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 & Svymte, 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**

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 Svyanituk (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

<table>
<thead>
<tr>
<th></th>
<th>Work-Family Conflict</th>
<th>Rational Transparency</th>
<th>In-Role Performance</th>
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<tbody>
<tr>
<td>Work-Family Conflict</td>
<td>1</td>
<td>-.534**</td>
<td>-.415**</td>
</tr>
<tr>
<td>Rational Transparency</td>
<td>-.534**</td>
<td>1</td>
<td>.381**</td>
</tr>
<tr>
<td>In-Role performance</td>
<td>-.415**</td>
<td>.381**</td>
<td>1</td>
</tr>
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</table>

**. 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
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<thead>
<tr>
<th>Parameter</th>
<th>Value</th>
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<tr>
<td>CMIN/DF</td>
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<tr>
<td>P</td>
<td>.000</td>
</tr>
<tr>
<td>GFI</td>
<td>.952</td>
</tr>
<tr>
<td>CFI</td>
<td>.983</td>
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<tr>
<td>RMR</td>
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<tr>
<td>RMSEA</td>
<td>.043</td>
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<td>Chi-square</td>
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<table>
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<tbody>
<tr>
<td>IRJP --- WFC</td>
</tr>
<tr>
<td>WFC1 --- WFC</td>
</tr>
<tr>
<td>WFC2 --- WFC</td>
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<tr>
<td>WFC3 --- WFC</td>
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<tr>
<td>WFC4 --- WFC</td>
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<tr>
<td>WFC5 --- WFC</td>
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<tr>
<td>InRole9 --- IRJP</td>
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<tr>
<td>InRole8 --- IRJP</td>
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<tr>
<td>InRole7 --- IRJP</td>
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<td>InRole6 --- IRJP</td>
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<tr>
<td>InRole5 --- IRJP</td>
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<td>InRole4 --- IRJP</td>
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<tr>
<td>InRole3 --- IRJP</td>
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<tr>
<td>InRole2 --- IRJP</td>
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<tr>
<td>InRole1 --- IRJP</td>
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<tr>
<td><strong>WFC</strong></td>
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<td><strong>InRole2</strong></td>
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<td><strong>InRole1</strong></td>
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**Model Fit Statistics**

- **DF**: 132
- **CMIN/DF**: 1.860
- **P**: .000
- **GFI**: .939
- **CFI**: .975
- **RMR**: .036
- **RMSEA**: .046
- **Chi-square**: 245.563
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<tr>
<td>RT1</td>
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**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.

**References**


the moderating role of work and family identity salience. Construction Management and Economics, 38(9), 807-823.


