



## A Conceptual Review of Self Awareness, Relational Transparency, Internalized Moral Perspective, Balance Processing and Task Performance

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### Abstract

*This study is born out of scarcity of literatures on self-awareness, relational transparency, internalized moral perspective and balance processing with the objective on how these variables could promote employee task performance in an organization. The adopted methodology in this review is the conceptual literature review on articles within the last five years (2017 to 2021). Arguably, self-awareness, relational transparency, internalized moral perspective and balance processing cannot be overemphasized among employees if their task performance is to be achieved and organizational survival cum growth is to be realized and sustained. The implication of the study is discussed and suggestion for future researchers who are interested in studying these variables with some suggested organizational variables that could be explore in an empirical and quantitative approaches.*

**Keywords:** Task performance, self-awareness, relational transparency, internalized moral perspective, balance processing

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### 1.0 Introduction

National development and advancement of a nation is vested on certain aspect of the economy. Manufacturing sector of a nation's economy being within the private or public sector plays a key role in national development precisely in a developing country like Nigeria. The manufacturing sector has been historically bedevilled sequel to years of neglect and inadequacy of productivity commensurable to the national needs, population growth and consumption demand (The Nigeria Economy sector report, 2019), (Abbas, Samsu, Halim, & Saidu, 2018). Owing to these, manufacturing companies as a sector has not been strategically positioned being one of the transformational tool and a strong

instrument for national advancement as a result of employee poor performance on their job. The survival of the manufacturing company solely dependents on the employee performance on their task.

Organizations that inhibit growth and development are in congruence with increasing empowerment, inspiration, and employees' motivation towards the achievement of the organizational goals (Naeem, 2020). Employee has an important impact on an organization as related to the development of an active and surviving organization. Due to the rapid global economic growth, Self-Awareness abbreviated as (SA), Internalized Moral Perspective abbreviated as (IMP), Relational Transparency abbreviated as (RT) and



Balanced Processing abbreviated as (BP) fosters high moral standards within the organizational environment. Employees within an organization look up to each other for positive energy and moral support. Self-awareness, Relational transparency, internalized moral perspective and Balance processing in employee makes them to imbibe creative behaviour among themselves (Phuong & Takahashi, 2021), which could promote their performance on given task. Employees are the power that runs an organization as they support each other in achieving their goals, by providing the necessary guidance and support that they need. A conducive working environment makes the employees to work with an open mind as they open doors for each other creative behaviour and ease their task performance.

### **1.1 Research Gap and Contribution to knowledge**

From the extant empirical reviewed literature, there are series of existing studies conducted on employee job performance (Buil, Martínez, & Matute, 2018; Diamantidis & Chatzoglou, 2019; Stollberger, Las, Rofcanin, & José, 2019; Xiaoyu Guan, 2019; Chan, 2020; Zeb et al., 2020), however, there are still scarcities of studies conducted specifically on Task Performance hence, Carlisle, Bhanugopan, and D'Neto (2019), Habib et al. (2020), Abidi (2020), Jannesari et al. (2021) and Stankeviciut et al. (2021) suggest that the study be replicated and this research intend to close this gap.

On top of it, Previous studies still reveal that a gap still exists as several scholars fails to observed these dimensions of self-awareness, relational transparency, internalized moral perspective and balance processing (Chughtai, 2018; Zeb et al., 2020; Yamak, 2021) but only checked the

combined effect of the construct on different outcomes, hence, further research is required (Chughtai, 2018; Yamak, 2021) regarding the specific mechanisms by which these effects occur and the boundary conditions under which Self Awareness (SA), Relational Transparency (RT), Internalized Moral Perspective (IMP) and Balance Processing (BP) is significant to Task performance of employee. Therefore, studies on Self Awareness, Relational Transparency, Internalized Moral Perspective and Balance Processing are very scarce in the body of existing literature hence the need to delve into a review of this nature.

Sequel to the discoveries in the past literature on Self Awareness, Relational Transparency, Internalized Moral Perspective, Balance Processing and task performance, this study is anticipated to contribute to the body of existing literature on the variable discussed as an increase in the volume of available literature on self-awareness, relational transparency, internalized moral perspective, balance processing and task performance. More so, the study is also significant to the understanding of how self-awareness, relational transparency, internalized moral perspective, balance processing affect task performance and the comprehension of this is relevant to organizational leaders, strategic management and policy makers in particular. The study will also be beneficial to organizational managers and organization at large as the extent to which self-awareness, relational transparency, internalized moral perspective and balance processing could decisively create specific behavioural and attitudinal responses in the employees is explore. As a cap, the study will be a reference material to organizational executives and future researchers who are



interested in exploring researches on the subject matter.

## **2.Literature Review**

### **2.1Task `Performance**

Employee task performance is among of the managerial and organizational psychology (Zeb, Rehman, Imran, & Ali, 2020) which has become an important perspectives for Human Resource Management (HRM) and organizational productivity. Task performance is the product of employee Self-awareness, relational transparency, internalized moral perspective and balance processing. Task performance is a function of individual's Self-awareness, relational transparency, internalized moral perspective and balance processing. The essence of task performance relies solely on specific demands of the job which may not be far from their Self-awareness, relational transparency, internalized moral perspective and balance processing. Task performance plays significant roles in employees' job performance rating (Tremblay & Simard, 2018). Task Performance is the resultant outcome of the congruence between an individual behaviour and the task demands (Jnaneswar & Ranjit, 2020). Task Performance reveals how perfect a task has been performed by evaluating the outcomes of a person's Self-awareness, relational transparency, internalized moral perspective, balance processing and its impact on organizational effectiveness.

Task performance is the effectiveness by which employees execute their designated tasks, which is capable of realizing the organization's vision fulfilment while rewarding the organization and the employee proportionately (John, 2020). Task performance is the shown skill and behaviour such Self-awareness, relational transparency, internalized moral perspective and balance processing that are capable of

influencing direct production in the organization. Task performance shows surpassing or meeting the qualitative and quantitative requirements of employee's job (Wali, Muthuveloo, Ping, & Bataineh, 2020). It is any nature of activities which gives indirect supports to the core technical processes of the organization. Paais and Pattiruhu (2020) on their part said task performance is perceived as the anticipated behaviours which are directly related to the production of goods, services and activities that are capable of providing indirect support to the core technical processes in the organization. Task performance is a general term use to describe how employee performs on a given task (Abidi, 2020). Task performance indicates behaviour and action such as Self-awareness, relational transparency, internalized moral perspective and balance processing which can be control by individual in order to contribute to the actualization of organizational goals. Task performance is one of the fundamental dimensions set to be achieve in organizational goal (Wali et al., 2020).

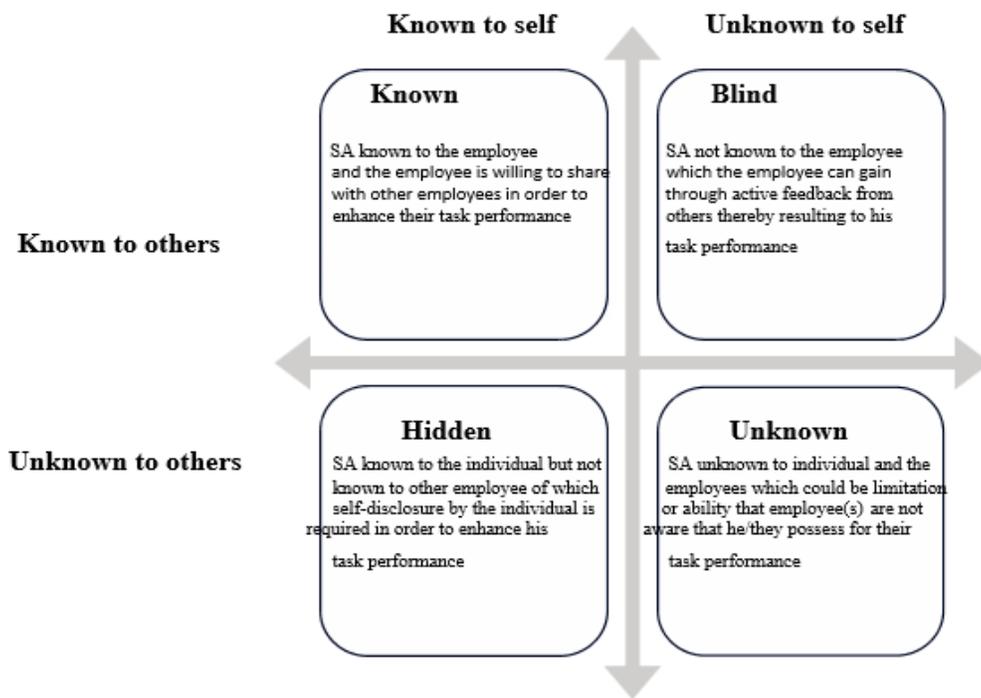
### **2.2Self Awareness**

Self-awareness is a significant component in an organization (Whitehall, Bletscher, & Yost, 2021). Self-awareness is synonymous to consciousness (Nasab & Afshari, 2019). At about 2,500 years back, a Greek philosopher named Socrates stressed the important of self-awareness and building on this idea, current researchers are in congruence with the importance of self-awareness (Podrez, 2017). The philosophical recognition of self-awareness as the worth of self-value was built upon by Chester Barnard based on his analysis of organizational executives functions (Williamson, 1995). Under this discovery, Bernard expressed the significance of authenticity as the vertebra of institutional

and corporate management (Williamson, 1995), which is further refers by scholars and individuals as being an important parameter for gauging the quality of individual competency.

A framework such as the Johari window could guide in establishing a learning culture that actively encourages self-awareness, thereby raising the credibility and acceptability of feedback and promoting commitment to employee task performance. The Johari window is a psychological matrix developed by Joseph Luft and Harry Ingham in 1955, to enable one to understanding and being aware of own behaviours, feelings and motivation during interpersonal interactions-self-awareness (Lowes, 2020; Subha Ramani, Könings, Mann, & Vleuten, 2017). The model also applies to person–environment interactions and explains the

role of self-awareness in professional development (Ramani et al 2017). There are four quadrants in the window (Gamayanto, Wibowo, Ignatius, & Setiadi, 2020; Lowes, 2020; Subha Ramani et al., 2017) as depicts in figure 2.2 , each depicting a different level of self-awareness: (1) Open or known - known to self and others, (2) Blind - unknown to self but known to others, (3) Hidden - known to self and unknown to others, and (4) Unknown - unknown to self and others (Lowes, 2020; Subha Ramani et al., 2017). The Johari window has been frequently used in medical education, psychology and management since feedback conversations are complex interactions between two persons (Lowes, 2020), or between persons and their work environment, that is person-environment fit.



**Figure 1:** The Johari window

**Source:** Adapted from (Lowes, 2020; Ramani et al., 2017)



Whitehall, Bletscher, and Yost (2021) in their study title reflecting the wave, not the title: increasing Self-Awareness and Transparency of authentic leadership through online graduate student leadership programme. The finding from the study shows that Self-awareness has a statistical significant effect between the pre- and post-tests, with positive effect sizes. The study of Villalobos et al (2020) where Self-awareness was observed as a moderator, a significant interaction was found between Self-awareness and executive function, which implies that employees self-awareness plays a vital role in the performance of their executive roles towards the enhancement of employee task performance. Self-awareness was also discovered in the study of Tijani and Okunbanjo (2020) to have a positive and significant effect on affective commitment, normative commitment and continuance commitment.

### **2.3 Relational Transparency**

Relational transparency is integrity, honesty and the avoidance of ulterior selfish intention in relations with others (Nasab & Afshari, 2019). Relational transparency is revealing actual self personality to organizational members with the aim of promoting task performance. Behaviour of such nature is the revelation of divers' information publicly. Relational transparency is the proper and transparent relationships in information sharing (Zeb et al 2020). Relational transparency is the expression of one's real feelings and thoughts, thereby inflicting confidence and trust from others as a result of such openness (Supriyadi et al 2020). Individual employee will always express emotions that are in congruence with his own perseverance over his task performance. Relational transparency is the employee's willingness

to transmit information with other employee, among of which are colleagues, subordinates, and his willingness to relate self with employees (Gigol, 2020).

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Relational transparency implies the openness which is exhibited by an employee towards his followers (Balogun et al., 2020). The employee logically balances his-own beliefs, thoughts and principles with the right emotional display which is anchor of his task performance. Relationship of such nature is capable of fostering trust amongst organizational members thereby promoting the task performance of the employees. Relational transparency indicates demonstrating one's real self, including thoughts and feelings of the employee (Roncesvalles & Gaerlan, 2020). Relational transparency promotes a level of sincerity and honesty within the employees, which



energises organizational members to willingly show positive gestures on their task performance. Relational Transparency refers to how perfect an individual openly disseminate information and showcase their genuine selves, sincere emotions, feelings and thoughts to other employee (Ribeiro, Neuza, Duarte, Ana, Filipe & Toress de Oliveira, 2020). Akuffo and Kivipöld (2021) asserted in their study that external competences – Relational transparency have a positive and significant influence on positive organisational effectiveness - job satisfaction and perceived organisational performance.

#### **2.4 Internalized Moral Perspective**

This variable is also refers to as Moral Perspective by some scholar but in the context of this study, Internalized Moral Perspective as often being use by scholars will be adopted. Internalized Moral Perspective has attracted recognizable awareness in recent time and has entrenched to the understanding of internal perspective, which is self- perform of a vital role in the individual moral judgment (Morris, 2020). An internalized moral perspective is hinged on the internal morality of workers (Gigol, 2020). Internalized moral perspective reveals self-regulation and does not permit external influences to pressurize one's decision making (Ortiz, 2020). Internalized moral perspective within an organization portrays actions that are consistent with employee's moral and beliefs which are capable of building the employee task performance. An internalized moral perspective expresses how consistently an individual is directed by moral standards, societal pressures and values with team, organizational and how his decisions and behaviours agrees with internalized values (Ribeiro, Neuza, Duarte, Ana, Filipe & Toress de Oliveira, 2020).

Kasa, Shamsuddin, Yaakob, Yusof, and Sofian (2020) from their study conducted on Exploring the Influence of a Principal's Internalized Moral Perspective towards Teacher Commitment in Malaysian Secondary Schools, the study concluded that Internalised moral perspective significantly influenced teacher commitment. The research conducted by (Purwanto et al., 2020; Waruwu et al., 2020) states that transformational leadership transparency has a significant influence on innovative behaviour. Internalized moral perspective could strongly impact employee task performance. Akuffo and Kivipöld (2021) asserted in their study where Internalised Moral Perspective was measured under internal competence of authentic leadership. Internalized moral perspective was also discovered in the study of Tijani and Okunbanjo (2020) to have a positive and significant effect on affective commitment, normative commitment and continuance commitment. Internalized moral perspective predicted job satisfaction with people on present job, pay, opportunities for promotion, supervision and job in general (Ortiz, 2020).

#### **2.5 Balanced Processing**

Balanced processing of information is the ability of individual employee to attentively listen to different view and opinions before decisions making. Balance processing is the proper analysis of information before decisions making and total control over one's psychological thoughts (Zeb et al 2020). The opinion and views of the employees are sought, as well as getting input and criticism from those who oppose organizational stated ethics which is capable of culminating into employee task performance. Employee who has a high perception of balanced processing trust that the organization will act objectively and



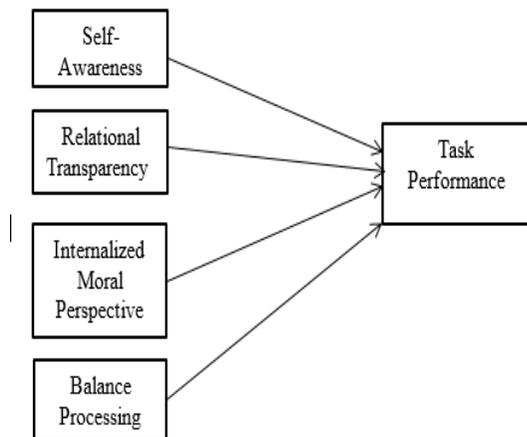
fairly, so the employee feels equalized with others, so that he is more enthusiastic in working and utilizing his ability to actualize the specific task (Supriyadi et al 2020). Balanced processing of information involves how much one is able to objectively analyse available relevant information before taking decisions and soliciting views that challenge their positions (Ribeiro, Neuza, Duarte, Ana, Filipe & Toress de Oliveira, 2020).

Individuals perceive balanced processing as the strength of an employee which reveals that he has objectivity when analysing data or information and that he analysis all available data and information before taking a final decision (Zia-ur-Rehman, Iqbal, Javaid, & Ahmed, 2020). Balance processing is anchor on the ability to consider others opinions with other important data before taking decision (Gigol, 2020). Ortiz (2020) said that balanced processing permits objectively analysing information even when the information received goes against own believe and what one understands. Embrace opposing viewpoints in order to evaluate opposing information could be incorporated into decision process in order to perform given task at ease. This virtue is recognized sequel to open perspective of differentiating various individual viewpoints that are capable of allowing informed and sound decision towards employee task performance. Balanced processing shows the way one evaluate relevant information before taking decision and conclusion (Roncesvalles & Gaerlan, 2020). Balanced-processing is useful to an organization as it inculcates positive management behaviours such as avoiding favouritism, listening to the consideration of other employee's thoughts, and avoidance of biasness in the choice-making decision (Yamak, 2021). Such

positive management behaviour is capable enough to boost task performance.

Balanced processing is to objectively process self-relevant information before decision making while seeking alternative objectivity to challenge ones deeply help positions (Steffens et al., 2021). Balance processing is well linked with self-awareness considering that it relates to a person who evaluates all positive and negative information about his or herself (Zins, 2020), these two variables could be refers to as internal competence (Akuffo & Kivipõld, 2021). The organization scamp for idea, information, processes all the information objectively and gets a feedback needed for the employee task performance. Agus Purwanto et al., (2021) asserted that Employees who are aware of high perception of balance processing will act objectively and fairly, as the employee believes he is equal to other employees resulting to more passion for given task by optimizing his ability to achieve his task performance. Balance processing spur the employees to put in their best towards their task performance as they could search for new job techniques/method, or new work instruments that are capable of supporting the completion of their given task. Akuffo and Kivipõld (2021) asserted in their study where Balance Processing was measured under internal competence of authentic leadership. The results indicate that external competences - Balance Processing has a positive and significant influence on positive organisational effectiveness - job satisfaction and perceived organisational performance.

## 2.6 Research Framework of the Study



## 3 Research Propositions

The theoretical proposition of the logically proposed conceptualized framework could be hypothesized through the positivist research approach which posit for the testing of quantitative hypothesis as this will allow for a direct investigation of the relationship that exist between the independent and the dependent variables of the study.

## 4. Conclusion

The study has generally reviewed relevant related literature and discusses why study of this nature is a necessity and the relevance of the study to organizational members. It is notable to hint that from the reviewed literature, employees' self-awareness, relational transparency, internalized moral perspective and balance processing play key roles in employee task performance. Organizational managers should endeavour to create a conducive working environment where self-awareness, relational transparency, internalized moral perspective and balance processing is exhibited among employees in order to actualize their task performance.

## 5. Limitation of the study and Scope for Further Studies

This present study is a conceptual literature review on self-awareness, relational transparency, internalized moral perspective, balanced processing and task performance. These variables are deeper than could be comprehended by conceptual review thus, quantitative research is a tool which could limit this; hence quantitative research approach is needed to further understand the relationship between self-awareness, relational transparency, internalized moral perspective, balanced processing and task performance among organizational employees. Future scholars should also evaluate the relationship between self-awareness, relational transparency, internalized moral perspective and balance processing as an antecedent to other organizational variables such as organizational climate, organizational conflict management and employee turnover intension. The study only explore task performance, there are other dimension of job performance such as Organizational Citizenship Behaviour which future researcher could empirically explore as related to self-awareness, relational transparency, internalized moral perspective and balance processing. Future research could also introduce self-efficacy as a mediator into the conceptual framework of the study

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