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Job Satisfaction And Workplace Deviant Behaviours Among Private Universities' Teachers: The Intervening Effect Of Authentic Leadership

Humera Amin¹, Dr. Jawad Karamat², Dr. Muhammad Ghazanfar Abbas³, Dr. Mushtaq A Sajid⁴, Dr. Ume Ruqia Saadat⁵, Dr. Muhammad Imran Shah^{6*}

¹Assistant Professor, Department of Agricultural Extension and Rural Studies, University College of Agriculture, University of Sargodha

²Assistant Professor, Center for Management Science and Commerce, University of Swat

³Assistant Professor, Lasbela University of Agriculture, Water and Marine Sciences

⁴Senior Dean and Director Campus MIU Nerian Sharif AJK, directorcampus@miu.edu.pk

⁵Lecturer, Department of commerce, Gomal University D.I. Khan

^{6*}Assistant Professor Department of Commerce Gomal University Dera Ismail Khan, Email: imranabc77@gmail.com

***Corresponding Author:** Dr. Muhammad Imran Shah

*Assistant Professor Department of Commerce Gomal University Dera Ismail Khan,

Email: imranabc77@gmail.com

Abstract

The objective of this study was to evaluate the role of authentic leadership (AL) as a mediator between job satisfaction (JS) and workplace deviant behaviors (WDB) and to investigate the influence of JS on WDB. For this investigation, data were collected from 553 faculty members who were employed at private institutions situated in Punjab, Khyber Pakhtunkhwa, Baluchistan, and Sindh. SPSS and Amos were implemented to analyze the data. Confirmatory factor analysis was implemented to evaluate the hypotheses. The correlation results indicate a substantial negative correlation between JS and WDB ($r = -.324$) and AL and WDB ($r = -.364$). Additionally, there is a substantial positive correlation between JS and AL ($r = .306$). The association between JS and WDB was partially mediated by AL, as confirmed by structural equation modeling.

Keywords: Job Satisfaction; Workplace Deviant Behaviors; Authentic Leadership; Universities; Pakistan

Introduction

The correlation between job satisfaction and deviant behavior has long been a subject of significant attention and concern in organizational studies. J.S is a satisfying psychological state that comes from evaluating one's job or job experiences (Locke, 1976). It is widely recognized as a crucial aspect that affects attitude and conduct of workers in the workplace. On the other hand, D.B, which includes behaviors like theft, sabotage, absenteeism, and workplace aggressiveness (Robinson & Bennett, 1995), presents considerable difficulties for the functioning, production, and overall well-being of a company. Although earlier research has examined the direct link between J.S and deviant conduct, there has been little focus on the potential layers of interaction that could affect this relationship. Authentic leadership, which is defined by its authenticity, transparency, ethical behavior, and ability to create a favorable corporate environment (Avolio & Gardner, 2005), is seen as a potentially effective factor in this situation. This research aims to explore how A.L affect the connection between J.S and deviant conduct, using social exchange theory and leadership literature as theoretical frameworks. This survey aims to offer a important comprehensions for organizational leaders and practitioners by examining how A.L practices can either reduce or worsen the impact of J.S on D.B. The goal is to promote positive workplace outcomes and mitigate the harmful effects of D.B. This research has significant inferences for leaders and practitioners in organizations as it reveals the potential impact of A.L in reducing D.B in the workplace. Assessing the effect of A.L practices on the connection between J.S and D.B provides practical knowledge for creating a favorable organizational environment and encouraging ethical behavior among staff.

A study conducted by Vroom (1964) has thoroughly analysed the association of J.S and components of job behavior. Findings of the research show that a continuous negative correlation between JS and tendency towards resigning. In addition, a minor consistently negative correlation between JS and absenteeism, as well as a negative correlation between JS and accidents also exist. He argued that JS and job performance are not directly linked.

Every employee acts in their own unique way while on the job, and this has repercussions for both the company and the employee. When employees act in ways that are contrary to company policy, this is known as WDB (Ullah & Khattak, 2018). Disruptions to established organizational protocols are included in this category of actions (O'Neill & Hasting, 2011). Positive WDB are sometimes called disruptive behaviors at work, although they have other names (Robbins & Galperin, 2010; Galperin, 2012; Vadera, Pratt & Mishra, 2013). Production, property and political deviance, and personal aggressiveness are different aspects of deviant actions in the workplace (Salanova, Agut & Peiro, 2005).

Authentic means “the behavior that displays and encourages positive mental dimensions and a principled climate that cultivates self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency” (Walumbwa et al., 2008). “A.L” is defined as “the shape of behavior draws from psychological capacities and positive organizational ethics that resulted in more self-awareness, internalized moral, balanced information processing, and transparency of the relationships between the leader and the employees” (Walumbwa et al., 2008).

AL, as defined by Luthans and Avolio (2003), and expanded upon by Gardner et al. (2005), Avolio and Luthans (2006), and Walumbwa et al. (2008), is a type of leadership that involves a consistent pattern of behavior by leaders. This behavior is based on and encourages positive psychological abilities and a positive ethical environment. The objective of A.L is to foster self-awareness, a robust moral standpoint, impartial processing of information, and open interaction among leaders and their followers. A.L ultimately seeks to cultivate favorable personal development.

Social exchange theory, proposed by Homans in 1961, offers a potential explanation for the connection between JS/dissatisfaction and WDB. Job dissatisfaction can lead employees to involve in WDB as a way of retaliating against their employers for creating an unfavorable work environment. Another plausible reason is that disgruntled personnel are more likely to be indifferent towards the risk of losing their jobs, thus being more inclined to involve in actions that may possibly put their job at risk. Conversely, contented employees are inclined to refrain from participating in WDB in order to prevent termination. A study carried out by Bennett and Robinson (2003) has demonstrated a correlation between work discontent and WDB. Bowling (2010) has reported a comparable connection. According to Srivastava (2012), when workers are unhappy with their occupations, they tend to exhibit counterproductive work behavior as a way of relieving emotional stress. Dalal's (2005) meta-analysis found a negative correlation between JS and WDB. Previous research suggest that disgruntled workers tend to exhibit WDB, including spreading detrimental rumors, providing bad service, being absent from work, engaging in stealing, and sabotaging equipment.

Saadati et al. (2016) establish a strong and positive correlation between AL, JS, and team dedication. The results of this study indicate that positive evaluations of AL are linked to individual work satisfaction and team commitment. Bakker (2002) establishes a significant association between AL and JS and performance, since it positively influences empowerment. Sekaran & Bougie (2003) established that self-awareness was the sole factor among the AL traits of organizational leaders that had a statistically significant influence on JS. The influence of genuine leadership on the attitudes and conduct of followers is immediate and unmediated. The hypothesis posits that real leadership does not exert a direct influence on JS, but instead depends on mediating effects and qualities.

Authentic leaders possess the ability to exert influence on individuals at various levels and have a substantial impact on both their followers and the organizations to which they belong (Caldwell and Dixon, 2010). AL has been proposed to provide several positive outcomes, such as enhancing followers' innate motivation, self-worth, and innovative thinking (Avolio et al., 2004; Ilies et al., 2005). Additionally, it fosters trust, involvement, and overall satisfaction among individuals who follow (Avolio and Gardner, 2005; Gardner et al., 2005). AL is a powerful predictor of JS, organizational commitment (as found by Walumbwa et al., 2008), and satisfaction with one's supervisor (as found by Peus et al., 2012). A.L behavior ultimately cultivates positive relationships between leaders and employees, resulting in heightened worker engagement and satisfaction (Giallonardo et al., 2010).

Liu, et al. (2018) provides empirical evidence showing a direct relationship between AL and subordinates' proactive activity, as well as an inverse relationship of AL and subordinates' WDB. The relationships between these variables are influenced by psychological factors i.e. supervisor identity, psychological safety, and job engagement. Peterson (2002) discovered that the ethical atmosphere within a business can effectively reduce WDB. This is because organizations that prioritize the well-being of their employees are less likely to provoke deviant actions from them. AL fosters a trustworthy and secure organizational climate, which in turn elicits a more favorable response from individuals, reducing the likelihood of engaging in retaliatory actions.

According to Lim (2002), employees are more inclined to justify their deviant actions when they believe they are being treated unfairly within the firm. Authentic leaders engage in thorough information gathering prior to making judgments, which effectively mitigates perceptions of organizational injustice that could potentially incite deviant actions. Implementing transparency in the decision-making process will reduce the perception of procedural injustice. Furthermore, due to their elevated ethical principles, genuine leaders are more inclined to treat their subordinates equitably, hence diminishing their feeling of injustice within the firm. According to theoretical frameworks and empirical studies, we propose the following hypotheses.

H1: JS affects WDB in Faculty members of private universities of Pakistan (FMPUP)

H2: JS affects AL in FMPUP.

H3: AL affects WDB in FMPUP.

H4: AL affects the link between JS and WDB in FMPUP.

Research methodology

Sample and Data Collection

The data was collected from educators at private educational institutions in Sindh, Khyber Pakhtunkhwa, Punjab, and Balochistan, which are the four provinces of Pakistan. The faculty members were allocated 650 questionnaires to complete. Each questionnaire was accompanied by a cover letter that delineated the research's objective. Over the course of thirty four days, a total of 557 questionnaires were returned. The study analysis comprised 553 questionnaires, which were included as a result of their 100% completion rate. Insufficient data necessitated the exclusion of four questionnaires.

Measurement

Job satisfaction

The Minnesota Satisfaction Questionnaire, created by Lawler, was used as an instrument to assess several facets of JS. This research explicitly investigated three crucial dimensions of JS, selected for their substantial importance to the study. The factors under consideration include satisfaction with remuneration, satisfaction with job stability, and satisfaction with opportunities for advancement. Five items were used to measure each dimension of JS. Examples include "On my present job, this is how I feel about the amount of pay for the work I do", and "on my present job, this is how I feel about the chance to make as much money as my friends (satisfaction with pay/compensation)", "on my present job, this is how I feel about my job security" and "On my present job, this is how I feel about the way my job provides for a secure future (satisfaction with job security)", "On my present job, this is how I feel about the chances of getting ahead on this job" and "On my present job, this is how I feel about the way promotions are given out on this job (satisfaction with promotion)". The questionnaire used a Likert scale consisting of five points, ranging from 1 (strongly disagree) to 5 (strongly agree), to collect answers. The Cronbach's alpha coefficients for the JS categories of Pay, Security, and Promotion were .91, .84, and .80, respectively.

Authentic Leadership

The researchers used the AL Questionnaire, created by Walumbwa et al. (2008), to assess the overall degree of AL and its specific components, such as "self-awareness, rational transparency, balanced processing, and internalized moral perspective." Each AL dimension comprises four items. Examples include "I can list my three greatest weaknesses" and "I can list my three greatest strengths (self-awareness)", "My actions reflect my core values" and "Other people know where I stand on controversial issues (Internalized moral perspective)", "I seek others' opinions before making up my own mind" and "I do not emphasize my own point of view at the expense of others (Balanced Processing)" and "I openly share my feelings with others" and "I rarely present a false front to others (Rational transparency)". The questionnaire collected answers using a five-point Likert scale, which ranged from "1: strongly disagree" to "5: strongly agree." The Cronbach's alpha coefficients for the constructs of "self-awareness, rational transparency, balanced processing, and internalized moral perspective" were .81, .87, .83, and .77, respectively.

Deviant workplace behaviors

The measurement of deviant workplace behaviors was conducted using a modified version of the deviant workplace behavior scale (Robinson and Bennett, 1995), consisting of 12 items. The scale consists of four dimensions: "Personal aggression, Political deviance, Property deviance, and Production deviance". The measure used in this study was a 4-point rating scale that ranged from 0 (indicating never) to 3 (indicating always). The Cronbach's alpha coefficients for the constructs of " Personal aggression, Political deviance, Property deviance, and Production deviance " were .87, .82, .86, and .85, respectively.

Results

Table 1: Correlation among JS, AL and WDB

	JS	AL	WDB
JS	1	.306**	-.324**
AL	.306**	1	-.364**
WDB	-.324**	-.364**	1

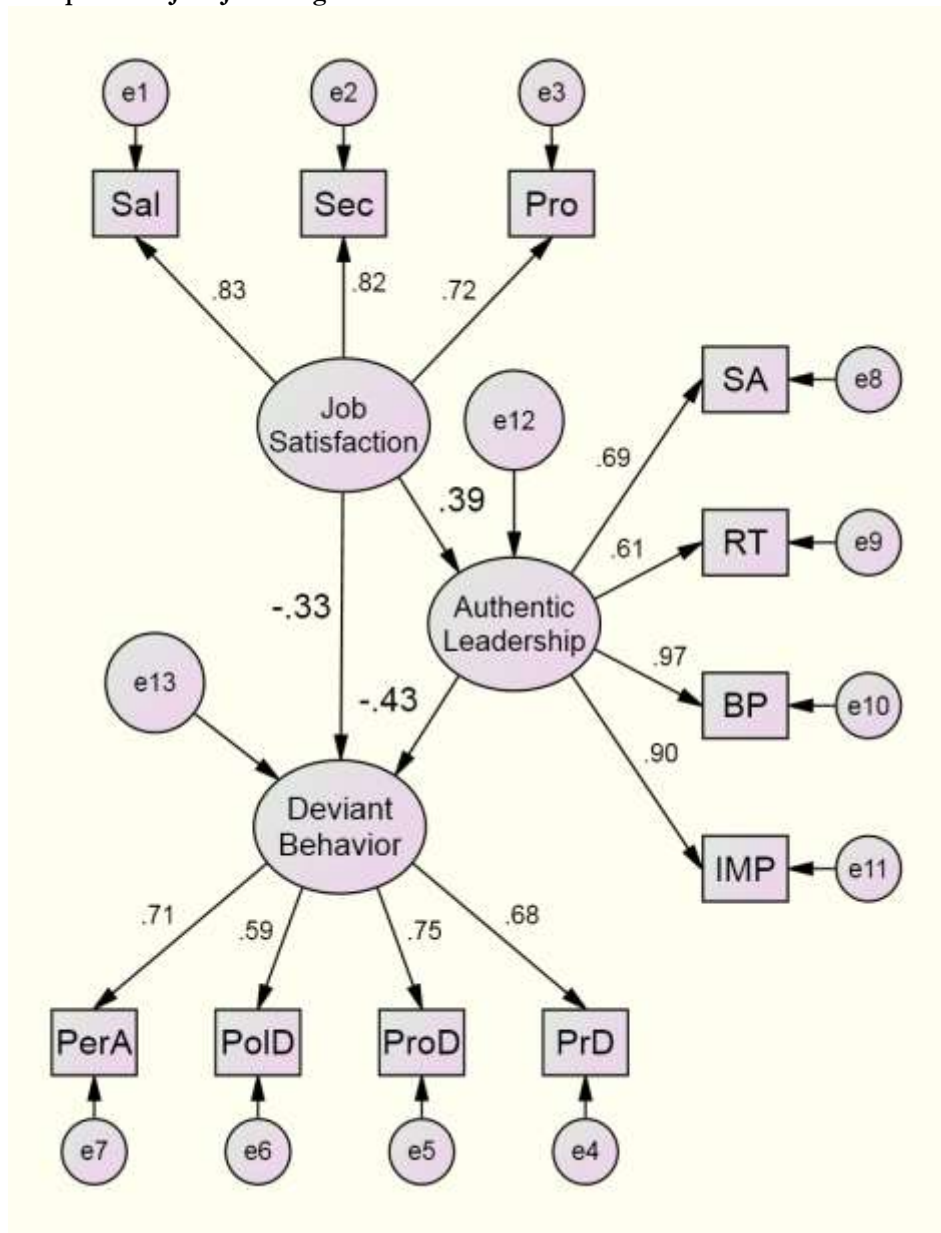
"**. Correlation is significant at the 0.01 level (2-tailed)."

Table 1 displays the correlations between JS, AL, and WDB. Based on the correlation study, there is a significant negative link between JS and WDB ($r = -.324$) and AL and WDB ($r = -.364$). Moreover there is a significant positive relationship between JS and AL ($r = .306$). Therefore, we accept the following hypotheses:

H1: JS affects WDB in FMPUP

H2: JS affects AL in FMPUP.

H3: AL affects WDB in FMPUP.

Research Model: Impact of OJ on JS through PC

The validity of the three-factor model, which encompasses JS, AL, and WDB, was evaluated through structural equation modeling in the study. The statistical indices indicated that the model had a strong fit to the data. Chi Square = 117.283; DF = 41; P = .000; GFI = 0.962; CFI = 0.975; RMSEA = .057; LO90 = .045; HI90 = .069; and CMIN/DF = 2.861 are in acceptable range. The regression coefficient of -.33 indicated that JS had a substantial negative impact on WDB, as indicated by the results. Furthermore, a regression value of .39 was observed, indicating a substantial positive impact of JS on AL. The regression coefficient of -.43 indicates that the AL has a substantial negative influence on WDB. The regression coefficients for all components of JS, AL, and WDB are within a permissible range. The coefficient of JS on WDB decreased from -0.52 to -0.33 as a consequence of the incorporation of AL as a mediator. In this investigation, the hypotheses listed below are therefore accepted:

H1: JS affects WDB in FMPUP.

H2: JS affects AL in FMPUP.

H3: AL affects WDB in FMPUP.

H4: AL affects the link between JS and WDB in FMPUP.

Table 2: Values of Chi Square, CFI, DF, GFI, LO 90, HI 90 and RMSEA

	Chi Square	DF	P	AGFI	GFI	RMSEA	CFI	LO 90	CMIN/DF	HI 90
	117.283	41	.000	.940	.962	.057	.975	.045	2.861	.069

CMIN/Chi Square, LO90, HI90, probability, CFI, GFI, AGFI, and RMSEA values are presented in Table 2. The following values are considered acceptable: Chi Square = 117.283, DF = 41, P = .000, GFI = 0.962, CFI = 0.975, RMSEA = .057, LO90 = .045, HI90 = .069, and CMIN/DF = 2.861. As a consequence, we endorse the three-factor research model of JS, AL, and WDB.

Conclusion

The objective of this study was to evaluate the role of authentic leadership (AL) as a mediator between JS and WDB and to investigate the influence of JS on WDB. For this investigation, data were collected from 553 faculty members who were employed at private institutions situated in Punjab, Khyber Pakhtunkhwa, Baluchistan, and Sindh. SPSS and Amos were implemented to analyze the data. Confirmatory factor analysis was implemented to evaluate the hypotheses. The correlation results indicate a substantial negative correlation between JS and WDB ($r = -.324$) and AL and WDB ($r = -.364$). Additionally, there is a substantial positive correlation between JS and AL ($r = .306$). The association between JS and WDB was partially mediated by AL, as confirmed by structural equation modeling.

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