



## Role of Adult Ego State in Creating Employee-Employer Relationship

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### Abstract

The research question of the given study is to analyse the impacts of the adult ego state on employer-employee interaction; in other words, the attitude oriented to the decision making with references to reason, to logical thinking and to effective communication. This explores the possibility of more cooperation, trust and performance of the job because of a rational and factual manner of working relationship. In order to observe these forces, structured questionnaires were carried out wherein the employers and the employees of the Koratty and Ernakulam IT industries participated in conducting the interviews. The study concluded that a relaxed and rational approach to work by the employees makes them more proactive, confident in approaching problems and capable of coping with their work. Ambivalent employers, which are open and respectful to their workers in the workplace, however, tend to have more motivated and engaged workers. It was also established in the paper that rational decision-making and improved employer-employee relationships were closely correlated and directly related to productivity. The findings relate to the fact of making it better and the emphasis on the positive gains of the adult ego state on the working relationships.

**Keywords:** Adult Ego State, Workplace Communication, Employee-Employer Relationships, Rational Thinking, IT Sector, Managerial Support.

### Introduction

The dynamics between employers and employees are crucial in determining the success and productivity of the IT industry. Human, psychological, and communicative factors also control these interactions and influence the behaviour at the workplace, along with technical skills (Argyris, 1991). One key psychological element is the "adult" ego state, which represents the logical, rational,

and objective side of an individual's personality (Berne, 1964). This ego state plays a significant role in how employees approach problem-solving, decision-making, and their interactions with others, particularly in a professional setting. In the fast-paced, ever-evolving IT sector, the ability to make fact-based, reality-driven decisions is vital for both individual and organisational success (Stewart & Joines, 1987).

As the IT industry adapts to emerging technologies and global demands, understanding how the adult ego state impacts employee-employer relationships becomes increasingly important. Employees who predominantly operate from this ego state tend to engage in clear, rational communication and are often more effective in conflict resolution and decision-making (Crossman, 2012). This paper aims to discuss how the adult ego state has influenced the employee-employer relationships with a view to how realistic and reasonable relationships can be improved to bring about problem-solving, communication and teamwork in the work environment. By analysing the dynamics, the research is hopeful that it will be a knowledgeable document on how the adult ego state plays out in the relationship between the professional in the IT industry and the repercussions that this will have on the productivity and growth of the organisation.

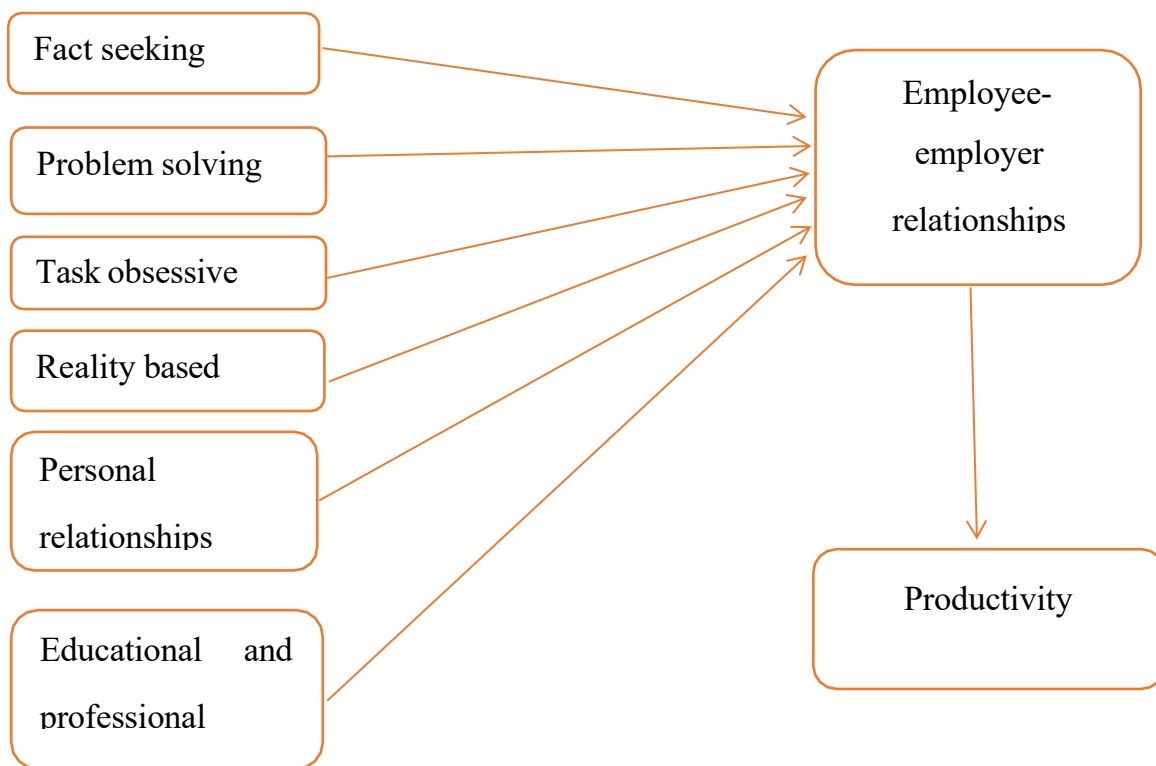
The influence of adult ego state on employee-employer relationships is a complex and underexplored area of research. This project aims to address this gap by investigating how individuals' adult ego impacts their interactions in the workplace. This study seeks to improve organisational effectiveness and to foster a healthier work environment. Objectives of the Study are to study the influence of adult ego factors on employee-employer relationship in the IT sector and to examine the influence of employee-employer relationship towards employee productivity in the IT sector. The hypothesis derived based on the objectives is as follows:

- H01: There is no significant difference between adult ego state and employee-employer relationships in the IT sector.
- H11: There is a significant difference between adult ego state and employee-employer relationships in the IT sector.
- H02: There is no significant difference between employee-employer relationships towards employee productivity in the IT sector.
- H12: There is a significant difference between employee-employer relationships towards employee productivity in the IT sector.

## **Materials and Methods**

The research design of the study is a descriptive and exploratory one since it aims at learning more about the opinions of employers and workers working in the IT industry in the Koratty and Ernakulam areas. The research will focus on the many drivers of the sector based on the primary and secondary data. A standardised questionnaire was designed to collect primary data used in this specific study. The respondent questionnaire was sent to the sampled respondents so as to offer personalised reports on their thoughts and experiences. Secondary data was also gathered to assist in the research through information on pertinent journals, websites, and any other legitimate sources of information within the industry. The study sample includes employers and workers in the IT sector in the areas in question. Practical limitations ensured that a convenient sample procedure was embraced to select respondents so that data collection could be realisable and attainable. Multiple

statistical tools were used when analysing data to produce meaningful interpretations. They are correlation analysis, which is required to view the levels of linkages between the key factors, linear regression analysis, which is required to view correlations between various variables and percentage analysis, that is required to view the distribution patterns. These analytical processes helped in the achievement of the study objectives and the presentation of a detailed comprehension of the data.



**Figure 1. Hypothetical Model of the Study**

**Results and Discussions**

The responses of the employees provide excellent data regarding the ways in which the adult ego state affects the workplace processes and the relations between employees and employers. The study group comprised both men and women, and the majority of the group members were young professionals between the ages of early and mid-twenties. Most employees had relatively low tenures, meaning that either employee turnover was high or the IT industry was hiring new employees.

When examining decision-making through the lens of the adult ego state, employees had varied opinions. While some believed that logical thinking and fact-based reasoning contributed to better workplace decisions, others were either unsure or disagreed. However, a significant number recognised that their education played a crucial role in their ability to make informed choices, aligning with the characteristics of an adult ego state. Confidence in handling work-related challenges was generally strong, with many employees expressing trust in their ability to analyse problems rationally and find effective solutions. Additionally, several employees reported a sense of control over balancing their professional and personal lives, a key trait of maturity and self-regulation associated with the adult ego state.

The role of open communication and mutual respect in fostering a healthy work environment was widely acknowledged. Many employees felt that meaningful discussions with colleagues contributed to improved workplace efficiency. Similarly, mutual trust, transparency, and open dialogue were viewed as essential for maintaining positive professional relationships. These findings highlight that employees who exhibit an adult ego state recognise the value of respectful and open interactions in enhancing teamwork and collaboration.

The relationship between employees and employers had varying perceptions. There was a disagreement or doubt among some workers, and some also thought that their efforts were rewarded by way of incentives and promotions. Even though most of the employees showed a feeling of commitment, there were those who felt they were not committed to the organisation. The level of alignment to business values and goals was also different. A considerable number of employees felt respected and appreciated by their employers, though a few expressed concerns about recognition and workplace fairness. Trust in leadership was generally strong, and many employees took pride in working for organisations that prioritised a positive and respectful culture. Furthermore, open communication with employers was highlighted as a key factor, with many employees feeling comfortable expressing their thoughts and concerns.

When assessing job performance through the adult ego state, employees largely believed they met formal expectations and fulfilled their responsibilities. However, some were uncertain about their overall performance, suggesting a need for clearer feedback mechanisms. Employees who demonstrated characteristics of the adult ego state actively sought ways to improve their job performance and contribute to workplace innovation. Many reported that they were proactive in suggesting improvements and embracing new ideas, reinforcing the idea that employees functioning from an adult ego state are more likely to take initiative and seek efficiency.

Overall, employees who exhibited strong adult ego state characteristics—such as logical decision-making, problem-solving, open communication, and proactive behaviour—tended to report higher levels of job satisfaction and workplace engagement. However, gaps in recognition, alignment with company goals, and career progression highlight areas where organisations could provide better support to encourage a more balanced and mature approach to workplace relationships.

**Table 1: Correlation testing between adult ego and employee-employer relationship**

| Correlations                   |                     |           |                                |
|--------------------------------|---------------------|-----------|--------------------------------|
|                                |                     | ADULT EGO | EMPLOYEE EMPLOYER RELATIONSHIP |
| ADULT EGO                      | Pearson Correlation | 1         | .614**                         |
|                                | Sig. (2-tailed)     |           | .000                           |
|                                | N                   | 100       | 100                            |
| EMPLOYEE EMPLOYER RELATIONSHIP | Pearson Correlation | .614      | 1                              |

|  |                 |                  |     |
|--|-----------------|------------------|-----|
|  |                 | 4<br>*<br>*      |     |
|  | Sig. (2-tailed) | .<br>0<br>0<br>0 |     |
|  | N               | 1<br>0<br>0      | 100 |
| **. Correlation is significant at the 0.01 level (2-tailed). |                 |                  |     |

The correlation analysis indicates that there is a statistically significant positive correlation between adult ego and the employee-employer relationship. This can be seen in the positive and significant correlation of adult ego with the employee-employer relationship (Pearson correlation value = 0.614). This implies that the higher the level of adult ego, the higher the quality or level of the relationship between the workers and their employers and the other way round. The p-value of 0.021 is less than 0.05, thus rejecting the null hypothesis and accepting the alternative hypothesis.

**Table 2: Correlation testing between the employee-employer relationship and job performance**

| Correlations   |                     | EMPLOYEE EMPLOYER RELATIONSHIP | JOB PERFORMANCE |
|--|---------------------|--------------------------------|-----------------|
| EMPLOYEE EMPLOYER RELATIONSHIP                               | Pearson Correlation | 1                              | .602**          |
|  | Sig. (2-tailed)     |                                | .000            |
|  | N                   | 100                            | 100             |
| JOB PERFORMANCE  | Pearson Correlation | .602**                         | 1               |
|  | Sig. (2-tailed)     | .000                           |                 |
|  | N                   | 100                            | 100             |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                                |                 |

Job performance and employees' ability to get along with their employers are strongly positively correlated, as indicated by the Pearson correlation coefficient (r) of 0.602. Accordingly, job performance usually improves when there is a better relationship between employees and their employers. This link appears to be extremely significant based on the p-value of .000, which represents the significance of this correlation. Thus, it is decided to accept the alternative hypothesis and reject the null hypothesis.

**Table 3: Regression analysis**

| Coefficients  |            |                             |            |                           |       |       |
|---|------------|-----------------------------|------------|---------------------------|-------|-------|
| Model   |            | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig.  |
|   |            | B                           | Std. Error | Beta                      |       |       |
| 1   | (Constant) | 1.108                       | 0.347      |                           | 3.195 | 0.002 |
|   | ADULT EGO  | 0.704                       | 0.091      | 0.614                     | 7.71  | 0     |
| a. Dependent Variable: EMPLOYEE EMPLOYER RELATIONSHIP |            |                             |            |                           |       |       |

The constant (intercept) value of 1.108 shows the expected value of the dependent variable when the independent variable (Adult Ego) is equal to zero. Other factors remaining constant, the coefficient of Adult Ego (0.704) indicates that the Employee Employer Relationship increases at the rate of 0.704 units with every unit increase in Adult Ego. There are only significant positive relationships between adult ego and employee-employer relationship, which are shown by statistically significant coefficients and beta P (< 0.05). Employers provided complementary insights into how they perceived the influence of the adult ego state on employee behaviour and workplace relationships. Most employers in the study were mid-career professionals with a strong leadership presence, and their responses reflect their expectations regarding employee maturity and decision-making.

When evaluating employees' decision-making abilities, employers had differing opinions. Some believed that employees who exhibited an adult ego state—characterised by rational thinking and fact-based analysis—made better workplace decisions. However, others remained uncertain or disagreed, indicating that some employees may still rely on instinct or emotion rather than logical reasoning in workplace scenarios.

Employers also had mixed views on whether employees' education and skills positively influenced the organisation. While many acknowledged the benefits of an educated workforce, a notable portion was unsure about the direct impact. Similarly, opinions varied regarding employees' ability to handle workplace challenges from an adult ego state. While some employers expressed confidence in their employees' problem-solving skills, others questioned whether employees effectively applied rational thinking in complex situations.

Most enterprises believed that employees who operated under an adult ego state managed to balance their personal and work-related responsibilities in terms of work-life balance. However, others too were sceptical and conjectured about some workers not being able to manage themselves and demonstrate self-control. This shows the importance of emotional maturity and self-awareness, two components of the adult ego state, to a good work-life balance.

Regarding workplace relationships, most employers believed that working with mature and professional colleagues contributed to a positive environment. Mutual respect, trust, and open communication were widely recognised as essential for fostering a collaborative and productive workplace. However, some employers remained unsure about how consistently these values were

upheld in their teams, indicating that workplace dynamics may vary depending on individual employee behaviour.

In terms of employee recognition and organisational alignment, most employers acknowledged the importance of rewarding employees through promotions and incentives, though some questioned whether current recognition systems were effective. Many employers emphasised the need for employees to align with company values and goals, and they generally felt that their workforce was committed to these principles. Additionally, ensuring a safe and supportive work environment was a key priority for many employers, reinforcing the role of the adult ego state in maintaining a structured and fair workplace culture.

When assessing employee job performance, most employers believed that their teams met formal expectations and fulfilled their responsibilities. However, some expressed uncertainty about whether employees consistently demonstrated initiative and problem-solving skills. Employers who recognised the influence of the adult ego state saw employees as proactive contributors who sought to improve their performance and embraced innovative ideas. Those who were sceptical believed that some employees resisted change or lacked the motivation to take on new challenges.

Overall, employers viewed employees who demonstrated an adult ego state as more reliable, independent, and effective in workplace interactions. However, uncertainties surrounding decision-making consistency, work-life balance, and innovation suggest areas where organisations could further support employees in developing a mature and rational approach to work. Encouraging structured feedback, fostering a culture of logical reasoning, and promoting professional development programs could help employees strengthen their adult ego state and enhance overall workplace dynamics.

**Table 4: Correlation testing between adult ego employer, and employee relations**

| <b>Correlations</b>  |                     |                           |                          |
|--|---------------------|---------------------------|--------------------------|
|  |                     | <b>ADULT EGO EMPLOYER</b> | <b>EMPLOYER RELATION</b> |
| <b>ADULT EGO EMPLOYER</b>                                    | Pearson Correlation | 1                         | .507**                   |
|  | Sig. (2-tailed)     |                           | .000                     |
|  | N                   | 52                        | 52                       |
| <b>EMPLOYER RELATION</b>                                     | Pearson Correlation | .507**                    | 1                        |
|  | Sig. (2-tailed)     | .000                      |                          |
|  | N                   | 52                        | 52                       |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                           |                          |

The Pearson correlation value of .507, which measures the strength of the correlation, points to a moderately favorable association between the two variables. We reject the null hypothesis with a p-value of .000, which is less than the standard alpha threshold of 0.01. The alternative hypothesis,

which shows a strong positive connection between the Adult Ego Employer and Employer Relation variables, is thus accepted.

**Table 5: Correlation testing between employer relations and job performance**

| Correlations   |                     |                   |                 |
|--|---------------------|-------------------|-----------------|
|  |                     | EMPLOYER RELATION | JOB PERFORMANCE |
| EMPLOYER RELATION  | Pearson Correlation | 1                 | .746**          |
|  | Sig. (2-tailed)     |                   | .000            |
|  | N                   | 52                | 52              |
| JOB PERFORMANCE  | Pearson Correlation | .746**            | 1               |
|  | Sig. (2-tailed)     | .000              |                 |
|  | N                   | 52                | 52              |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                   |                 |

We reject the null hypothesis at a significance of (alpha) of 0.01 at the alternative hypothesis. The null hypothesis is rejected because the p-value does not exceed 0.01 (0.000). It means that the relationship between employer relations and work performance is statistically significant. We are accepting the alternative hypothesis and arrive at the conclusion that the positive relationship between these two variables is actually significant.

**Table 6: Regression analysis**

| Coefficients                             |                    |                             |            |                           |       |      |
|--|--------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                                    |                    | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|  |                    | B                           | Std. Error | Beta                      |       |      |
| 1  | (Constant)         | 2.099                       | 0.449      |                           | 4.677 | 0    |
|  | ADULT EGO EMPLOYER | 0.494                       | 0.119      | 0.507                     | 4.157 | 0    |
| a. Dependent Variable: EMPLOYER RELATION |                    |                             |            |                           |       |      |

The value of the constant (intercept) 2.099 is the expected value of the dependent variable when the independent variable (Adult Ego Employer) takes the value of zero. At held constant all other factors are held constant, Employer Relationship increases by 0.494 units for each unit increase in Adult Ego Employer, based on the coefficient of Adult Ego Employer (0.494). The beta value of

Adult Ego Employer=0.507 indicates a standardised effect size of Adult Ego Employer on Employer relationship. There is a significant positive correlation between Adult Ego Employer and Employer link, which is represented by the statistically significant coefficient and beta ( $p < 0.05$ ).

## Conclusion

The study highlights the significant role of the adult ego state in shaping employee-employer relationships. Employees who exhibit characteristics of the adult ego state—such as logical decision-making, problem-solving, and proactive behaviour—tend to report higher workplace satisfaction and engagement. Employers, on the other hand, value these traits but remain uncertain about how consistently employees apply them in their work. While many employees and employers recognise the benefits of mutual respect, trust, and open communication, there are gaps in recognition, professional development, and structured decision-making. Organisations can strengthen employee-employer relationships by fostering an environment that encourages rational thinking, constructive feedback, and career growth. By supporting employees in developing a more balanced adult ego state, companies in the IT sector can create a more productive, engaged, and harmonious workplace.

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