The Potential of Future Human Resources Managers in Terms of Transactional Analysis

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Abstract

In the current times, finding the skilled work force needed for companies to run can be an issue. Many candidates are hard to be identified and also the required skills are difficult to be met. The question is, how will the human resource managers be able to identify the right talent for the right position in the future. In order to try to find an answer we evaluate the potential of people who intend to work in the human resource department as managers. For this we used the transactional analysis theory and applied a test in the form of a questionnaire. We took into account people who opted for the study program Human Resource Management on a period of two years. According to the results obtained, the potential of these people is above average.

Key words: transactional analysis, potential, communication abilities, personality, human resources
J.E.L. classification: M12

1. Introduction

In the current context, with significant implications for businesses, generated both by the generational change and by other aspects of the turbulence of the external environment (post-pandemic, significant technological changes, conflicts, economic recession, etc.), many businesses are no longer able to find employees. Let alone finding the right employee for the right place.

The question can be asked, in this turbulent environment, does the human resources manager that will be engaged in the future has the necessary skills to face the changes and be able to communicate effectively with the new generation? To appreciate the potential, we focus on people who apply to the university program in the field of human resources management. Considering that it is a master's program, the second hypothesis is that they will occupy managerial positions in the future.
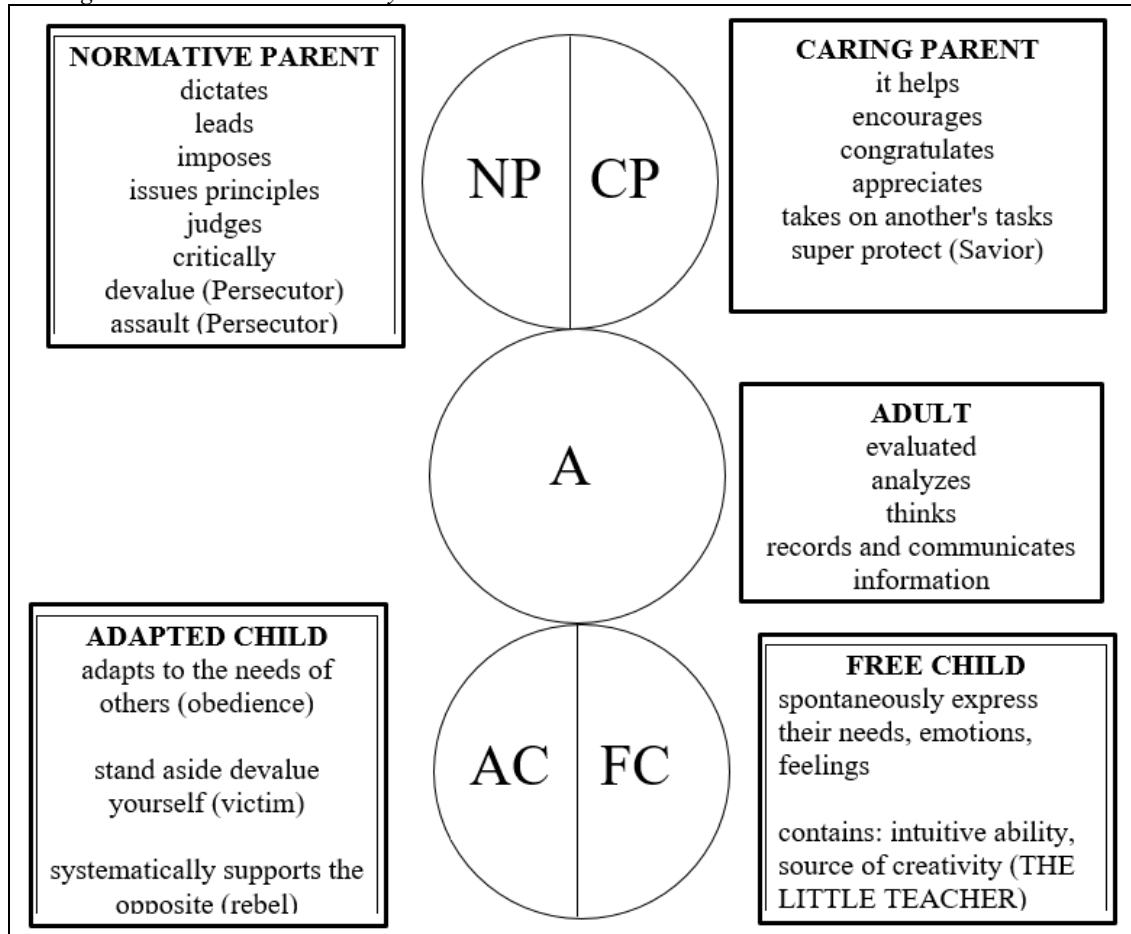
2. Theoretical background

The performance of managers, in general, in literature is approached from two perspectives, that of potential and that of results (Burz, 2018). The results are measured rather from a financial perspective, but also in terms of sustainability. Models that focus on intangible capital are also relevant (Sveiby, 2001).

Potential generally refers to expectations. In the area of managerial psychology, we find different models: Big Five Model (Rothmann and Coetze, 2003*),* Multiple Intelligence Model (Gardner, 2015), NLP Model (Lassus, 2005), AT Model (Lassus, 2000).

The transaction analysis proposes the following model:

Figure no. 1. Transactional analysis model

NORMATIVE PARENT
dictates
leads
imposes
issues principles
judges
critically
devalue (Persecutor)
assault (Persecutor)

CARING PARENT
it helps
encourages
congratulates
appreciates
takes on another's tasks
super protect (Savior)

NP CP

A

ADULT
evaluated
analyzes
thinks
records and communicates
information

ADAPTED CHILD
adapts to the needs of
others (obedience)

stand aside devalue
yourself (victim)

systematically supports the
opposite (rebel)

AC FC

FREE CHILD
spontaneously express
their needs, emotions,
feelings

contains: intuitive ability,
source of creativity (THE
LITTLE TEACHER)

Source: adapted (Lassus, 2000)

From the point of view of the future employee's ability to communicate and convince, there are many approaches (Pânișoară, 2015; Mucchielli, 2015; Alan, 2020; Allan and Barbara, 2020; Petru and Alexandrescu, 1999; Sburlecu, 2005; Haineș, 2000; Keenan, 1997).

3. Research methodology

In the literature we also find different assessment tools. Considering the goal pursued, we opted for the model of transactional analysis and the questionnaire proposed in the literature specific to business communication (Prutianu, 2008). The proposed questionnaire includes 90 questions with three levels of appreciation (rather true, so and so, more likely false). The questions are formulated more like a self-assessment (*The opinion of others about myself concerns me and influences me in most cases; I do not hesitate to do the work of a tired colleague, even if I don't feel like it and I don't owe him anything; If I get frustrated, I get angry; I am demanding of myself and others; Sometimes I go to great lengths to hold back when someone annoys me, etc.*), so the answers can be considered subjective.
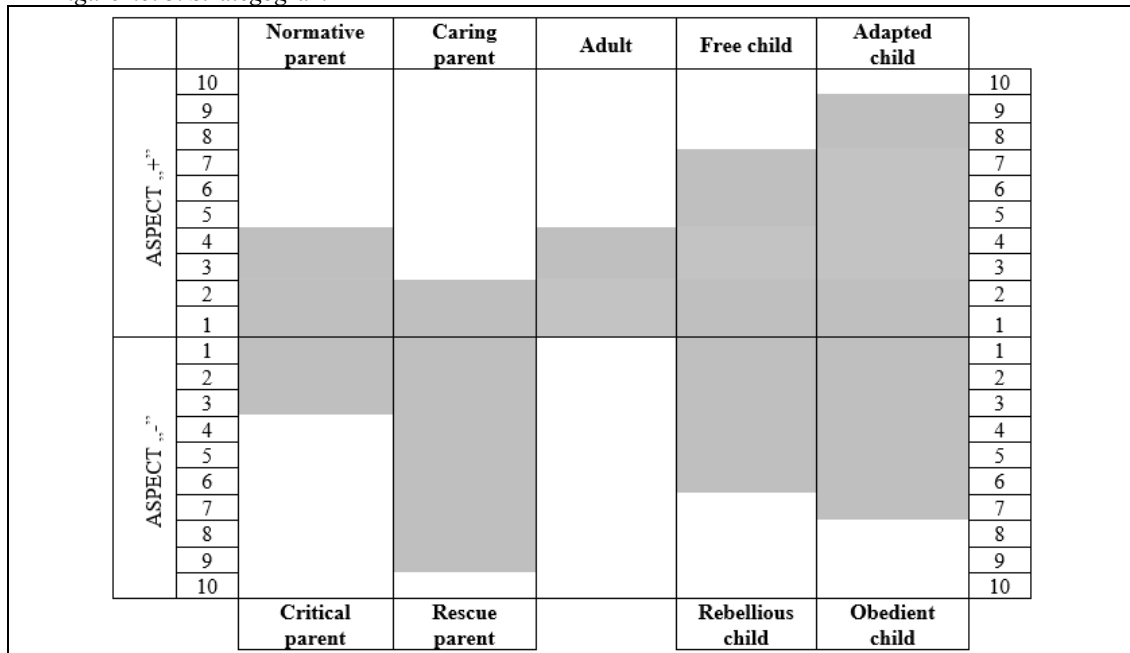
4. Findings

To position the attributes, it is suggested to use the egogram or the strategogram. The egogram shows the chained behavior and the strategogram the behavior in the mirror.

Figure no. 2. Egogram
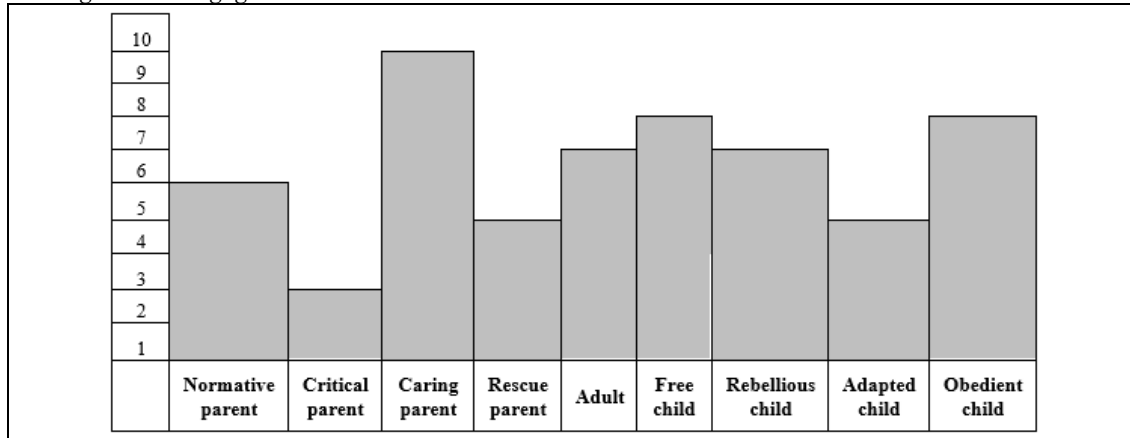
Source: adapted (Lassus, 2000)

Figure no. 3. Strategogram

Source: adapted (Prutianu, 2008)

The strategogram was applied to 2 master's cycles in the field of Human Resource Management for a number of 62 participants. The average of the results can be seen in the following graph.

Figure no. 4. Results

Source: own processing

The people surveyed also received an additional question, about intending to work in the area of human resources.

Table no. 1. Intent to work in HR domain

I do not intend to work in the field of HR	17	27%
I already work in the field of HR	15	24%
I want and intend to work in HR field	30	48%

Source: own processing

From those that filled the questionnaire, 73 % work or intend to work in the HR area.

5. Conclusions

Based on the results, the potential of the people that work, or are thinking to work in the area of HRM, is staged on an optimistic level. The efficiency of the future recruiting process is favorable for companies. From the transactional analysis perspective, they seem to know themselves well enough to be able to know the others well and the ability to communicate and identify the right person is above average. The conclusion can be subject to errors because the questionnaires were administered nominally, online and the respondents may have overestimated themselves.

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