

# Mediating Effect Of Rational Transparency Between Work-Family Conflict And In-Role Performance

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## Abstract

The objective of this research was to explore the mediating effect of rational transparency of authentic leadership between work-family conflict (WFC) and in-role job performance (IRJP). For this purpose, data were collected from three hundred and eight (N=308) teachers of four public sector universities: University of Malakand, Gomal University, Abdul Wali Khan University and University of Peshawar through WFC Scale (Haslam, Filus, Morawska, Sanders, & Fletcher, 2015), IRJP Scale (Goodman & Svyantek, 1999) and Rational Transparency Scale (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). The value of -.415 with 0.01 level between WFC and IRJP shows a significant negative correlation between WFC and IRJP. Similarly the value of -.534 with 0.01 level between WFC and Rational Transparency shows a significant negative correlation between WFC and rational transparency. However the value of .381 with 0.01 level between rational transparency and IRJP shows a significant positive correlation between rational

transparency and IRJP. Furthermore, rational transparency partially mediated the relationship between WFC and IRJP.

**Keywords:** Rational Transparency; Work-Family Conflict; Job Performance; Teachers

## **Introduction**

Work-family conflict culminates in very serious consequences which ultimately lead to poor performance of employees and low productivity of the organization. The consequences caused by work-family conflict are of three types: stress related, work related and non-work related. Work related outcomes include job satisfaction (Anafarta, 2011; Antonia, Ana, & Jose, 2010; Asbari, RudyPramono, DylmoonHidayat, VirzaUtamaAlamsyah, & MiyvFayzhall, 2020; Buonocore & Russo, 2013; Deng et al., 2018; Gao, Shi, Niu, & Wang, 2013; Venkatesh, Sykes, Chan, Thong, & Hu, 2019), organizational commitment (Casper, Martin, Buffardi, & Erdwins, 2002; Hatam, Jalali, Askarian, & Kharazmi, 2016; Lambert, Pasupuleti, Cluse-Tolar, Jennings, & Baker, 2006; Namasivayam & Zhao, 2007; Rehman & Waheed, 2012; Talukder, 2019), turnover intention (Asghar, Gull, Bashir, & Akbar, 2018; Boyar, Maertz Jr, Pearson, & Keough, 2003; Chen, Ayoun, & Eyoun, 2018; Liu, Wang, Wu, Zheng, & Li, 2020; Panatik, Badri, Rajab, Rahman, & Shah, 2011; Post, DiTomaso, Farris, & Cordero, 2009; Putra & Suwandana, 2020; Qiu, 2010), absenteeism (Anderson, Coffey, & Byerly, 2002; Goff, Mount, & Jamison, 1990; Hammer, Bauer, & Grandey, 2003; Ugoani, 2015), job performance (Ajala, 2017; Dwijayanti & Riana, 2018; Efeoglu & Ozcan, 2013; Karatepe, 2013; Odle-Dusseau, Britt, & Greene-Shorridge, 2012; Soomro, Breitenecker, & Shah, 2018; Suryani, Sarmawa, & Wardana, 2014; Zain & Setiawati, 2019), career satisfaction (Beutell & Wittig-Berman, 1999; Martins, Eddleston, & Veiga, 2002) and career success (Ballout, 2008; Nurak, Thoyib, Noermijati, & Riana, 2018; Parasuraman, Purohit, Godshalk, & Beutell, 1996; Yusuf & Hasnidar, 2020). Non-work related consequences include life satisfaction (Adams, King, & King, 1996; Afzal & Farooqi, 2014; Dixon & Sagas, 2007; Ernst Kossek & Ozeki, 1998; Qiu & Fan, 2015; Rupert, Stevanovic, Hartman, Bryant, & Miller, 2012; Schjoedt, 2013; Taşdelen-Karçkay & Bakalm, 2017; Yucel, 2017), marital satisfaction (Carroll, Hill, Yorgason, Larson, & Sandberg, 2013; Malekiha, 2008; Minnotte, Minnotte, & Bonstrom, 2015; Minnotte, Minnotte, Pedersen, Mannon, & Kiger, 2010; Oscharoff, 2011; Rayani, Mansouri, Jahani, Shahdadi, & Khammari, 2016; van Steenbergen, Kluwer, & Karney, 2014) and family satisfaction (Arefin, Alam, Li, & Long, 2020; Brough, O'Driscoll, & Kalliath, 2005; Burch, 2020; Jamaludin, Ibrahim, & Dagang, 2018; Kalliath, Kalliath, & Chan, 2017; Pattusamy & Jacob, 2016; Rathi & Barath, 2013; Turliuc & Buliga, 2014). Stress related consequences of work-family conflict include general psychological strain (Kafetsios, 2007; Kalliath, Hughes, & Newcombe, 2012; O'Driscoll et al., 2003; Rantanen, Pulkkinen, & Kinnunen, 2005; Shimazu, Bakker, Demerouti, & Peeters, 2010), physical symptoms/somatic (Bi, Moos, Timko, & Cronkite, 2015), depression (Haines III, Marchand, Rousseau, & Demers, 2008; Hammer, Cullen, Neal, Sinclair, & Shafiro, 2005; Obidoa, Reeves, Warren, Reisine, & Cherniack, 2011; Seto, Morimoto, & Maruyama, 2004; Yuncai Wang & Peng, 2017), substance abuse (Fish, Maier, & Priest, 2015; Frone, Barnes, & Farrell, 1994; Mallett, Rosenthal, & Keys, 2005), burnout (Blanch & Aluja, 2012; Huang, Li, Fang, & Tang, 2019; Mete, Ünal, & Bilen, 2014; Rupert, Stevanovic, & Hunley, 2009; Yang Wang, Chang, Fu, & Wang, 2012), work related stress and family related stress.

The relationship between WFC and IRJP is mediated by emotional exhaustion (Karatepe, 2013), job satisfaction (Ahmad & Omar, 2012), organizational commitment (Zain & Setiawati, 2019) and psychological capital (Yang Wang et al., 2012). There is no study, to the best of our knowledge, which has investigated the mediating effect of rational transparency, dimension of authentic leadership between WFC and IRJP. This study contributes to the literature by finding out the mediating effect of rational transparency between WFC and IRJP. The above literature recommends the following hypotheses:

- H1: WFC negatively affects rational transparency of teachers
- H2: WFC negatively affects In-role Job Performance of teachers
- H3: Rational Transparency positively affects In-Role Job Performance of teachers

## **Methodology**

### **Data collection**

Data were collected from three hundred and eight (N=308) teachers of four public universities: University of Malakand, Gomal University, Abdul Wali Khan University and University of Peshawar. Four hundred questionnaires were administered through faculty members and students. The purpose of this study was communicated to the participants through cover letter accompanied by questionnaire. Three hundred and twenty one questionnaires were sent back with two months. Thirteen questionnaires were not used for this study because of incomplete information.

### **Measurement**

#### **Work-Family conflict Questionnaire**

Work-Family conflict questionnaire was adapted from Haslam et al. (2015). This questionnaire has the following items:

“1. My work prevents me spending sufficient quality time with my family, 2. There is no time left at the end of the day to do the things I’d like at home (e.g., chores and leisure activities), 3. My family misses out because of my work commitments, 4. My work has a negative impact on my family life, 5. Working often makes me irritable or short tempered at home.” 7-point likert scale “1, very strongly disagree to 7, very strongly agree” was used in this study. The reliability noted was .87 in this study.

#### **In-Role Job Performance Questionnaire**

In-Role Job Performance questionnaire adapted from Goodman and Svyantek (1999) was used to measure in-role job performance. This scale has the following items:

“I achieve the objectives of my job; I meet the criteria for performance; I demonstrate expertise in all job-related tasks; I fulfill all the requirements of the job; I can manage more responsibility than typically assigned; I appear suitable for a higher level role; I am competent in all areas of the job, handle tasks

with proficiency; I perform well in the overall job by carrying out tasks as expected; I plan and organize to achieve objectives of the job and meet deadlines”. 5-point likert scale ranging “from 1, strongly disagree to 5, strongly agree” was used in this study. The reliability noted was .82 in this study.

**Rational transparency**

Rational transparency scale was adapted from Walumbwa et al. (2008) to measure rational transparency, a dimension of authentic leadership. Examples of Rational transparency include “I openly share my feelings with others” and “I rarely present a "false" front to others”. 5-points likert scale “ranging from 1, meaning strongly disagree to 5, strongly agree” was used in this study. Reliability of rational transparency was .80 in this study.

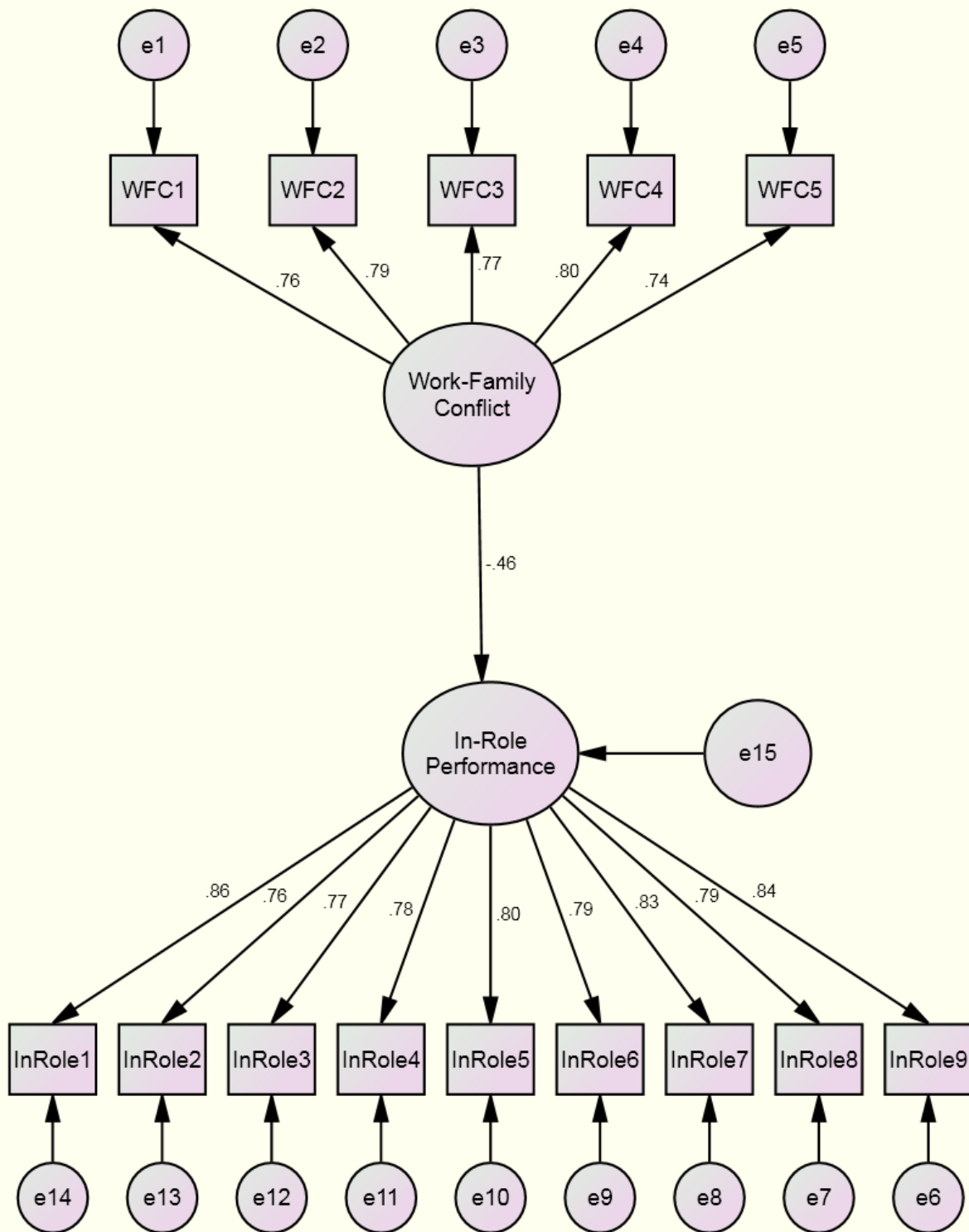
Table 1: Correlation between WFC, Rational Transparency and Performance

	Work-Family Conflict	Rational Transparency	In-Role Performance
Work-Family Conflict	1	-.534**	-.415**
Rational Transparency	-.534**	1	.381**
In-Role performance	-.415**	.381**	1

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

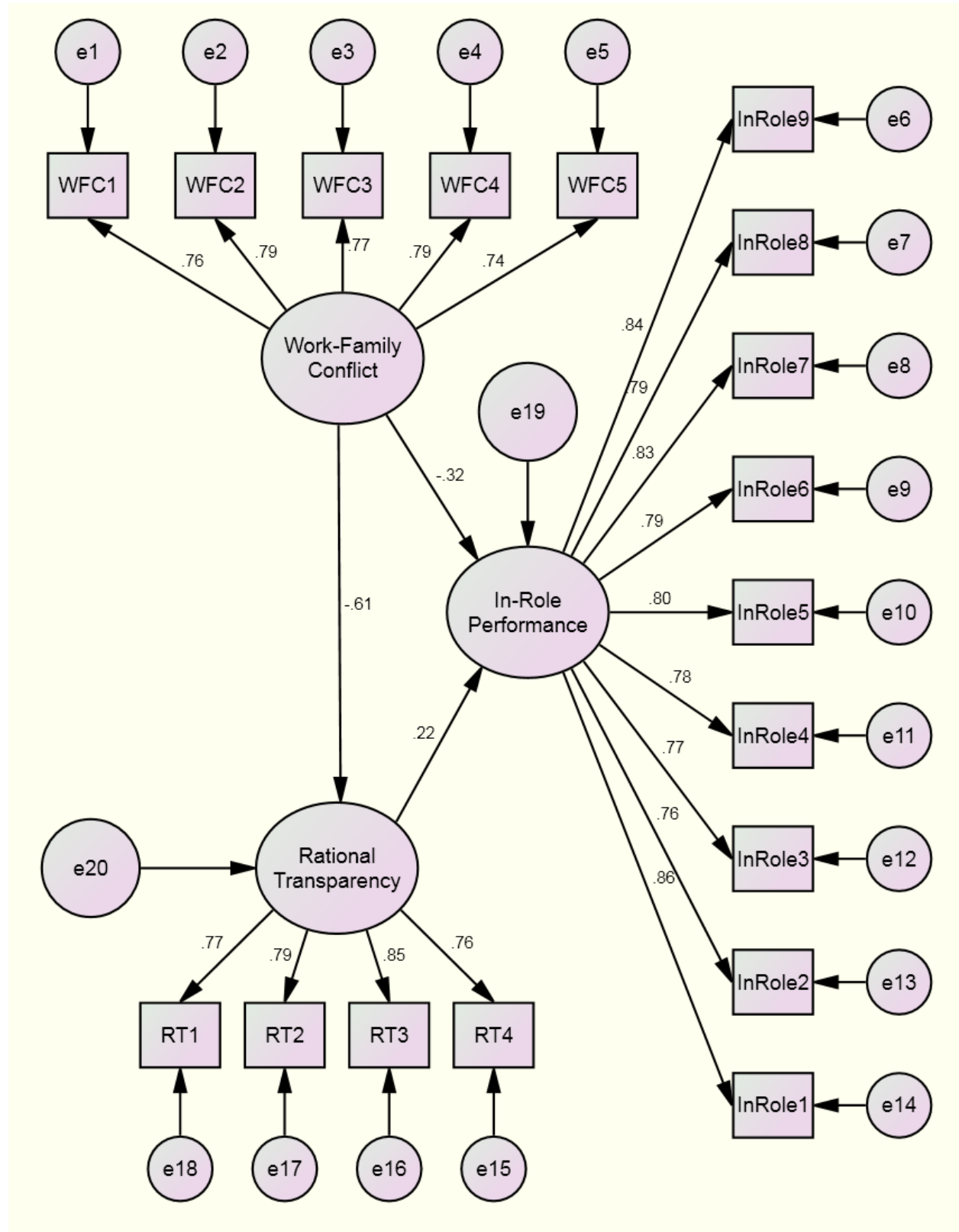
Table 1 depicts the correlation among WFC, rational transparency and IRP. The value of -.415 with 0.01 level between WFC and Performance shows a significant negative correlation between WFC and In-role job performance. Similarly the value of -.534 with 0.01 level between WFC and rational transparency shows a significant negative correlation between WFC and rational transparency. However the value of .381 with 0.01 level between rational transparency and job performance shows a significant positive correlation between rational transparency and In-role job performance. Therefore, we accept:

- H1: WFC negatively affects rational transparency of teachers
- H2: WFC negatively affects In-role Job Performance of teachers
- H3: Rational Transparency positively affects In-Role Job Performance of teachers



CMIN	139.223
DF	76

CMIN/DF		1.832
P		.000
GFI		.952
CFI		.983
RMR		.034
RMSEA		.043
Chi-square		139.223
		Estimate
IRJP	<---	WFC .457
WFC1	<---	WFC .759
WFC2	<---	WFC .787
WFC3	<---	WFC .767
WFC4	<---	WFC .800
WFC5	<---	WFC .741
InRole9	<---	IRJP .839
InRole8	<---	IRJP .790
InRole7	<---	IRJP .831
InRole6	<---	IRJP .787
InRole5	<---	IRJP .798
InRole4	<---	IRJP .781
InRole3	<---	IRJP .767
InRole2	<---	IRJP .763
InRole1	<---	IRJP .858



CMIN	245.563
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DF	132
CMIN/DF	1.860
P	.000
GFI	.939
CFI	.975
RMR	.036
RMSEA	.046
Chi-square	245.563

			Estimate
RT	<---	WFC	.606
IRJP	<---	WFC	.322
IRJP	<---	RT	.223
WFC1	<---	WFC	.760
WFC2	<---	WFC	.791
WFC3	<---	WFC	.771
WFC4	<---	WFC	.792
WFC5	<---	WFC	.741
InRole9	<---	IRJP	.839
InRole8	<---	IRJP	.790
InRole7	<---	IRJP	.832
InRole6	<---	IRJP	.787
InRole5	<---	IRJP	.797
InRole4	<---	IRJP	.781
InRole3	<---	IRJP	.767
InRole2	<---	IRJP	.764
InRole1	<---	IRJP	.857



			Estimate
RT4	<---	RT	.760
RT3	<---	RT	.851
RT2	<---	RT	.786
RT1	<---	RT	.775

### Conclusion

The objective of this research was to explore the mediating effect of rational transparency of authentic leadership between work-family conflict (WFC) and in-role job performance (IRJP). For this purpose, data were collected from three hundred and eight (N=308) teachers of four public sector universities: University of Malakand, Gomal University, Abdul Wali Khan University and University of Peshawar through WFC Scale (Haslam et al., 2015), IRJP Scale (Goodman & Svyantek, 1999) and Rational Transparency Scale (Walumbwa et al., 2008). The value of -.415 with 0.01 level between WFC and IRJP shows a significant negative correlation between WFC and IRJP. Similarly the value of -.534 with 0.01 level between WFC and Rational Transparency shows a significant negative correlation between WFC and rational transparency. However the value of .381 with 0.01 level between rational transparency and IRJP shows a significant positive correlation between rational transparency and IRJP. Furthermore, rational transparency partially mediated the relationship between WFC and IRJP.

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