacy is higher with adult ego-state since this state is the one that occurs at the real moment, while applying adult experiences (Holmes, 2005). The adult ego-state is the moment when during its development, the person begins to be himself, showing original ideas and the moment when he implements activities by thinking freely while processing data (Harris, 1969), therefore efficacy as well, as a trial of people for their skills in systematizing and applying knowledge to achieve success, may refer more to the adult ego-state. Efficacy is also closely related to previous experiences (Luthans, Youssef, Avolio, 2007; cited by: James B. Avey, Fred Luthans, Carolyn M. Youssef), so in relation to the parent ego-state, it appears to be weakly positive with efficacy, as this ego-state is more based on the perceived events of a person in his early age.

After reviewing the literature, we can say that this study, in this form of treatment, is new and there are no other approaches from prior studies in this context. Therefore, it will be an important step for further research with standardized instruments for this population, since the instruments effects in this study are regarded as important. Certainly, work efficacy depends on many other factors, but this study has aimed at detecting the significance/influence of a certain state that is created at an early age, on the actual work efficacy of the teacher

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