

Transactional Analysis and Workplace Harmony in the Hospitality Industry, Rivers State, Nigeria

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Abstract: The purpose of this study was to investigate the relationship between transactional analysis strategies and workplace harmony of hospitality organizations in Port Harcourt, Rivers State. Cross sectional survey design was used for this study. High levels of casualization of staff strength were found in these organizations under study, hence the study focus only on the managers of selected standard hospitality organizations in Rivers State. Sample size of ninety (90) managers was sampled using census survey design. The hypotheses of the study was tested and analysed using Statistical Package for Social Science (SPSS), findings revealed that, the dimension of the predictor variable transactional analysis strategies; personality component, Ego states, Trust and Communication have a significant relationship between the measure of the criterion variable workplace harmony; grievances frequency and collaboration. The Moderating factors of motivation and leadership moderate the relationship between transactional analysis strategies and workplace harmony of hospitality organization in Rivers State. Therefore, we recommended that thoughtfulness and adherence should be geared towards implementing the dimension listed and discussed in this study as it enhances workplace harmony.

Keywords: Transactional Analysis, Ego state, Personality Component, Trust, Complimentary Communication, Workplace Harmony.

INTRODUCTION

Industrial Harmony is not the absence of disagreement but it is when there is an understanding between employers and employees that permits the system to achieve set goals [1].

Hospitality firms especially hotels, are basically customer oriented business actors and the end-product is the satisfaction of human elements. The internal bonding that prevails amongst the workforce is a function of the satisfaction that external customers experiences. Lots of hotels in Nigeria go out of business because of poor workplace harmony. This defect thrives more because of poor understanding of communicative transaction. At different levels of transactions, ego is massaged, personality of the individuals is celebrated, and failure in interpersonal trust levels as well as lost complementariness in communication. It is not rational to assume that disagreements cannot exist, but what must be recognized is the attitude that exists towards grievances, strife, collaboration, and hatred. If they are interpreted as differences that are inevitable and capable of resolution, they can be regarded as healthy manifestation of industrial peace [2]. In the early organizations, related peace existed because of its simplicity (number of employees) and understanding of the people. The history of organizations is probably as long as the history of mankind. Early organizations like families or groups of hunters evolved into tribes, kingdoms and empires. The need to survive in a hostile

world, to carry out missions is too great for a single person and to share scarce resources, are just some of the reasons for the creation of early organizations. These organizations are created for co-existence and individual employees and employers have a cognitive relationship to interact with each other, it resultant effect on each member of the organization determines the level of Harmony [3]. Transactional analysis identified from the transactional model of communication, and developed by Eric Berne can be understood as a method of improving and maintaining healthy interpersonal relations in the organizations by identifying the three ego states whereby it enables the individuals to communicate and behave in a complimentary manner while interacting with each other, where people develop the capacity to understand each other's viewpoint better. Effective interaction leads to the prosperity of human identity and perfection and is the primary base of interaction with others while non-effective interactions impede human prosperity and destroys the interactions. Thus, the basis for human life and felicity is formed by the interpersonal interactions. Pierce & Howard [4] explained that *Personality* means a pattern of behaviors. Others define personality as a

combination of non-physical and non-intellectual characteristics that differentiates one person from another. Let us understand these two definitions better. A pattern of behaviours means that our personality is categorized according to the behaviours most often exhibited. It also means that some of these manifest behaviours are correlated: For instance, a sociable person is also likely to smile a lot, talk more, demonstrate *high energy* behaviours, etc. Non-physical characteristics mean that you cannot guess someone's personality by observing physical traits such as height, weight, etc, there could be, however, relationships between someone's personality and the way this person chooses to present him or herself to others such as dress style, general appearance, health concerns, etc. Ultimately, one's personality could be described as the face you show the world, the *you* others get to know. Most importantly, personality is not about how you behave once in a while – it's about how you behave most of the time. For instance, if most people perceive you as an extravert, you probably enjoy being around other people. You are likely the kind of person who takes the initiative to organize social or business events. You may enjoy working as a member of a team and could feel frustrated and drained if forced to work alone for too many hours. Thus, personality tendencies help us predict behaviors – For instance, one can reasonably expect an extraverted client to prefer meeting face to face to discuss a business issue than reviewing a long written document. Personality can be studied using the five factor models: *Need for Stability (N)* has to do with tolerance for stress, optimism, and the ability to recover when upset or frustrated. Those who are low in Need for Stability may crave less stability in their lives. As a result, they tend to be more resilient – when they are troubled, they are more likely to be *bounce back*. Further, they seem to succumb less often to anger or extreme worry. On the other hand, those who are high in Need for Stability may be better at detecting problems before they occur, their “nervous edge” could lead them to “sound the alarm” when something does not quite seem right. *Extraversion (E)* is connected to sociability, gregariousness, and a general interest in being with others. Extraverts tend to feel comfortable amidst bustle, noise, and considerable levels of sensory stimulation. Introverts, on the other hand, tend to prefer quieter and less populated areas. Extraverts deal well with situations characterized by high energy, where people interactions matter. Introverts, on the other hand, may be better listeners and work well independently. *Originality (O)* governs our imagination, our “tolerance to newness and change,” and our interest in the untried and untested. Some of us are highly creative and imaginative, “breaking” what is not broken, and rebuilding what does not need to be rebuilt. Others are highly efficient and by nature, more conservative – they enjoy finishing rather than starting, making things work rather than reworking things. *Accommodation (A)* is a general measure of one's tolerance to the views and

positions of others. People high in Accommodation strand tend to have higher service orientation and are generally more concerned with others' needs. People low in Accommodation, on the other hand, may find it easier to challenge the status quo when needed. *Consolidation (C)* relates to one's levels of methodicality, perfectionism, and concentration. Those high in Consolidation are good at reaching pre-established goals. Those lower in Consolidation, on the other hand, are better multi-taskers and are typically seen as more flexible. As noted in the above definitions, the five main personality traits are defined along a continuum. Interestingly, each position along a personality trait continuum brings its own advantages and disadvantages, strengths and weaknesses. For instance, perfectionistic and organized individuals (i.e., those high in Consolidation) are often seen as desirable employees. They are focused and determined, methodically follow their objectives, and are thus more likely to reach whatever they established as their primal goal. These same employees, however, may have difficulties “switching gears” or ignoring a previous path that no longer works. Indeed, personality expert Pierce & Howard [4] suggests that those lower in Consolidation may be better equipped to deal with customer service positions – especially when such positions require constant interruptions to help a client in need.

The Basis of Transactional Analysis is central on the three Ego States in Individual's Personality. These are: Parent ego, Adult ego and Child ego. These ego states have nothing to do with chronological age of the individuals but refer to the psychological age which is reflected in one's behavior and interactions with others. As Berne [5] stated, "Although we cannot directly observe these ego states, we can observe behavior and from this, infer which of three ego states is operating at a given moment. Positive interpersonal relationships at work have an advantageous impact on both organizational and individual variables. Research has demonstrated that friendships at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support [6]. The stages of changing behaviour are: elimination of the inappropriate behavior, mental drain and clear description of interaction practices and finding new direction. In addition, employee's negative work attitudes can be mitigated when peers act as confidantes to discuss bad and unpleasant work experiences. Finally, valued work relationships can influence organizational outcomes by increasing institutional participation, establishing supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover [7, 8]. Given that friendships at work provide valuable individual and organizational outcomes, one might ask, how can organizations generate positive interpersonal relationships? Previous

research has examined contextual and demographic antecedents to workplace relationships to better understand what influences the likelihood that employees develop positive relationships at work. In this paper, we argue that forming interpersonal connections at work has strong dispositional roots and therefore, employees' personality will influence their development of meaningful interpersonal ties. We also explore Interpersonal Citizenship Behavior (ICB) as yet another potential advantage of positive interpersonal relationships. Interpersonal citizenship behavior occurs when co-workers assist one another beyond their job requirements [9]. These ego states are fluid schemas, operative at both conscious and unconscious levels. The conscious level can condition the unconscious level and vice versa, even beyond awareness, according to the processes of explicit and implicit memory, Perhaps most importantly for our work as psychotherapists, the fact that these ego states and transference representations are dynamic means that they can also be modified [10]. Scilligo's model of the structural analysis of social behavior, describing the affective tensions of love and hate/active and passive within each of the ego states, was a revelation to me. Here, while maintaining the distinctions among the particular kinds of information processing carried out in each ego states, he introduces a perspective in which each ego state is also, wrestling with the affective tensions of living in the world with others.

This study covers all the Public and Private Hospitality organizations in Rivers State. This is to ensure that the subject area is properly addressed to eliminate all forms of bias that may have arisen when only private hospitality organisations were selected as the scope of the study. The content scope of this study involved investigating the influence that Transactional Analysis Strategies has on workplace harmony in the study sector especially within the Port Harcourt metropolis. Only principal officers of the selected firms are useful especially of analysis is adopted. The hospitality industries is one of the critical section in the society, every individual will gain from the sector if its functions has it suppose. Therefore in completing this study, it will be of immense benefit to the management and staff of the hospitality industries in Rivers State because it will reduce their grievance frequency and enhances collaboration in the industries; in addition it will also reduce the level of stress impact on the management and staff of this sector. Secondly this research work will be a source of knowledge to the stakeholders of the sector because this will help them to incorporate this training as part of their professional or if it is already incorporated it will be a source of reminder to them. Thirdly, this study will be beneficial to the research institute and students of other professional who may need to build their research based on some of the information given in this research work. It will also help the government to implement policies

that will enhance workplace harmony in the hospitality industries and in other sectors in Rivers State. Generally, apart from the hospitality industries in Rivers State, the result of this work will be applicable in other hospitality industries outside Rivers State and in other Government and Non-government agencies and parastatal that is having problem with workplace harmony. Communication is a critical fluid that enhances the web of all human interactions in any given organisation. Exploring the models of communication, from the linear model, interactional model and transactional model analysis, the later became very crucial in the study of human relationship and personality influence in workplace communication. Transactional analysis aims at improving the communication and interpersonal relations between individuals which one proven method helps persons communicate and manifest mutual behaviour on the job in a manner by understanding each other's motives. The concept of life positions, which is an important part of TA as a way of understanding individuals behavior in the organization is another significant tool of enhancing interpersonal understanding and appreciating each other behavior in a more objective manner by identifying one's self worth and the worth of others. Similarly the Johari window helps in opening up the hidden area of the individuals through feedback and critical appraisal which in turn leads to better communication and interpersonal relations amongst the individuals and enhances organizational effectiveness and commitment. All these initiatives are not only important but are absolutely necessary in today's stressful working conditions where the child ego states of the individuals tend to predominate the work stations and leads to communication gaps which in turn hampers organizational effectiveness. Transactional analysis therefore is critical in identifying workers relationship trough communication and collaboration. Given that friendships at work provide valuable individual and organizational outcomes, one might ask, how can organizations generate positive interpersonal relationships? Previous research has examined contextual and demographic antecedents to workplace relationships to better understand what influences the likelihood that employees develop positive relationships at work [11].

METHODS AND MATERIALS

This study examined the relationship between transactional analysis strategies and workplace harmony of hospitality industry in Port Harcourt, Rivers State. The study was operationalized with the dimensions of transactional analysis strategies being personality components, ego states, trust and communication. Workplace harmony was measured by Low grievances frequency and collaboration. The study was guided by six research questions and ten research hypotheses. The study used cross-sectional survey design. The target population of ninety (90) managers were selected from

90 standard hospitality companies particularly hotels in Port Harcourt, Rivers State, with a sampling of 90 drawing from the target population with the help of census survey design. The content validity of the study instrument was achieved using supervisor’s vetting and approval. Data was analysed and results presented using tables, mean and standard deviation. The hypotheses were tested using Pearson Moment Correlation Coefficient. The study found that there is a strong significant positive relationship between transactional analysis strategies and workplace harmony in Port Harcourt, Rivers State, with the dimensions and measures also showing positive correlation. Motivation and leadership also moderate the relationship between transactional analysis strategies and workplace harmony. A total of 90 copies of questionnaires were distributed across the ninety (90) selected hospitality companies in Port Harcourt, Rivers State of which 90 copies questionnaires was filled, representing 100% of the questionnaire in accordance to the 90 copies questionnaires distributed. The questionnaire was design in a four-points Likert scale of Strongly Agree (SA) 4, Agreed (A) 3, Disagree (DA) 2 and Strongly Disagree (SDA) 1. Univariate analysis is basically the process of describing individual variables in a study. According to Sullivan [12], univariate statistics are used to describe the distribution of a single variable through the use of simple frequency tables. According to

Saunders *et al.*, [13], commencing initial analysis is best done by looking at individual variables and their respective components.

Presentation of Results on the Test of Hypotheses

We had proposed ten research hypotheses in chapter one of this study to seek explanation to the relationship between transactional analysis strategies and workplace harmony as well as the moderating influence of motivation and leadership in such relationship. The Pearson Moment Correlation Coefficient statistics was calculated using the SPSS version 20 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 10, the following rules were upheld in accepting or rejecting the alternate hypotheses. All the coefficient values that indicate levels of significance (* or **) as calculated using SPSS were accepted and therefore, our non-hypotheses rejected; when no significance is indicated in the coefficient (r) value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

Table-1: Correlation Matrix for Personality components and measures of Workplace Harmony

		Personality components	Grievances	Collaboration
Personality Components	Pearson Correlation	1	.747**	.845**
	Sig. (2-tailed)		.000	.000
	N	90	90	90
Low Grievances	Pearson Correlation	.747**	1	.877**
	Sig. (2-tailed)	.000		.000
	N	90	90	90
Collaboration	Pearson Correlation	.845**	.877**	1
	Sig. (2-tailed)	.000	.000	
	N	90	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

The table-1 above presents correlation coefficient in hypotheses one and two. The correlation for hypothesis one shows a significant correlation at $r = .747^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($H_{0:1}$), and upheld the alternate hypothesis, thus, there is a significance relationship between personality components and grievances. The correlation for hypothesis two shows a significant correlation at $r = .845^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($H_{0:2}$), and upheld the alternate hypothesis, thus, there

is a significance relationship between personality components and collaboration.

Table-2 shows correlation coefficient in hypotheses three and four. The correlation for hypothesis three shows a significant correlation at $r = .733^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis ($H_{0:3}$), and upheld the alternate hypothesis, thus, there is a significance relationship between ego states and low grievances. The correlation for hypothesis two shows a significant correlation at $r = .724^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of

confidence. We therefore reject the non-hypothesis (Ho:4), and upheld the alternate hypothesis, thus, there

is a significance relationship between ego states and collaboration.

Table-2: Correlation Matrix of Ego State and the Measures of Workplace Harmony

		Ego States	Low Grievances	Collaboration
Ego States	Pearson Correlation	1	.733**	.724**
	Sig. (2-tailed)		.001	.002
	N	90	90	90
Low Grievances	Pearson Correlation	.733**	1	.888**
	Sig. (2-tailed)	.001		.000
	N	90	90	90
Collaboration	Pearson Correlation	.724**	.888**	1
	Sig. (2-tailed)	.002	.000	
	N	90	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

Table-3: Correlations Matrix for Trust and Measures of Workplace Harmony

		Trust	Low Grievances	Collaboration
Trust	Pearson Correlation	1	.739**	.836**
	Sig. (2-tailed)		.001	.000
	N	90	90	90
Low Grievances	Pearson Correlation	.739**	1	.888**
	Sig. (2-tailed)	.001		.000
	N	90	90	90
Collaboration	Pearson Correlation	.836**	.888**	1
	Sig. (2-tailed)	.000	.000	
	N	90	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

The table-3 above showcases the correlation coefficient in hypotheses five and six. The correlation for hypothesis five shows a significant correlation at $r = .739^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis (Ho:5), and upheld the alternate hypothesis, thus, there is a significance relationship between trust and grievances. The

correlation for hypothesis six shows a significant correlation at $r = .836^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis (Ho:6), and upheld the alternate hypothesis, thus, there is a significance relationship between trust and collaboration.

Table-4: Correlation Matrix for Complimentary Communication and Workplace Harmony

		Communication	Low Grievances	Collaboration
Complimentary Communication	Pearson Correlation	1	.716**	.771**
	Sig. (2-tailed)		.002	.000
	N	90	90	90
Low Grievances	Pearson Correlation	.716**	1	.888**
	Sig. (2-tailed)	.002		.000
	N	90	90	90
Collaboration	Pearson Correlation	.771**	.888**	1
	Sig. (2-tailed)	.000	.000	
	N	90	90	90

** . Correlation is significant at the 0.01 level (2-tailed).

The table-4 shows the correlation coefficients in hypotheses seven and eight. The correlation for hypothesis seven shows a significant correlation at $r = .716^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both

variables at 95% level of confidence. We therefore reject the non-hypothesis (Ho:7), and upheld the alternate hypothesis, thus, there is a significance relationship between communication and grievances. The correlation for hypothesis eight shows a significant

correlation at $r = .771^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis (H_0), and upheld the alternate hypothesis, thus, there is a significance relationship between communication

and collaboration. Below is the multivariate analysis showing the partial correlation technique as used in testing the moderating effects of motivation transactional analysis strategies and workplace harmony in the hospitality organisations studied.

Table-5: Partial correlation for the moderating role of motivation

Control Variables			Transactional Analysis	Workplace Harmony	Motivation
-none ^a	Transactional Analysis	Correlation	1.000	.942	.928
		Significance (2-tailed)	.	.000	.000
		Df	0	88	88
	Workplace Harmony	Correlation	.942	1.000	.888
		Significance (2-tailed)	.000	.	.000
		Df	88	0	88
	Motivation	Correlation	.928	.888	1.000
		Significance (2-tailed)	.000	.000	.
		Df	88	88	0
Motivation	Transactional Analysis	Correlation	1.000	.689	
		Significance (2-tailed)	.	.004	
		Df	0	87	
	Workplace Harmony	Correlation	.689	1.000	
		Significance (2-tailed)	.004	.	
		Df	87	0	

a. Cells contain zero-order (Pearson) correlations.

In table-5 above, the zero-order partial correlation between transactional analysis strategies and workplace harmony shows the correlation coefficient where motivation is not moderating the relationship; and this is, indeed, both very high (0.928) and statistically significant ($P\text{-value} = 0.000 < 0.05$). The partial correlation controlling for motivation however is (.689) and statistically significant ($P\text{-value} = 0.000 < 0.05$). The observed positive ‘relationship’ between transactional analysis strategies is due to underlying relationships between each of those variables and motivation. Looking at the zero correlation, we find that both transactional analysis strategies are highly positively correlated with motivation, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (.689) and it is significant at $\alpha = 0.05$, therefore, we reject the null hypotheses and conclude that: motivation significantly moderates the relationship between transactional analysis strategies and workplace harmony of selected hospitality industry in Port Harcourt, Rivers State.

In table-6 above, zero-order partial correlation between transactional analysis strategies and workplace harmony shows the correlation coefficient where motivation is not moderating the relationship; and this is, indeed, both very high (0.954) and statistically significant ($P\text{-value} = 0.000 < 0.05$). The partial correlation controlling for motivation however is (.589) and statistically significant ($P\text{-value} = 0.000 < 0.05$). The observed positive ‘relationship’ between transactional analysis strategies is due to underlying relationships between each of those variables and leadership. Looking at the zero correlation, we find that both transactional analysis strategies are highly positively correlated with leadership, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (.589) and it is significant at $\alpha = 0.05$, therefore, we reject the null hypotheses and conclude that: leadership significantly moderates the relationship between transactional analysis strategies and workplace harmony of selected hospitality industry in Port Harcourt, Rivers State.

Table-6: Partial correlation for the moderating role of leadership on TA Strategies and Workplace Harmony

Control Variables			Transactional Analysis Strategies	Workplace Harmony	Leadership
-none ^a	Transactional Analysis Strategies	Correlation	1.000	.942	.954
		Significance (2-tailed)	.	.000	.000
		Df	0	88	88
	Workplace Harmony	Correlation	.942	1.000	.911
		Significance (2-tailed)	.000	.	.000
		Df	88	0	88
	Leadership	Correlation	.954	.911	1.000
		Significance (2-tailed)	.000	.000	.
		Df	88	88	0
Leadership	Transactional Analysis Strategies	Correlation	1.000	.589	
		Significance (2-tailed)	.	.021	
		Df	0	87	
	Workplace Harmony	Correlation	.589	1.000	
		Significance (2-tailed)	.021	.	
		Df	87	0	

a. Cells contain zero-order (Pearson) correlations

DISCUSSION OF FINDING

This study using descriptive and inferential statistics methods investigated the relationship between transactional analysis strategies and workplace harmony in selected hospitality firms in Port Harcourt, Rivers State. The findings revealed positive and significant relationship between the predictor variable (transactional analysis strategies) and the criterion variable (workplace harmony) using Pearson Moment Correlation Coefficient tool at 95% confidence interval. The relationship of the dimensions of the transactional analysis strategies = personality components, ego states, trust and communication correlated with the measures of workplace harmony = grievances and collaboration at different statistical strength. The moderating variables of motivation and leadership were also tested. The findings also support [1] who asserted that, industrial harmony is not the absence of disagreement, but it is when there is mutual understanding between employers and employees that set goals can be achieved. What must be recognized is the attitude that exists towards grievances. If they are interpreted as differences that are inevitable and capable of resolution, they can be regarded as healthy manifestation of industrial peace.

The test of hypotheses one and two in table-1 above showed significant relationship of personality components and grievances in hospitality industry in Rivers State. This implies that, organizations employees with high positive of personality components in practice reduced workplace grievances, leading to workplace harmony. This supports the findings of [6] who stated that, positive interpersonal relationships at work have

an advantageous impact on both organizational and individual. Friendships at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support. It also showed significant relationship between personality components and collaboration in hospitality industry in Rivers State. This implies that, organizations with high personality components in practice provide avenue for collaboration leading to workplace harmony.

The test of hypotheses three and four in table-2 above showed a significant relationship between ego states and grievances in hospitality industry in Rivers State. This implies that, organizations with employees comprises of right ego states entertain a free organization devoid of grievances. This support [14] who stated that, an ego state may be described phenomenologically as a coherent system of feelings, and operationally as a set of coherent behaviour pattern. According to Berne [5], parent, adult and child ego states co-exist within personality; the Adult state (A) functioning in a logical and rational manner; the child state, thinks, feels, and acts like the child once experienced. Each of these ego states manifest in individuals at different times and is unique to one's experienced. It also demonstrated that there is significant relationship between ego states on collaboration in the hospitality industry in Rivers State. This implies that, organizations with interpersonal relationship attract more collaboration at workplace leading to target meet.

The test of hypotheses five and six showed significant relationship between trust on grievances in hospitality industry in Rivers State. This implies that, organizations with trust among employees and management and employees and employees create workplace harmony. The study also demonstrated that when there is high level of trust among members of the organizations, the workplace atmosphere is full of love and devoid of grievances and everyone working in the organizations seen each other friends. This is also manifested in the relationship test of significance between trust and collaboration. This implies that, when management and employees trust each other, the organization is free from conflict capable of crumbling the organizations thereby creating more collaborative relationship among employees as well as management.

The tests of hypotheses seven and eight showed significant relationship between communication on grievances on the one hand as well as communication and collaboration in hospitality industry in Rivers State. This implies that, organization with right communication channels among members eliminate problems before they evolve. These implied that, communication within members of the organizations generate peaceful atmosphere leading to workplace harmony and communication channels among members eliminate problems before they evolve.

The test of partial correlation of hypotheses nine and ten showed correlation coefficient results indicating that employees motivation significantly moderates the relationship between transactional analysis strategies and workplace harmony in hospitality industry in Rivers State. This implies that organizations with employee' tailored motivation encourages workers to put in extra effort for the success of the organizations, thereby closing the gap between management and employee face-up. The test of partial correlation of hypothesis ten in table showed a correlation coefficient result indicating that leadership of organizations significantly moderate the relationship between transactional analysis strategies and workplace harmony in hospitality industry in Rivers State. This implies that, leadership of organizations hold the value of the institutions that enable organizations to be successful. Organizations with the right leaders lead to workplace harmony.

CONCLUSION

In order for hospitality companies in Rivers State to depart from the challenges of poor knowledge and awareness on the benefit of transactional analysis strategies which affected the success of the organization, the proposed dimensions of transactional analysis strategies treated in this study will be of immense benefit to management of hospitality organisations especially hotels to achieve workplace harmony. Accordingly, the study strategies and

methodology were designed in a way that points towards the achievement of the study objectives. We concluded that transactional analysis strategies through the use of personality components, ego states, trust and communication significantly influence workplace harmony which is measured by low grievances and employee collaboration. Based on the findings of this research study, the following recommendations were made.

- That the relationship between every member of the organization is built on the personality components of the individuals. Therefore, management should have effective institutional value that protects and encourage employee mutual personality for increased workplace harmony.
- Management of hotels should appreciate importance of trust on employees because trust given is trust earned. Trust enhances the physical, mental and emotional wellbeing of the employees, and thus leads to family bonding amongst all actors in the workplace.
- Ego is a critical psychological element that needs daily massage. Management of the hospitality organisations should play down on excessive use of parent ego and build more on adult ego so that healthy mutual relationship can be harped. Employees appreciate harmonious atmosphere at work and the use of high ego that lords over their personality is dehumanizing. For everyone to be at peace there should be relative respect for one another.
- Management of hotels in Rivers State should ensure that internal and external communication should be complimentary in nature. Complimentary communication is adjudged from the study as the best method of transmitting message within organisations and its members and which has capacity to restore workplace harmony.
- That organizational success depends on the right motivation and leadership that drive growth. Therefore, owners of hospitality organizations are advised to pay more attentions when chosen leaders that head their units, and train leadership to be on the part of positive communication transaction. Employee motivation is also identified as ingredient that drives workplace bliss and belongingness. Organisations especially hotels that are service oriented do not have any choice than to make their staff strength happy through guided motivational streams. This study successfully establishes the link between communication transaction analysis and workplace harmony in the hospitality industry in Rivers State.

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