

TRANSACTIONAL ANALYSIS AND ITS IMPLICATION ON LEADERSHIP

ABSTRACT: The primary purpose of this study is to establish a connection between leadership styles and ego states (OK state to non-OK state). Ego is essential to human action, and prior research suggests that humans frequently change between distinct “ego states” without realizing it. However, the ego is a conduit through which the human instinct can be accessed, and in the majority of circumstances we can also access the ego condition of our teammates and launch a process to manage it. This survey-based study aimed to establish a relationship between the personalities, styles, and outcomes of our sample’s leaders. Six hundred and eleven surveys were delivered to employees of private enterprises. They were separated into three categories: customer service executives, team leaders, and managers. The researchers have attempted to establish the survey instrument’s validity through expert evaluation and pilot tests. The current study’s response rate is much greater than the smallest sample size reported in previous studies. In total, there were 489 individuals, including 132 leaders and 357 followers. Statistical methods such as bivariate correlation and discriminant analysis were utilized in the investigations. Before uploading the TSI-M and MLQ to a server, a unique ID and password were assigned to each sample component. Their employee identification number was their login identifier and password. According to the conclusions and findings, it was hypothesized that transactional analysis training would boost organizational effectiveness. However, less empirical support exists for this. Future research may investigate how transactional analysis training influences the development of transformational leadership attributes in managers of various levels and genders.

Keywords: Ego states, Personality, Leadership, Leadership styles, Leadership outcomes, Transactional analysis

Background

Transactional analysis provides organizations with a comprehensive picture of personality, communication, motivation, conflict resolution, group dynamics, organizational structure, leadership, goal-setting, and problem-solving. All of this is feasible through effective identification, resolution of issue areas, implementation of change plans and reviews, and system-wide integration of the change. Moreover, transactional analysis provides the entire organization with a common language. It is a powerful interpersonal interaction tool for organizations because it is a realistic, non-threatening, entertaining, and frequently enjoyable method of learning about others (Chigangaidze & Chinyenze, 2022). According to Guillén, Jacquart, and Hogg (2022), personality factors influence organizational success and leadership. Transactional analysis provides a clear yet informative account of personality through the concept of ego states. Ego state development takes into account an individual’s general health and life experiences. It also addresses how individuals connect with one another since, unlike static attributes, ego states are dynamic characteristics that influence how people feel, think, and act when

they are around one another. The relationship between transactional analysis, leadership styles, and ego states will be more foreseeable and credible if we have a firm grasp of the leadership process’s evaluation, prediction, selection, and training of effective leaders. According to the author, there is a paucity of research on the topic of transactional analysis and leadership; therefore, this study will help to fill the void in the current literature and will be among the pioneering studies. Parent ego state refers to a set of attitudes, emotions, and behaviors that resemble a parental figure (Dhananjaya, 2022). This element of a person relates to their inherited morality, beliefs, and prejudices from their biological parents (Sartor, 2019). The Adult is based on a rational, computer-like, and logical use of data (Ertl et al., 2021). This state consists of the parts of the adult ego-state that are pertinent and appropriate for solving difficulties at this time. The Child ego-state is comprised of the childhood recollections we carry into adulthood. The Child ego-state is filled with desires, needs, and the urge to satisfy them. According to Vos and van Rijn (2021), life position is the posture established throughout early childhood (ages three to seven) to defend a decision based on prior experience.

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All positions have “I” or “others” as their subjects, and the polarity of their predicates is “OK” or “Not-OK” It is a condition of being. This reveals how we perceive the world, ourselves, and others. Ernst Jr (1971) created a “corral” or grid with four quadrants, one for each life situation, to illustrate them. He presented instances of how individuals approach problems in each of the four quadrants (Taberner, 2022).

Historically, leadership has been restricted to administrative activities such as rewarding or punishing staff, also known as the “carrot-and-stick strategy.” This was known as transactional leadership because the emphasis was on what was being transacted between the leader and the members in terms of the rewards the members got for performing at the appropriate levels. Individual and organizational performance is significantly more influenced by transformative leadership, according to empirical evidence and theoretical speculation (Azhar & Yang, 2022). Maintaining an adequate level of performance at all organizational levels necessitates transactional leadership. The more clearly defined goals and accountability from followers transactional leadership can encourage, the greater its long-term efficacy. Berne (1963) initially outlined his views on organizational theory in his book Structure and Dynamics of Groups and Organizations. Even though he was a psychotherapist and the developer of the transactional analysis style of psychotherapy, he was well-versed in and aware of the contemporary organizational ideas. His publications on organizations and groups frequently cited the theories of eminent individuals. Berne simply extrapolated therapeutic theory to organizational applications. Several authors have improved the transactional analysis theory during the past decade (Biber et al., 2022; Summers & Tudor, 2018), principally to better accommodate the developmental aspects of human needs, especially in educational and organizational situations.

Leaders must comprehend how communication functions and what helps it connect, inspire, and persuade, regardless of whether they are explaining their vision or strategy, debating with investors, or inspiring others one-on-one. Leadership and communication are inextricably interwoven and interdependent. Alternatively, exceptional communicators make for exceptional leaders. While everyone at work can benefit from a broad aptitude for communication, as we climb the organizational ladder and deal with increasingly diverse audiences and complex content, certain particular skills become increasingly vital. Communication is one of the intrinsically complex parts of being human due to the fact that it is important to our relationships. It should come

as no surprise that effective communication skills are crucial. When viewed through the prism of ego states, it is fascinating to imagine how the ideal leader would behave. Conventionally, the leader is considered as a combination of a protective parent, an authoritative parent, an adult, and a natural child. This would mean that the leader is capable of guiding and motivating the group, establishing norms and boundaries, making decisions based on facts and realities, and infusing the workplace with emotion, joy, and creativity. However, different ego states may perform well depending on the circumstances, such as the type of organization and team the leader is leading. Previous research has underlined the necessity of recognizing that leadership performance is frequently a reflection of the leader's skill to see that each interaction is a transaction and that the same includes ego states. In executive coaching for executives, achieving desired behavior changes typically necessitates an investigation into the core reasons fueled by ego states and life positions. Overemphasizing and dominating particular ego states and life positions can lead to dysfunctional leadership practices that frequently end in narcissism, being taken for granted, an inability to perceive reality, blame games, and a resistance to change.

Objectives of the Study

According to the researcher's experience with business clients, some leaders were highly effective while others were less so. Even with the so-called ‘difficult’ staff, the highly effective leaders have a characteristically accommodating environment and a highly effective connection. In contrast, less effective leaders frequently complained about their personnel and struggled to connect with even the most cooperative workers.

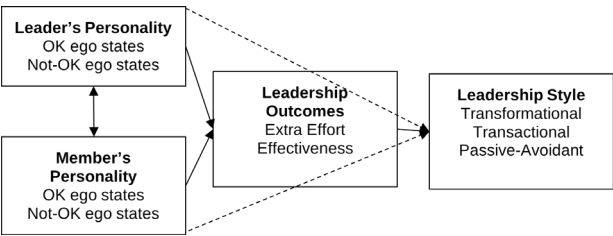


Figure 1: Conceptual Framework

The key research questions were:

- Is there a relationship between personality and leadership styles of leaders?
- What are the factors of personality and leadership style that discriminate an effective leader from an ineffective one?

Research objectives were framed based on the questions.

- To study the relationship between personality of leaders, leadership style and leadership outcomes.
- To identify the personality and leadership characteristics that significantly discriminate a highly effective leader from a less effective one.

Review of Literature

According to Stock et al. (2022), a transformational leader is one who strives to support and guide his followers in discovering and exploiting their inherent positive potential (Stock et al., 2022). As transformational leadership is widely acknowledged as one of the most effective management styles, numerous organizations and individuals aspire to adopt its ideas. Transformational leadership is characterized by a number of characteristics, including charisma, respect for the individual, ideological effect, and intellectual stimulation. To be charismatic is to be capable of inspiring and motivating others, whereas individualised concern refers to a leader's focus on the development of each team member (Becker et al., 2022). A leader stimulates the brains of a team by cultivating an environment that encourages unconventional ideas and critical discourse. A leader's ideal influence is their ability to inspire their team and foster a healthy culture. Numerous studies demonstrate that transformative leadership improves both organizations and employees (Hussein, Ibrahim, & Ismael, 2022). A company led by transformative CEOs is more likely to be inventive, adaptive, and have a good corporate culture. It was shown that employees whose organizations are managed by transformational leaders are more likely to be engaged in their work and motivated to make a difference, all of which can boost the company's performance and output.

Although transformational leadership has many positive effects, it also has specific limitations that distinguish it from other leadership styles (Azhar & Yang, 2022). One of the most common criticisms of transformational leadership is that those who exhibit it are typically so concerned with the emotional well-being of their employees that they neglect their organizational effectiveness obligations. Moreover, it is asserted that a number of the transformational leadership characteristics, such as charisma and idealism, tend to cause followers to have an unduly optimistic or idealistic view of the leader, which could lead to disappointment if the leader falls short of expectations.

Transformational leadership has been at the forefront of leadership study for almost the past three decades, as scholars from around the world have employed a variety of theoretical models to investigate its whys and wherefores (Cho et al., 2019). On the practical side, it has been demonstrated to be a well-known management technique that increases everyone's awareness of the necessity of working together to achieve the organization's goals by inspiring people and encouraging them to put aside their own demands and those of the organization as a whole on these four fronts: inspiration, idealized power, intellectual stimulation, and individual judgement (Harb & Sidani, 2019). Intellectual stimulation from leaders motivates followers to discover novel solutions to age-old problems. When leaders view each member of their organization as a unique individual with distinct needs, interests, and abilities, they exhibit individualized attention (Ameer et al., 2022; Busari et al., 2020).

Transformational leadership is distinguished from transactional leadership, which can be either authoritative or democratic, by charisma (Alqasa & Afaneh, 2022; Busari et al., 2020). Arvey et al. were the first to present empirical data showing the degree of the impact of personality and heredity on leadership (2006). The relevance of transformational leadership and transactional analysis becomes evident in this scenario. Transformational leadership offers a comprehensive model of leadership, whereas transactional analysis offers a comprehensive model of personality through its central idea of ego states (Aboramadan & Kundi, 2020). The formation of ego states is influenced both internally and externally by early life experiences. The causes driving the transformation of typical old-economy organizations into new-economy organizations also necessitate new leadership (Algumzi, 2022; Furr, Ozcan, & Eisenhardt, 2022). A study conducted by Mukherjee et al. (2023) focuses on customer orientation, vision, recruiting, technology management, speed of decision-making, innovation, and creativity when comparing the new economy to the old economy. The conclusion is that thought is forming. In today's economy, leadership abilities are more vital than ever. The human personality, according to transactional analysis, consists of three sorts of “ego-states” The ego states of parents, adults, and children, as well as their relationships, are the foundation of transactional analysis. The entire spectrum of leadership conduct is mapped by transformational leadership theory.

Schreyer et al. discovered that the personality qualities of extraversion and openness to experience are positively

connected with transformational leadership (2021). According to Lee (2021), neuroticism, extraversion, openness to experience, and conscientiousness were associated with leadership. Positive connections were discovered between extraversion, openness to new experiences, and conscientiousness, while neuroticism was negatively correlated with transformational leadership. Extraversion and agreeableness were powerful predictors of transformative leadership, according to Judge and Bono's (2000) research of 14 samples of leaders from 200 firms. They also discovered that transformative leadership activity predicted a variety of success-related outcomes for leaders. Kalshoven, Den Hartog, and De Hoogh (2011) revealed that three of the big five personality qualities, namely extraversion, agreeableness, and openness to experience, are highly predictive of transformative leadership. Thus, a considerable body of research demonstrates a connection between personality traits and leadership.

Leader's Ego

As the exaggerated, and aggravated feelings of a leader such as self-importance have a substantial impact on the leadership styles and outcomes they create, ego and the concept of leadership go hand in hand (Maak, Pless, & Wohlgezogen, 2021). According to them, when we speak of a person's ego, we refer to their pride in who they are and their high opinion of themselves. Ego can impact an individual's leadership style, decisions, and interactions with subordinates and peers. Strong-willed leaders may care more about advancing their own agendas than those of their teams, and they are less inclined to consider the needs and viewpoints of those they lead. Leaders who run the risk of appearing haughty or unapproachable are less likely to succeed in fostering favorable company cultures and forging strong employee ties (Palmer & Freeman Jr, 2020). In contrast, leaders with lower egos may be more capable of inspiring their teams by empathizing with their employees and being humble and straightforward. This also affords them enhanced opportunities to lead by example. These leaders are more likely to listen to and consider the views and opinions of their subordinates and to establish a healthy and pleasant work atmosphere (Al-Shammari & AlShowaikh, 2021; Taiyi Yan et al., 2022). It is more likely that team members will have faith in such leaders, hence boosting the possibility that they will collaborate effectively to achieve their goals. Certainly, a leader's ego may influence their leadership style, but it is vital to realize that it is not the only aspect to consider. Other variables, such

as the leader's personality, level of experience, and organizational culture, might also influence his or her behavior and effectiveness. In addition, a leader's ego may shift during the course of their career, maybe as a result of their experiences and the feedback they have received from others (Al-Dalaeen & Tarawneh, 2022; Larsson et al., 2022).

Ego States (OK and Not-OK)

As-Ok and Not-OK Ego states are fundamental to the idea of transactional analysis (TA), which has been the subject of extensive attention and study over the past few decades (Chigangaidze & Chinyenze, 2022). Individuals can use this idea to acquire insight into and gain control over their emotions and actions, and businesses can use it to improve their management, communication, and leadership practices (Maak et al., 2021). It has evolved through time into a valuable resource for explaining complicated issues such as leadership and ego. The idea posits that human beings inherit only two conceivable emotional states: Okay and Not-Okay (Al Thuwaini et al., 2022; Tudor, 2019). Continuing with the hypothesis, it is said that, under typical conditions, an individual feels confident, capable, and secure. The individual is optimistic, can accept criticism well, and connects well with others. This mental state is related with numerous favorable results, including increased happiness, improved relationships, and work satisfaction. In contrast, when a person is in a Not-OK state, they may experience feelings of inadequacy, insecurity, or threat. They may employ avoidance methods, fixate on the negative, and have difficulty communicating with others. This sickness may lead to deterioration in health, interpersonal relationships, and professional opportunities. According to a number of studies, people's moods can range from OK to Not-OK based on their circumstances and the people with whom they engage. For instance, a person's ability to transition from a Not-OK to an OK state can be reinforced by contacts with supporting others, but interactions with unsupportive individuals can push them further into a Not-OK condition (Ahmed et al., 2022; Gonzalez, Pulice-Farrow, & Abreu, 2022).

(Müller & Niessen, 2019) Executives that are able to execute adequately are more likely to motivate their colleagues and lead by example inside their organizations. They are able to establish rapport with team members, offer constructive and encouraging comments, and foster a healthy work atmosphere. In contrast, leaders who are in a Not-OK state may struggle to lead effectively due to their own negative

or defensive behaviours and the poisonous workplace environment they foster. Individuals and organizations have access to a variety of services for maintaining a satisfactory state. Participating in growth-inducing activities, seeking out and acting on constructive feedback, and developing a network of positive connections are examples. By offering appropriate training and education, organizations may assist their employees better understand their "OK" and "Not-OK" states, as well as how to manage them. In conclusion, the concept of OK and Not-OK ego states can give individuals and groups with useful insight into the relationship between emotional state, behavioral patterns, and health. People and businesses can work and communicate more effectively if they are aware of and able to control these emotions. The study of OK and Not-OK ego states will continue to play a vital role in assisting individuals and organizations to achieve their objectives and aspirations, and there is a great deal of ongoing research and development in this area.

Leadership styles outcomes and Ego States

Different leadership styles and the outcomes they produce have attracted a significant deal of attention and research in the fields of organizational behaviour and management (Rapp & Beeler, 2021). In recent years, the concept of OK and Not-OK ego states as a crucial element that can influence this relationship has gained momentum. This realization is the result of a mental progress. To paraphrase a basic premise of transactional analysis (TA), a person's ego state might be either OK or Not-OK. When a person is mentally healthy, their feelings of self-worth, competence, and security all increase. These traits define an acceptable condition. Their demeanor, behaviors, and interpersonal skills are infused with positivity, and they are receptive to constructive criticism (Adnan et al., 2021; Shahid & Muchiri, 2019). People in the Not-OK state, on the other hand, have a tendency to exhibit defensive or negative behaviors, attitudes, and interpersonal skills due to feelings of inadequacy, threat, or insecurity. The quality of a leader can have a significant impact on team dynamics and performance. Multiple studies have revealed that when leaders are in a good mood, they are more likely to pursue initiatives that are typical of transformative leaders. Transformational leaders not only provide positive reinforcement to their followers, but also strive to improve the environment for all. They assist their followers in realizing their full potential by serving as an example, mentoring them, and guiding them along their journey. Several positive benefits have been connected to transformative leadership, such as higher workplace morale and productivity.

In contrast to transformational leaders, transactional leaders are more concerned with achieving outcomes than with fostering a positive work culture (Abubakari, 2021; Guarana & Avolio, 2022). Although this type of leadership might be advantageous in the short term, it frequently results in employee unhappiness, low morale in the workplace, and low output. Organizations can play a crucial role in assisting their leaders to maintain a healthy mental state. It may involve training and development programs, positive work settings, feedback opportunities, and the fostering of a trusting and optimistic workplace culture. This can help businesses and other organizations cultivate transformational leadership among its employees, which will ultimately benefit the organization as a whole. The subject of the relationship between OK and Not-OK has been addressed at length. Complex and nuanced is the relationship between ego states, leadership styles, and outcomes. In contrast, when organizations recognize the extent to which ego states influence leadership styles and outcomes, they may better support their leaders and cultivate a happy work environment. This can help organizations realize their goals and aspirations in the long run, as happier employees are more engaged in their work and deliver greater output per hour worked.

Hypotheses

Numerous studies in the fields of organizational behaviour and management have focused on transformational leadership and its relationship to OK ego states. Transactional Analysis (TA) is responsible for creating OK and Not-OK ego states. According to this idea, individuals can be in either OK or Not-OK ego states. When a person is mentally healthy, their feelings of self-worth, competence, and security all increase. These traits define an acceptable condition. They are receptive to constructive criticism and the enhancement of their good attitudes, actions, and social skills. People in the Not-OK state, on the other hand, suffer from emotions of inadequacy, threat, or insecurity and exhibit defensive or negative attitudes, behaviors, and interpersonal skills. Transformational leadership is the process by which a leader inspires and motivates subordinates to realize their full potential. It has been demonstrated that a leader's emotional state has a substantial impact on leadership outcomes, and studies indicate that leaders who are emotionally stable are more likely to exhibit transformational leadership behaviors. Leadership style adopted by a firm correlates favorably with employee engagement, job satisfaction, and overall productivity. However, leaders in the Not-OK state frequently work in transactional ways, which can

have a negative effect on morale and productivity over time (Chigangaidze & Chinyenze, 2022; Gonzalez et al., 2022; Guarana & Avolio, 2022; Müller & Niessen, 2019; Shahid & Muchiri, 2019). Based on the foregoing examination of relevant literature and the researcher's personal experience dealing with corporate clients, the following hypotheses were formulated.

Hypothesis 1: *Transformational leadership has a strong positive correlation with OK ego states.*

Previous academics have shown that transformative leadership improves the performance of leaders. This form of leadership assists and encourages subordinates to reach their maximum potential. A transformative leader is able to motivate their followers, give them clear instructions and great counsel, set a good example, and delegate authority to those beneath them. According to studies, leaders with the ability to inspire change are solely responsible for the greater productivity of engaged, satisfied employees. It has been discovered that followers of such leaders are typically more optimistic about their employment, committed to their organizations, and productive contributors. Consequently, a company's customer happiness, innovation, and market share may increase. Transformational leadership has been connected to two good health and happiness outcomes, namely, less stress and higher happiness in both one's professional and personal lives. This shows the significance of a transformational company leader. It is essential for creating the workplace a pleasant environment to spend time, increasing productivity, and ensuring that everyone feels valued (Chigangaidze & Chinyenze, 2022; Gonzalez et al., 2022; Larsson et al., 2022; Maak et al., 2021; Palmer & Freeman Jr, 2020; Taiyi Yan et al., 2022). The following hypotheses were developed based on the preceding examination of pertinent literature and the researcher's personal experience working with corporate customers.

Hypothesis 2: *Transformational leadership has a strong positive correlation with leadership outcomes.*

In the meanwhile, the current study posits that the relationship between healthy ego states and transformational leadership elements can be a distinguishing factor between highly effective and less effective leaders. People experiencing the good emotions of confidence, competence, and safety are more likely to exhibit transformational leadership behaviors. Inspiring and energizing subordinates, giving them with clear objectives and direction, and maintaining a healthy work environment are essential

parts of effective leadership. Often, a highly effective leader and a less effective leader can be distinguished by their display of a healthy ego and transformative leadership qualities. Leaders who are OK and exhibit transformational behaviors are more likely to achieve their objectives, whereas leaders who are Not-OK and exhibit transactional behaviors are less likely to succeed (Azhar & Yang, 2022; Becker et al., 2022; Busari et al., 2020; Cho et al., 2019; Harb & Sidani, 2019; Hussein et al., 2022; Stock et al., 2022). Increasing their efforts to maintain a state of OK and adopting a transformative leadership style can boost leaders' chances of achieving success in their positions.

Hypothesis 3: *OK ego states and transformational leadership factors would discriminate a highly effective leader from a less effective one.*

According to Bass et al. (2003), the transformational and transactional contingent incentive leadership ratings of platoon leaders and sergeants significantly predicted favorable unit performance. According to a 1995 study conducted in 89 Singaporean schools by Koh, Steers, and Terborg (1995), transformational leadership had significant additional effects on transactional leadership in predicting organizational commitment, organizational citizenship behavior, and teacher satisfaction. Additionally, it was revealed that transformative leadership indirectly affected the academic accomplishment of students. Bass and Avolio (2007) created the Multifactor Leadership Questionnaire in order to evaluate leadership style and performance (Form 5x-Short). The nine comprehensive leadership traits were utilized to assess leadership styles. On the basis of these three criteria, the Leadership Results were evaluated. Extra effort, achievement, and fulfillment. Transferable Styles Pareek created and standardized Inventory-Managers to assess ego state functions, which was used to evaluate the personalities of leaders and members. This was measured with 12 variables, including OK Critical Parent, Not-OK Critical Parent, OK Nurturing Parent, Not-OK Nurturing Parent, OK Adult, Not-OK Adult, OK Adapted Child, Not-OK Adapted Child, OK Rebellious Child, Not-OK Rebellious Child, OK Free Child, and Not-OK Free Child.

Research Methodology

The research is descriptive, survey-based, cross-sectional, perception-based, and region-specific; it focuses on Middle Eastern industry. The process included model development, data collecting, data analysis, and sampling. Using a pilot study, the

instruments were validated for dependability and administration. An organization's 132 leaders and 357 members comprised the sample. In the analyses, the statistical methods of bivariate correlation and discriminant analysis were utilized.

Sampling Technique

Despite the fact that variables such as the industry, the size of the firm, and the organization's culture could all have an effect on leadership, the study utilized a single source to ensure that all of these variables stayed constant. In agreement with the suggestion of earlier research by Kotrlik and Higgins (2001), it was determined that a sample size of 120 was appropriate for the study (2001). Due to the fact that just 12 elements of personality were considered in this study, the sample size of 120 was adequate. A total of 611 personnel in managerial or leadership positions at a private organization were given an online survey. The first level comprised of customer service executives, the second of team leaders, and the third of managers. There were 122 responses that were eventually excluded from further consideration after being reviewed for mistakes and missing information. In spite of the fact that their members had previously completed the survey, a large proportion of group leaders did not engage in the online polls, resulting in a significant rate of sample loss. For the survey to have any legitimacy, both the leaders and their respective followers were required to participate. All analyses were conducted purely on the basis of these exhaustive datasets. There were a total of 489 respondents, with 132 leaders and 357 followers.

Measurements of constructs

This investigation utilized a 36-item scale created by Pareek (2002). According to Pareek (2002), the retest reliability coefficients (with a four-week gap) for the various ego states varied from 0.50 to 0.74. At the.01 level, everything here was noteworthy. In this work, sample data were analyzed using Cronbach's Alpha to calculate the TSI-reliability M's coefficients. The alpha value for the twelve ego states ranged between 0.603% and 0.808%. The coefficient of reliability for the Not-OK Rebellious Child scale was 0.603, while the coefficient of reliability for the OK Free Child scale was 0.808.

Cronbach's Alpha is used to analyze the dependability of the MLQ. The range of alpha values for the 12 leadership factors was between 0.617% and 0.827%. The Management-by-Exception: Passive scale had the

lowest reliability coefficient (0.617), while the Laissez-faire scale had the highest (0.827).

Data Collection

Each piece of the sample was given a unique login id and password, and the TSI-M and MLQ were uploaded to a web server. Their identification number worked as both user name and password. The Human Resources and Administration Division provided the master employee roster and information on reporting connections throughout the organization. This helped us identify the leader-follower pairs and locate the non-responders we needed to contact. The first responders were the third-level managers. Their Level 1 counterparts (Team Leaders) were subsequently given the responsibility of replying. The Base level members (Team Members) of the responding Team Leaders were subsequently surveyed. An administrator from the department of administration was entrusted with acting as the local coordinator and coordinating with respondents to ensure that they had convenient access to a computer and the internet. The researcher maintained constant contact with the coordinators to ensure that the correct pairs of leaders and followers replied. This is due to the fact that the responses were saved on the researcher's web server, where they were inaccessible to others. Beginning on the day the survey was distributed, we spent a total of six weeks completing the assignment. Each respondent completed a TSI-M and a Rater-Form MLQ individually for their manager. Each leader was required to have at least one participant. In exceptional instances, there were as many as nine members per chief, while the norm was three. Data used for screening and analysis were acquired from the web server where they had been previously saved.

Analysis and Results

Pearson's correlation was used to evaluate the linear link between ego states, leadership styles, and leadership outcomes. The examination was conducted at two levels. First, the link between the macro variables of OK Ego States, Not-OK Ego States, Transformational Leadership, Transactional Leadership, Passive-Avoidant Leadership, and Leadership Outcomes was investigated. The correlation between the factors forming the macro variables was then examined.

Pearson's correlation was used to evaluate the linear association between ego states, leadership styles (self-rated), and leadership outcomes. Table 1 provides the results.

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Table 1. Correlation between Ego States of Leaders, Leadership Styles of Leaders and Leadership Outcomes

	OK	NOK	TFL	TNL	PAL	LOC
OK	1					
NOK	0.462**	1				
TFL	0.704**	0.330**	1			
TNL	0.405**	0.502**	0.418**	1		
PAL	-0.295**	0.416**	-0.191	0.091	1	
LOC	0.487**	0.254*	0.694**	0.345**	-0.076	1
**Correlation is significant at the 0.01 level (2-tailed)						
*Correlation is significant at the 0.05 level (2-tailed)						

According to the study’s findings, there is a highly favorable and statistically significant association between transformative leadership and OK ego states (0.704, p 0.001). The association between transformative leadership and leadership results was strong and beneficial. There was a moderately positive association between OK ego states and transactional leadership as well as leadership

outcomes. There was a substantial inverse association (-0.295, p=0.003) between OK ego states and passive-avoidant leadership. This research implies that leadership that avoids active participation is more effective. Not-OK ego states were significantly associated with Transactional leadership, passive-avoidance leadership, and leadership results. Additionally, there was a link between Not-OK ego states and leadership outcomes. There was a significant correlation between transformational and transactional leadership, suggesting that transformational leadership does not exclude transactional leadership but rather builds upon it. This is due to the discovery that transformational leadership has a substantial relationship with transactional leadership.

Using Pearson’s correlation, the linear association between leader ego states, leadership styles, and leadership results was determined. Table 2 displays the results

Table 2. Correlation between Ego States of Leaders, Leadership Styles and Leadership Outcomes

	II	IB	IM	IS	IC	CR	MBEA	MBEP	LFF	EE	EFF	SAT
OKCP	0.232*	0.378**	0.341**	0.334**	0.207*	0.398**	0.031	-0.243*	-0.185	0.104	0.177	0.1
OKNP	0.219*	0.239*	0.205*	0.308**	0.382**	0.300**	0.078	-0.28**	-0.245*	0.342**	0.350**	0.293**
OKA	0.373**	0.449**	0.488**	0.581**	0.381**	0.402**	0.137	-0.163	-0.254*	0.440**	0.338**	0.370**
OKFC	0.348**	0.470**	0.539**	0.365**	0.252*	0.304**	0.057	-0.093	-0.16	0.328**	0.304**	0.221*
OKAC	0.089	0.181	0.325**	0.256*	0.210*	0.210*	0.062	-0.059	-0.219*	0.253*	0.348**	0.390**
OKRC	0.407**	0.227*	0.263**	0.373**	0.333**	0.358**	0.329**	0.003	-0.149	0.124	0.17	0.11
NOKCP	0.296**	0.19	0.252*	0.261**	0.027	0.255*	0.264**	0.136	-0.036	0.192	0.211*	0.14
NOKNP	0.079	-0.008	0.125	0.241*	0.16	0.163	0.251*	0.035	-0.035	0.163	0.209*	0.224*
NOKA	0.224*	0.17	0.284**	.0369**	0.183	0.310**	0.315**	0.141	-0.008	0.210*	0.175	0.173
NOKFC	0.204*	0.135	0.239*	0.044	0.103	0.083	0.118	0.312**	0.428**	0.201*	0.063	0.128
NOKAC	0.144	0	0.066	-0.145	0.085	0.075	0.413**	0.443**	0.543**	0.054	0.029	0.172
NOKRC	0.328**	0.038	0.274**	0.154	0.167	0.295**	0.403**	0.416**	0.311**	0.082	0.012	0.09
** Correlation is significant at the 0.01 level (2-tailed)												
* Correlation is significant at the 0.05 level (2-tailed)												

This analysis supports the expectations in every way. Almost all OK ego states show a high positive correlation with nearly all transformational and transactional ego state variables. The majority of Not-OK ego states have a moderately positive association with transactional leadership and a significant positive association with passive-avoidance leadership. Leadership results are also found to be substantially associated with OK ego states and transformational leadership variables. Therefore, hypothesis 1 and 2 are supported at both the macro and micro levels.

Factors that Distinguish Effective Leaders

The highly effective leaders were distinguished from the less effective leaders through the application of

discriminant analysis. A priori, leaders were categorized as very effective if their mean leadership outcomes score was more than or equal to 3.

The purpose of discriminant analysis is to determine which group an object or person belongs to. It was meant to identify extremely effective or ineffective leaders based on ego states and leadership styles as assessment parameters. The discriminant weight or coefficient was calculated by the variance structure of the original variables within the highly effective and less effective leader groups.

Eleven criteria were discovered as distinguishing between highly effective and less effective leaders

after comparing the variables between the two groups. Inspirational Motivation, OK Adapted Child, Individual Consideration, Contingent Reward, OK Rebellious Child, Intellectual Stimulation, OK Nurturing Parent, OK Adult, Idealised Behaviour, and OK Free Child have a discriminant value greater than 0.3, indicating that these factors distinguish significantly between highly effective and less effective leaders. Idealized Behaviour, Individual Consideration, Inspirational Motivation, Intellectual Stimulation, Contingent Reward, and OK Rebellious Child were the criteria shared by both populations that distinguished highly effective leaders from less effective leaders.

Findings and Discussion

Correlation between Ego States of Leaders, Leadership Styles and Leadership Outcomes

There is a considerable association between personality and leadership styles, according to one analysis. Both OK and Not-OK Ego States correlate strongly with leadership styles and outcomes. OK Ego State is negatively connected with Passive-Avoidant Behavior, whereas Not-OK Ego State is positively correlated with Passive-Avoidant Behavior. Almost all OK Ego States correlate significantly with almost all transformational and transactional leadership characteristics and leadership outcomes. While Not-OK Ego States are substantially connected with some transactional leadership and passive-avoidance leadership traits. These data confirm the preceding hypotheses based on a review of the literature and demonstrate Hypothesis 1.

Identifying Factors that Distinguish Effective Leaders

Expectedly, OK ego states (OKCP, OKNP, OKA, OKFC, OKAC, OKRC) and transformational leadership (IA, IB, IC, IM, IS) emerge as factors that discriminate highly effective leaders from less effective leaders. Therefore Hypothesis 3 is proven.

Conclusion

This study establishes without a reasonable doubt the connection between leader personality, leadership style, and leadership outcomes. This study’s conclusions are summarized as follows:

- Transformational leaders exhibit more acceptable ego states than transactional and avoidant leaders.
- Passive-avoidant leaders have a greater number of Not-OK ego states than transformational and transactional leaders.
- The OK Adult, OK Free Child, OK Rebellious Child, and OK Critical Parent characteristics of leaders strongly contribute to transformational

leadership differences.

- Idealized Behavior, Idealized Attributes, Individualized Consideration, Intellectual Stimulation, OK Adapted Child, and OK Rebellious Child strongly contribute to leadership outcome variations.
- Transformational leadership and healthy ego states differentiate between highly effective and less effective leaders.

Recent research has been devoted to the spiritual aspects of transformational leadership (Azhar & Yang, 2022; Becker et al., 2022; Busari et al., 2020; Cho et al., 2019; Harb & Sidani, 2019; Hussein et al., 2022; Stock et al., 2022). Extending one’s boundaries into the spiritual sphere may open the way to transcendental leadership, a sort of leadership on a higher level. For this, transformative leadership is necessary initially, along with revisions to organizational selection, training, and development strategies. The “Full Range of Leadership Development” curriculum, which teaches transformational leadership to managers and executives. However, little research supports the assumption that transformative leadership can be taught through structured training. This might be the subject of scientific research with pre- and post-tests to demonstrate that transformational leadership is a skill that can be acquired.

Similarly, it was believed that transactional analysis training would enhance organizational effectiveness. However, less empirical support exists for this. Future research may investigate how transactional analysis training influences the development of transformational leadership attributes in managers of various levels and genders. Studying the impact of contextual factors that determine the effectiveness or applicability of transformational leadership could be an additional field of study. Conditions that are conducive to transformational leadership include organizations that are: undergoing change and, as a result, must be adaptable; facing a high level of environmental uncertainty necessitating units with wide spans of boundaries; characterized by simple or flexible organizational structures that are conducive to the development of vision; or that are a family or clan. These characteristics would foster the emergence of transformative leadership. Context elements that do not promote transformational leadership include organizations that stress efficiency, prefer predictability to uncertainty, have mechanical or bureaucratic structures, or have a market, bureaucratic, or clan mode of organizational culture. To support these assertions, empirical research is necessary. By collecting samples from a single source, the

current investigation kept these characteristics consistent.

Future study may employ a culture-specific transformative leadership paradigm. Future studies will collect leadership data from leaders and their members within the same sample in order to investigate the influence of rater bias in order to explain for the difference between self-rated and member-rated scores. In this study, the mediating role of the leader-member connection in the relationship's effect on leadership effectiveness was not explored. While the personalities of leaders and followers determine their connection, this relationship also influences how followers perceive leadership outcomes and approaches. These factors can be utilized in future investigations of a similar nature.

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