

Relationship of Balanced Processing and Relational Transparency of Authentic Leadership with Job Satisfaction of University Teachers

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Abstract

This study was conducted to (i) explore the relationship of Balanced Processing of Information (BPI) of head of departments with job satisfaction of university teachers, and (ii) find out the relationship of Relational Transparency (RT) of head of departments with Job Satisfaction (JS) of university teachers. The population of the study was 304 (44 head of departments and 260 university teachers). A standardized questionnaire of Job Satisfaction Survey (JSS) and items based on Balanced Processing of Information and Relational Transparency taken from Authentic Leadership Questionnaire (ALQ) were used to collect the data through survey method from the participants. Pearson product correlation technique was used for data analysis and it was found that Balanced Processing of Information and Relational Transparency of authentic leadership were significantly correlated with job satisfaction of university teachers. This study will help the university leaders, teachers and stake holders to analyze their leadership and job practices to achieve their targeted goals. It will also help for trainers and training-organization to focus on the necessary areas, investigated through this study.

Keywords: *balanced processing of information, relational transparency, job satisfaction*

Introduction

Balanced Processing is considered an important element of authentic leadership which is taken in meaning of matching in such a way is which is free from mechanism based on ego (Gardner, et al. 2009)¹. It is relevant with the objective type evaluation of all the relevant information

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prior to make a decision (Walumbwa et al, 2008)². Relational Transparency involves leaders sharing information or showing the real feelings and views to gain the credibility. Relational transparency unveils both positive and negative aspects of their own one's close relationships, based on trust and intimacy (Yon et al, 2016)³. Job satisfaction is a certain opinion of positive feelings of workers common view of the positive feeling of employees they have towards their own jobs. An employee has its feelings towards its job as a consequence of various features of his/her job and social status and experiences that he/she has got relevant to his/her job. The nature of these feelings may be positive or negative towards his/her job. As a result of an employee experience of environment of work his/her positive attitude linked with the whole organizational environment is called job satisfaction. Hanna and Latchem (2001)⁴ concluded that "an increasingly uncertain, rapid moving and full of competition environment is putting change upon the higher educational institutions and that leaders require to give attention on their leadership practices of leadership and teaching staff to surpass". Nowadays, universities have got a variety of knowledge's industries and provide not only an educated workforce to the market but also sources of income. Therefore, their role cannot be ignored. Therefore, this study was conducted relationship of balanced processing and relational transparency of authentic leadership with job satisfaction of university teachers.

Objectives

The objectives of the study were;

- (i) To investigate the relationship of Balanced Processing of Information (BPI) of head of departments with job satisfaction of university teachers and
- (ii) To reveal the relationship of Relational Transparency (RT) of head of departments with Job Satisfaction (JS) of university teachers.

Hypotheses of the Study

H1. There might be no significant correlation between the balanced processing of information scores of head of departments and job satisfaction scores of university teachers.

H2. There might be no significant correlation between the relational transparency scores of head of departments and job satisfaction scores of university teachers.

Review of Related Literature

Balanced Processing

Instead of positing that authentic leaders are free from existence of bias, balanced processing indicates that leaders who possess authentic characteristics, contain the capability to keep in mind different sides of the issue in front of him and take analysis of the whole relevant information before making a decision (Walu -mbwa, et al.,2008²; Avolio & Gardner, 2005⁵; Gardner et al., 2005⁶; McKenna, Rooney & Boal, 2009⁷; Gardner, et al., 2009¹). Balanced processing involves reflecting on decision and event in a true and honest way and not over or understating one's skills (Thornhill, 2011)⁸.

Relational Transparency

Walumbwa, et al., (2008)² are of the view that relational transparency means how leaders present their authentic selves to others, which means that leaders may not have distorted personalities . The leaders present their real beliefs and feelings openly and do not keep in secret anything. The relationship with the employees should be maintained based on the principles of honesty and sincerity. (Goldman & Kernis (2002)⁹ defined relational transparency as an dynamic practice of self- exploration based on promoting sincerity and trust between a leader and the employee. "It demands open and transparent relations from the leader with co-workers. It includes demonstration of a person's true interior not the false one. Leaders exhibit their real interiors when they demonstrate openness, self-disclosure and in close relations with followers" (Gardner et al., 2005)⁶. It is being open and forthcoming with information and the process by which decisions are made. (Thornhill, 2011)⁸.

Job Satisfaction

Anderson (2001)¹⁰ says that job satisfaction is an affirmative or enjoyable condition resulting from the assessment of job experience.

According to Khalid, Irshad, and Mahmood (2012)¹¹ many researchers and human resource advisors of human resources have acknowledged the importance of employees in smoothly function of any organization. This is certainly right today in the complex and fast changing situation of higher education in the 21st century (Fraser, 2019)¹². According to Mubarak and Noor (2018)¹³ nowadays the organization of the world have much focus to help their employees to increase performance of the job instead of to control or dominate them. Previous researches have evaluated staff job satisfaction and its worth in the workplace, and have investigated that job satisfaction of staff is necessary and is a basic determinant of growth, service, and quality within an organization (Lee, T. J. 2019)¹⁴. This study is further an attempt to seek the relationship of balanced processing and relational transparency of authentic leadership with job satisfaction of university teachers.

Research Design

Population, Sampling and Sampling Technique

Population of the study was consisted of 304 (44 head of departments and 260 university teachers) of 10 public universities located in Khyber Pakhtunkhawa where co-education system was existed (Higher Education Commission, 2018)¹⁵. The sample for this quantitative survey was all the head of department and faculty members (34 head of departments and 250 university teachers) excluding the 20 participants (10 head of departments and 10 university teachers) who took participation in the pilot study.

Instrumentation

The Items based on Balanced Processing of Information and Relational Transparency were taken from standardized questionnaire of Authentic Leadership Questionnaire (ALQ) developed by Avolio, Gardner, and Walumbwa (2007)¹⁶ and Job Satisfaction Survey” developed by Spector (1994)¹⁷ were used as data collection tools.

Result and Data Analysis

Table.1. Correlation between balanced processing of information and relational transparency and job satisfaction factors

		B	Pa	Supervis	Promot	FB	CR	OP	CW	N
		P	y	ion	ion					W
										C
Balance	Pearson						-			
d	Correlat	1	.28		.22		.543	-	.05	
Process	ion		.385**	.240**	5	.135*	**	.060	6**	
ing			6**			*				
	Pearson									
Pay	Correlat	1	.310**	.122	.35	.441	.061		.17	
	ion				2**		**	.359	.17	
								**	2	
	Pearson									
Supervi	Correlat		1		.03	.012*			.16	
sion	ion			.217**	3**	*	.002	.286	7**	
								**		
	Pearson									
Promoti	Correlat			1	.03				.32	
on	ion				8**	-0.005	.107	.556	9	
							**	**		
	Pearson									
Fringe	Correlat				1	.430*	.089		.33	
Benefit	ion					*	**	.078	3**	
s								**		

Contingent Rewards	Pearson	-	.18	The table 1 reveals that balanced
	Correlation	1	.012	
Operating Procedure	Pearson	-	.19	processing is highly significant positive
	Correlation	1	.025	
Coworker	Pearson	-	.06	correlated with the pay (r =.286, p <0.05),
	Correlation	1	.08	
Work Communication	Pearson	-	.1	supervision (r =.385, p <0.05)
	Correlation	1	.06	

promotion (r =.240, p <0.05), operating procedure (r =.543, p <0.05), and nature of work and communication (r =.056, p <0.05) . However the balanced processing is not correlated with the fringe benefits (r =.225, p <0.05) and negative correlated with the coworker (r =.060, p <0.05) . Similarly, the table reflects that balanced processing has highly significant negative correlation with the contingent rewards (r =.135, p <0.05) . The result of the above table indicates that balanced processing is highly significant positively correlated with pay, supervision, promotion, operating procedure and nature of work and communication factors of job satisfaction, with the exception that balanced processing is not correlated with fringe benefits and negative correlated with the coworker and highly significant correlated with contingent rewards.

Table 2 Correlations between relational transparency and job satisfaction factor

		RT	Pa	Supervis	Promot	FB	CR	OP	CW	N
		y	y	ion	ion				N	WC
Relatio	Pearso	1	.10	.315**	.175**	.13	.18	-.103	.18	.74
nal	n									
Transpa	Correlat									
re-ncy	ion									
Pay	Pearso		1	.310**	.122	-.35	.44	.061	-.35	-.17
	n									
	Correlat									
	ion									
Supervis	Pearso			1	.217**	.03	.01	.002	-.28	.16
ion	n									
	Correlat									
	ion									
Promoti	Pearso				1	.03	-.00	-.107	-.55	.32
on	n									
	Correlat									
	ion									
Fringe	Pearso					1	-.43	.089	.07	.33
Benefit	n									
s	Correlat									
	ion									
Conting	Pearso						1	-.481	-.01	.18
Reward	n									
s	Correlat									
	ion									
Operati	Pearso							1	.02	-.19
ng	n									
Procedu	Correlat									
re	ion									
Cowork	Pearso								1	.06
er	n									
	Correlat									
	ion									

Nature of Work and Communication	Pearson Correlation	1
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The table 2 shows that relational transparency has highly significant positive relationship with supervision, ($r = .315$, $p < 0.05$), promotion, ($r = .175$, $p < 0.05$). However, the table reflects that relational transparency has no relationship with pay, ($r = .102$, $p = 0.05$), fringe benefits, ($r = .136$, $p = 0.05$), contingent rewards, ($r = .181$, $p = 0.05$), coworker ($r = .188$, $p = 0.05$), and nature of work and communication, ($r = .747$, $p = 0.05$). Further the table reveals that relational transparency is highly significant negative correlated with the operating procedure, ($r = .103$, $p = 0.05$). The result of the above table indicates that relational transparency is highly significant positive correlated with supervision, promotion and is not correlated with pay, fringe benefits, contingent rewards, coworker, and nature of work and communication., operating procedure and nature of work and communication factors of job satisfaction with the exception that relational transparency is highly significant negative correlated with the operating procedure.

Hypotheses Testing Regarding Relationship of Balanced Processing of Information and Relational Transparency with Job Satisfaction **H1**. There might be no significant correlation between the balanced processing of information scores of head of departments and job satisfaction scores of university teachers. The table 1 indicates the significant relationship between balanced processing and job satisfaction of university teachers, therefore the hypothesis that, “ There might be no significant correlation between the balanced processing of information scores of head of departments and job satisfaction scores of university teachers was rejected with the exception that balanced processing was no correlation with fringe benefits and is negative correlated with the coworker and highly significant related with the contingent rewards. It can be concluded that majority factors of job satisfaction has correlation with the balanced processing.

H2 There might be no significant correlation between the relational transparency scores of head of departments and job satisfaction scores of university teachers. Table 2 shows the correlation among the relational transparency and factors of job satisfaction, which highlighted the role of relational transparency of head of departments in job satisfaction of university teachers, therefore, the hypothesis that, “There might be no significant correlation between the relational transparency scores of head of departments and job satisfaction scores of university teachers” was rejected with the exception that relational transparency is highly significant negative correlated with the operating procedure. It can be concluded that there is correlation among the relational transparency and factors of job satisfaction, which highlighted the role of relational transparency of head of departments in job satisfaction of university teachers.

Discussion

The aim of this research study was to investigate the relationship of balanced processing of information of authentic leadership with job satisfaction of university teachers”. Balanced processing of information and relational transparency of authentic leadership play a vital role in management and are considered as the chief tools of management. This research study was limited to explore the relationship of balanced processing of information and relational transparency of authentic leadership with job satisfaction of university teachers. This study explored that balanced processing and relational transparency has correlation with job satisfaction. The result of this study is contradicted with the investigation of Yon, Kim, Ko, and Park, (2016)³ who investigated that relational transparency, balanced processing of information has no correlation with the job satisfaction. Damiran, Akkadechanunt, and Sirakamon (2018)¹⁸ investigated that the balanced processing is weakly positively correlated with job satisfaction, which has consistency with the result of the present study.

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