

PROFESSIONAL ETHICS IN BUSINESS

LECTURE NINE

TRANSACTION ANALYSIS

- ⇒ Transactional Analysis is a comprehensive conceptual framework to gain an understanding of personality styles and human behavior.
- ⇒ Transactional analysis is a study of social transaction between people.
- ⇒ A transaction is the act of communication or interaction between two people. A transaction starts with a stimulus and ends with a response to the stimulus.
- ⇒ The study was initially conducted by “Berne”. He found that there are 3 ego states means a psychological position taken by an individual.
- ⇒ Three ego states are:

I. PARENT EGO:-

(A) NURTURING PARENT

- Show love and affection
- They guide
- Instinct
- They Praise
- They show kindness
- They protect
- They tell about the do's

(B) CRITICAL PARENT

- Punish
- Command
- Criticise
- Condemn
- Makes rules and regulation
- Dominate
- Control

And don't,s

II. ADULT EGO:-

- | | |
|--------------------------|------------|
| • They act independently | Store data |
| • Responsible | Forecast |
| • Decisions | Explore |
| • Evaluate | Plan |
| • They Test | Upgrade |
| • Unemotional | Upgrade |

III. CHILD EGO:-

Natural

Love and affection
Playful emotional
Creative
Rewards

Rebellious

Stubborn
cry
Acts by its own whims
and fancies
Quarrel

Adaptive

Obey
Respect
Dependent
fear
Learn

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TRANSACTIONAL ARE CLASSIFIED INTO 3 TYPES:

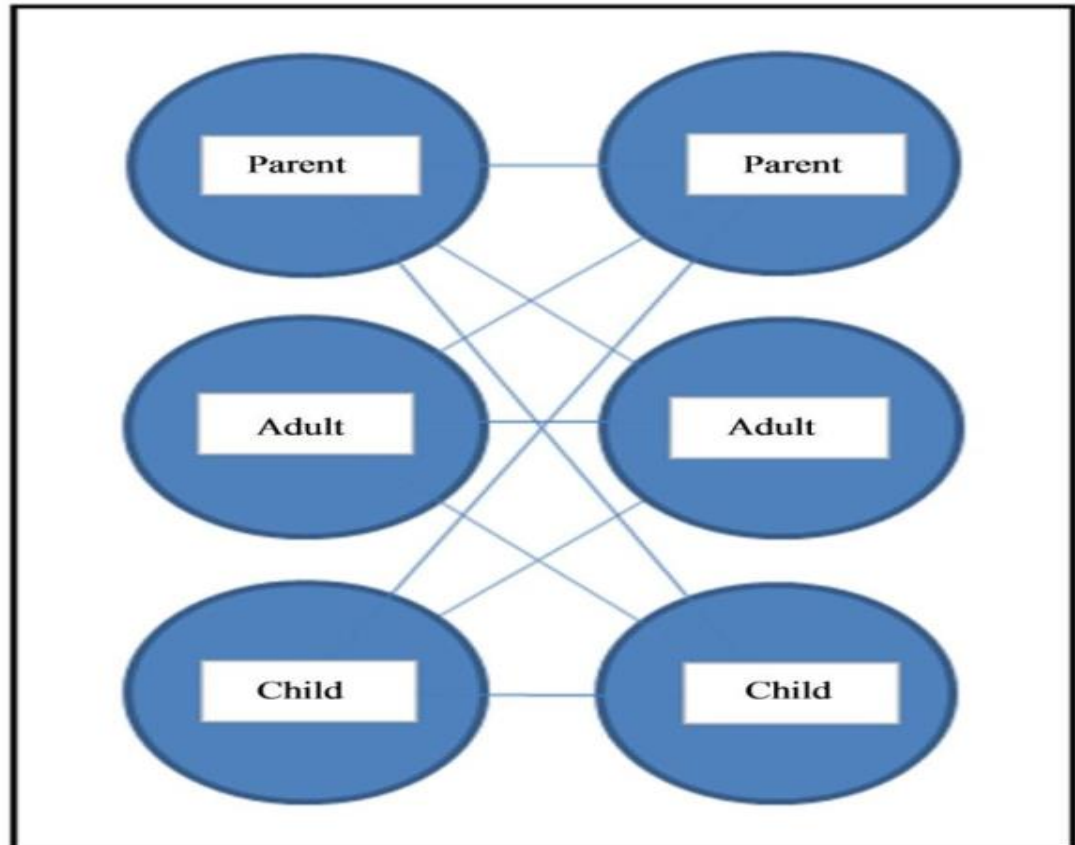
1. Complementary Transaction
2. Non-Complementary Transaction
3. Ulterior

1. COMPLEMENTARY TRANSACTION:-

Transactions where in the stimuli and the response are parallel to each other. In other words, response occurs as expected.

Combinations Possible: Parent—(P) Adult—(A) Child—(C)

- | | | |
|--------|--------|--------|
| 1. P-P | 4. A-P | 7. C-P |
| 2. P-A | 5. A-A | 8. C-A |
| 3. P-C | 6. A-C | 9. C-C |



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1. P-P:

- Mgr. praises and criticize the employee and tell the rules to be followed. Gives rewards. Also punishes.
- Both Mgr. and employee accept the R/S and support each other.
- It's a successive combination
- Problem arises when both of them dominate and compare each other.

2. P-A:

- Mgr praise the employee, tells the rules to be followed, gave reward and punish also.
- Employee want the Mgr. To behave like an adult. Employee wants to act independently. The Mgr will not BE satisfied because the employee will not act as directed.

3. P-C:

- Mgr. praises, criticizes, tells the rules to be followed, gives rewards and punishment.
- R/S is good for the short run.
- Employee is in the rebellion child ego will be creative.
- Employee does not take the responsibility and do not have a future growth.

4. A-P:

- Manager tries to reason out very logical and unemotional.
- Employee tries to dominate the Manager happen when the Mgr. is newly appointed
- Successful in short run.

5. A-A:

- Employee and Manager Tries to reason out issues take logical decisions.
- Support each other and ideal transaction
- Eliminate of child ego makes common dull.

6. A-C:

- Manager is logical tries to reason out.
- Employees tries to be emotional, creative and dependent
- Mgr. is unemotional
- Problem arises when the employee is in rebellious child ego state.
- This is not good because the employee does not take any responsibility.

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7. C-P:

- Manager is creative, dependent, emotional, acts according to his own whims and fancies.
- Employees try to dominate the Mgr. possible when the Mgr. is appointed newly.

8. C-A:

- Manager is creative, dependent, emotional, acts according to his own whims and fancies
- Employees tries to be very unemotional sometimes gets frustrated.

9. C-C:

- Both Mgr. and employee are emotional dependent and cut according act according to whims and fancies.
- The R/S may be good, but their performance is a question mark.

ULTERIAR TRANSACTION:-

Blocked or hidden transaction. Wherein particular ego state is projected outside but actually different from that their real ego state is. The communication state is not smooth one. Eg. The communication sent may be in adult ego but really within person may be in child ego state.

LIFE POSITIONS:-

Healthy position		Depressive position		
Competent Confident Creative	I am OK You are ok	I am not OK you are OK		Diffident
Bossing	I am OK You are not OK	I am not OK You are not OK		Avoidant/ Adverse Position
	Positive Position	Paranoid Position		

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❖ Individual Behaviour towards other is largely based on specific assumptions that are made very early in life.

1. I am Ok; you are OK

- Rationality chosen life position
- Person approaches others in adult ego state, they are ready to delegate work to employee because they feel the employee can do well.
- They have a right +ve image about themselves about others.
- They try to work in co-operation with others achieve

2. I am not OK: you are ok

- A person take up this life position when he feels not full confident of doing things, he has a very low self image.
- Such managers accomplish very little in original.
- They feel others are in good situation and other can achieve.

3. I am OK ;You are not OK

- A person take up such a life position he feels that his associate cannot be trusted, he hesitated to delegate work to the employees

- He thinks they cannot achieve.

4. I am not OK; You are not OK

- Desperate life position
- They feel life is not worth living
- They lack confidence
- They keep quitting jobs frequently.

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❖ MORALE AND MEASUREMENT:

Morale, attitude and job satisfaction are 3 terms which are used with great confusion. Some researches take job satisfaction and morale as an individual's own problems, others take this as separate phenomenon, and they consider job satisfaction as an individual phenomenon and morale as a group phenomenon.

DEFINITION:

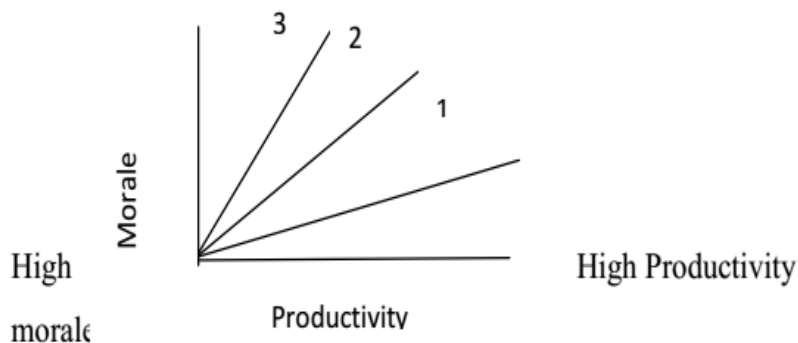
“The degree to which an individual needs are satisfied and the degree to which the individual desires satisfaction from his total job situation”—by GUION.

MEANING:

Morale is basically a group phenomenon. It is a concept that describes the level of aspect of their work—the job, company, their task, working conditions, fellow workers, superiors and so on.

MORALE AND PRODUCTIVITY:-

Morale and productivity go hand-in-hand i.e., they are directly related. Though they are directly related, they are not so quantitatively, but qualitatively. In other words, if there is 10% increase in morale, it will lead to an increase in productivity definitely. But it will not be 10%, but may be higher or lower. Thus, there is no guarantee of a proportional increase in productivity. This is clearly observed From the graph given here. In fact, morale Shows attitude of employees, and there are a number of variables between employees attitude and productivity.



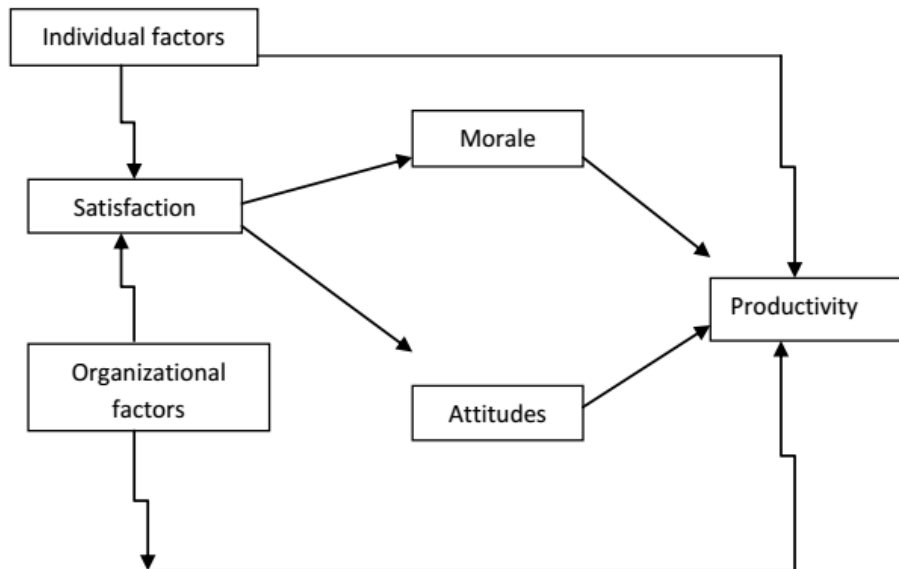
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- 1 → High productivity only
- 2 → High morale and Productivity
- 3 → High morale only

A more accurate statement about high morale is that

“Morale indicates a predisposition to be more productive if leadership is effective along with proper production facilities and the individuals ability”.

PRODUCTIVITY MODEL:-



❖ MEASUREMENT OF MORALE:-

Morale can be measured through opinion or attitude survey.

There are several ways to measure. They are as follows

- ⇒ Morale surveys
- ⇒ Morale indices and their use other sources of information.

❖ MORALE SURVEYS:- I

In this type of surveys, questionnaires are usually used. Different types of questionnaires can be classified into three groups. They are

- Objective
- Descriptive
- Projective

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⇒ OBJECTIVE SURVEYS:-

Presents choice of question and choice of answer in such a way that the employee marks the appropriate or check the correct answer.

⇒ DESCRIPTIVE SURVEY:-

Has various set of questions to which the respondent has to answer in his own words. These questions are open ended.

⇒ PROJECTION SURVEY:-

The responded is given a set of situation and is asked to comment on them. They may be pictures without any dialogues, a story without an end or a case study, roleplay and asked to comment or analyse.

❖ INDICES OF MORALE:-

Besides collecting information at times certain types of behavior give an idea about morale. These are called indices. Since morale is a variable which occurs in the middle of the satisfaction path (intervening variable) its affect can be observed on several factors.

Some other such factors are

- ♣ Employee turnover
- ♣ Productivity
- ♣ Absenteeism
- ♣ Tardiness (late coming and laziness)
- ♣ Fatigue (tired)
- ♣ Monotony (boring)
- ♣ Grievances (problems)
- ♣ Need for discipline
- ♣ Wastage and scrap
- ♣ Quality records etc.

.JOB SATISFACTION:-

Job satisfaction is one type of attitude. It refers to “an individual general attitude towards his or her job”.

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❖ ORGANIZATIONAL POLICIES AND PROCEDURES:-

Include the basis for effecting promotions transfer of people, foreign assignment, layoff, reward, appraisal, motivational methods etc.

❖ WORKING CONDOTION:-

Facilities available for the smooth performance of the job in the organization.

❖ GROUP FACTORS:-

❖ GROUP SIZE:-

As size increases, opportunities, for participation and social interaction decreases.

❖ SUPERVISION:-

Perceived quality of supervision is another determinant.

❖ INDIVIDUAL FACTORS:-

- ⇒ Personality
- ⇒ Perception
- ⇒ Attitude
- ⇒ Education
- ⇒ Family etc.

❖ SIGNIFICANCE OF JOB SATISFACTION:

1. JOB SATISFACTION AND EMPLOYEE TURNOVER:-

It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

2. JOB SATISFACTION AND ABSENTEESIM:-

Workers who are dissatisfied are more likely to take “Mental health” i.e days off not due to illness. Simply stated, absenteeism is high when satisfaction is low. The degree to which people feel that their work is important tent to clock in regular attendance.

3. JOB SATISFACTION :-

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs they are more liable to experience accidents. In attention leads directly to accidents.

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4. JOB SATISFACTION AND JOB STRESS:-

Job stress is the body's response to any job related factor that threatens to disturb the person's equilibrium. Prolonged stress may lead to serious ailments such as heart disease, ulcer, blurred vision, lower back pain etc.

5. UNIONIZATION:-

It is proved the job dissatisfaction is a major cause for unionization. Dissatisfaction with wages, job security, fringe benefits, chances of promotion, and treatment by others are reasons which make employees join union.

❖ FACTORS INFLUENCING / DETERMINANTS OF JOB SATISFACTION:-

The various factors influencing job satisfaction are:

- Working Conditions
- Opportunity for Advancement
- Workload and Stress Level
- Relationship with Supervisors
- Respect from Co-Workers
- Financial Rewards

Greater job satisfaction increases productivity. So happy workers are found to be more productive. Also happy organizations are productive organizations.

Eg: TCS, INFOSYS, TOYOTA, SONY etc.

- ✓ Satisfaction and absenteeism.
- ✓ Satisfaction and turnover.

❖ EXPRESSION OF DISSATISFACTION BY EMPLOYEES:-

Employee dissatisfaction can be expressed in no of ways:

1. EXIT:-

Behavior that is directed towards leaving the organizations including searching for a new job and resigning can be termed as ways to express dissatisfaction.

2. VOICE:-

Actively (directly) and constructively attempting to improve conditions by including suggestions, discussing problems or taking up some kind of union activity to express one's opinion to the management.

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3. LOYALTY:-

Passively (indirectly) but optimistically waiting for conditions to improve including speaking up for the organization, If there is any criticism (bad words) from outside. Because of the belief that the organization and its management will do the right thing some time in the future.

4. NEGLECT:-

Passively allowing conditions to worsen including severe absenteeism, late coming, reduced effort rate.