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## **Relationship between Altruism and In-Role Performance among Teachers of Colleges in Pakistan: Job Involvement as Mediator**

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### **Abstract**

This study sought to investigate the mediating effect of Job Involvement (JI) in the relationship between altruism and in-role performance (IRP). Data were gathered from 287 educators across 15 private colleges in four areas of Pakistan: Khyber Pakhtunkhwa, Sindh, Punjab, and Balochistan. Sample of this study comprised professors, associate professors, assistant professors, and lecturers. Data analysis was performed with SPSS and Amos. The correlation results demonstrated a significant relationship between JI and IRP (.462\*\*,  $p = 0.000$ ), JI and altruism (.280\*\*,  $p = 0.000$ ), and altruism and IRP (.404\*\*,  $p = 0.000$ ). This research revealed a positive impact of altruism on IRP, shown by a regression coefficient of .38. Altruism showed a substantial impact on JI (beta value, .47). JI similarly showed a significant impact on IRP (beta value, .59). The factor loadings for all aspects of altruism, IRP, and JI fall below acceptable thresholds. The impact of altruism on IRP diminished from .38 to .16 (beta values) with the incorporation of JI as a mediating variable. Thus, JI somewhat mitigated the relationship between altruism and IRP.

Keywords: Altruism; In-Role Performance; Teachers; Colleges; Pakistan; Job Involvement

## **Introduction**

The altruism aspect of Organizational Citizenship Behavior (OCB) pertains to voluntary actions that enhance the organization and assist colleagues. Organ (1988) characterizes altruism in OCB as actions aimed at aiding particular persons inside the organization, such as supporting a colleague with job-related responsibilities. P. M. Podsakoff, MacKenzie, Paine, and Bachrach (2000) classified altruism as a facet of OCB, highlighting actions that include assisting colleagues and fostering the workplace atmosphere. George and Brief (1992) characterized altruism as an action that transcends conventional employment obligations, underscoring its significance in fostering a collaborative workplace atmosphere. Organ and Ryan (1995) study elucidated altruism as a distinct component of OCB, underscoring its significance in improving interpersonal relationships and organizational efficacy. Borman and Motowidlo (1997) included altruism into their model of OCB, defining it as actions that assist other workers and promote a collaborative working environment. The research by Whiting, Maynes, Podsakoff, and Podsakoff (2012) examined altruism as a key element in OCB, highlighting the influence of individual and organizational variables that promote these behaviors among workers.

IRP pertains to the actions and responsibilities that workers are required to do according to their official job descriptions. Borman (1993) defines IRP as the behaviors that enhance the technical core of the work, including the fundamental tasks and responsibilities required of an employee. Campbell (1990) characterizes IRP as the efficacy of a person in executing the responsibilities specified in their job description, highlighting task performance and work-related competencies. Sonnentag and Frese (2003) assert that IRP encompasses activities officially acknowledged as integral to an employee's position within a company, demonstrating adherence to work specifications. Organ (2014) posits that IRP comprises the task behaviors explicitly acknowledged by the organization, in contrast to contextual performance, which includes discretionary actions that enhance the organizational environment. Viswesvaran and Ones (2000) contend that IRP includes the duties workers must execute inside their employment roles, emphasizing the execution of designated tasks and responsibilities. These definitions underscore several aspects of IRP, accentuating its significance in evaluating employee efficacy and organizational production.

JI is a psychological condition that indicates the extent to which a person connects with their occupation and perceives their job performance as a crucial component of their self-esteem. Kanungo (1982) defines JI as "the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth." Brown and Leigh (1996) define JI as "the degree to which individuals are cognitively preoccupied with, engaged in, and concerned about their work." Lawler III (1986) posits that JI indicates the extent to which individuals value their work and their engagement with tasks, which profoundly influences their job performance. It underscores the psychological connection to employment. Meyer and Allen (1991), although focusing on commitment, see JI as a significant element that

indicates the emotional connection people possess towards their professional duties and responsibilities. Kahn (1990) defines JI as "the harnessing of organization members' selves to their work roles," emphasizing the involvement of personal and professional identities. These criteria jointly underscore the significance of psychological connection and engagement people experience about their employment, affecting both their performance and pleasure in the workplace.

### **JI and IRP**

A multitude of empirical research has investigated the link between work participation and IRP, continuously revealing a positive association between the two categories. Kanungo (1982) performed seminal research in this domain, creating the JI Scale. His studies demonstrated that elevated degrees of work participation correlated with enhanced job performance. Employees that shown increased interest in their positions indicated enhanced productivity and engagement in their work. In a recent research, Rich, Lepine, and Crawford (2010) examined the impact of work engagement—a concept strongly associated with JI—on IRP. Their study indicated a robust positive link, demonstrating that individuals who are interested in their job generally exhibit superior performance in their designated duties. Saks (2006) investigated the precursors and outcomes of employee engagement and its effect on work performance and organizational commitment. The results emphasized that work participation, as a component of total engagement, significantly impacted IRP, suggesting that engaged individuals are more inclined to surpass their anticipated contributions. Demerouti, Bakker, Nachreiner, and Schaufeli (2001) proposed the Job Demands-Resources (JD-R) model, investigating the impact of job resources on work engagement and performance. Their research indicated that work resources positively influenced job participation, which in turn enhanced IRP. Employees who are engaged, especially in high-demand settings, exhibited superior performance owing to their feeling of engagement. Schaufeli and Bakker (2004) conducted a further examination of the correlations among work demands, job resources, and employee engagement. Their results demonstrated that heightened work participation resulted in improved IRP, particularly in environments where employee engagement is essential for organizational success. The aforementioned empirical research consistently indicates that work participation has a favorable correlation with IRP. Engaged and engaged individuals exhibit increased productivity, superior task execution, and enhanced alignment with corporate objectives, highlighting the need of cultivating job participation to improve employee performance inside firms.

### **JI and Altruism**

This literature review explores the relationship between JI and altruism, particularly within the context of Organizational Citizenship Behavior, which includes discretionary behaviors that contribute positively to organizational functioning. Kanungo (1982) established foundational

insights into JI, suggesting that employees with high levels of JI are more likely to engage in altruistic behaviors that benefit both their colleagues and the organization. Kanungo (1982)'s research emphasized the connection between JI and positive workplace behaviors, positing that involved employees are more likely to demonstrate OCB. Meyer and Allen (1991) expanded on this relationship, highlighting how JI influences various dimensions of organizational commitment. They found that employees who are highly involved tend to exhibit higher levels of OCB, suggesting that such involvement fosters a sense of responsibility and commitment that leads to altruistic behaviors. Organ, Podsakoff, and MacKenzie (2005) provided a comprehensive analysis of OCB, identifying altruism as a core component essential for teamwork and collaboration. Their findings indicated that employees who demonstrate high levels of altruism contribute significantly to organizational effectiveness. Eisenberger, Huntington, Hutchison, and Sowa (1986) examined the role of perceived organizational support in fostering OCB. Their study found that employees who feel supported are more inclined to engage in altruistic behaviors, which further enhances JI and drives OCB. Research consistently indicates a positive relationship between JI and altruism within the context of OCB. Employees who are more involved in their jobs tend to engage in altruistic behaviors that benefit their coworkers and the organization. N. P. Podsakoff, Whiting, Podsakoff, and Blume (2009) conducted a meta-analysis that found JI to be a significant predictor of OCB, including altruistic behaviors. Their research revealed that involved employees are more likely to perform altruistic acts, showcasing a commitment to both their colleagues and the organization. Bakker et al. (2004) explored the role of JI and found that employees with high levels of JI exhibited greater altruistic behaviors as part of their OCB. Their findings suggest that fostering JI can lead to enhanced altruism within teams, thereby improving overall organizational effectiveness. The above literature indicates a robust positive relationship between JI and altruism in OCB. Employees who are highly involved in their jobs are more likely to engage in altruistic behaviors, contributing to a supportive work environment and enhancing organizational effectiveness.

### **Altruism and IRP**

This research review analyzes the correlation between altruism, a facet of Organizational Citizenship Behavior (OCB), and IRP, emphasizing the impact of altruistic actions on overall work efficacy inside companies. Studies demonstrate a favorable correlation between altruism in organizational citizenship behavior and IRP, with altruistic actions enhancing performance results. Eisenberger et al. (1986) discovered that perceived organizational support bolsters organizational citizenship behavior, including altruistic actions, which in turn boost IRP. Employees who believe their employer appreciates their efforts are more inclined to exhibit altruistic actions, hence improving their job performance. Chen, G., Sharma, P. N., Edinger, S. K., Shapiro, D. L., & Farh, J. L. (2013) examined the effect of organizational citizenship

behavior (OCB) on work performance, demonstrating that altruistic actions positively affected IRP. Their studies revealed that workers who assist others foster a more collaborative work atmosphere, hence improving overall job performance. Halbesleben, J. R. B., & Wheeler, A. R. (2008) performed a research demonstrating that altruistic acts among team members enhance collective effectiveness, thus improving IRP. Their findings highlighted that altruism improves both individual individuals and the overall effectiveness of workgroups. The aforementioned evidence demonstrates a substantial positive correlation between generosity in organizational citizenship behavior and IRP. Altruistic behaviors improve cooperation, support, and collaboration, hence enhancing job effectiveness. Future study may investigate the processes by which altruism affects IRP, offering useful insights for firms aiming to foster a supportive and high-performing workplace culture. Keeping in view the above literature review, we develop:

H1: Altruism is significantly associated with IRP among Teachers of Private colleges of Pakistan (TPCP).

H2: Altruism is significantly associated with JI among TPCP.

H3: JI is significantly associated with IRP among TPCP.

H4: JI mediates the relationship between Altruism and IRP among TPCP.

### **Sample and Data Collection**

The process of data collection was completed from 287 teachers of 15 private colleges situated in four provinces of Pakistan namely Khyber Pakhtunkhwa, Sind, Punjab and Baluchistan including professors, associate professors, assistant professors and lecturers. A total of three hundred and fifty (N = 350) questionnaires were distributed to faculty members of the mentioned colleges. After three consecutive reminders, two hundred and ninety two (N = 292) questionnaires were received from the respondents including 7% female and 93% male respondents. Only five questionnaires were disposed of due to incomplete information. Among these participants of the study, six percent (17%) were professors, twenty two percent (22%) were associate professors, thirty percent (30%) were assistant professors and the remaining thirty one percent (31%) were lecturers.

## JI

JI was measured through questionnaire adapted from Kanungo (1982). It comprises ten items: “The most important things that happened to me involved my work; I used to live, eat, and breathe my job; Most of my interests were centered around my job.” Each item receives a 7-point Likert scale response: “strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, and strongly agree.” Cronbach’ alfa for JI scale was .88 in this study.

### Altruism Scale

Altruism was measured by using Podsakoff, MacKenzie, Moorman, & Fetter, (1990). It has four items. Examples of altruism include “Helps others who have heavy workloads” and “Helps others who have been absent”. Each item receives a 7-point Likert scale response: “strongly disagree, disagree, somewhat disagree, neither agree nor disagree, somewhat agree, agree, and strongly agree.” Cronbach’ alfa for altruism scale was .81 in this study.

### In-role Job Performance

In-role job performance was gauged through questionnaire adapted from Goodman and Svyantek (1999). The in-role dimension of JP has nine items whose examples are "I achieve the objectives of my job," "I satisfy all job criteria," and "I am proficient in all areas of my job, manage duties with expertise." Each item receives a 5-point Likert scale response: “strongly disagree, disagree, neither agree nor disagree, agree and strongly agree.” Cronbach’ alfa for IRP scale was .78 in this study.

**Table 1: Correlation among Altruism, JI and IRP**

	Altruism	JI	IRP
	1	.280 <sup>**</sup>	.404 <sup>**</sup>
	.280 <sup>**</sup>	1	.462 <sup>**</sup>
	.404 <sup>**</sup>	.462 <sup>**</sup>	1

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

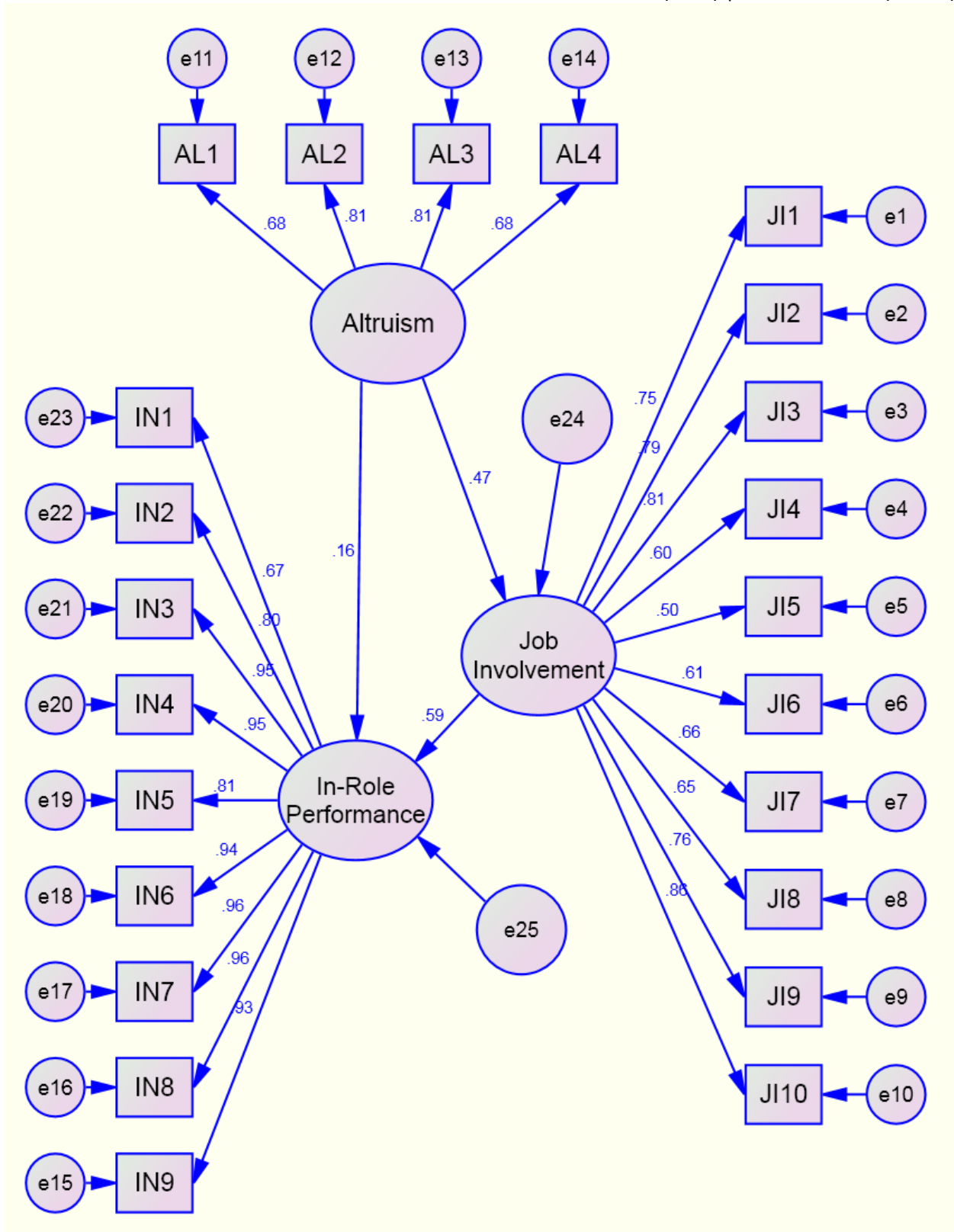
The results of correlation revealed a significant relationship between JI and IRP (.462\*\*,  $p = 0.000$ ), JI and altruism (.280\*\*,  $p = 0.000$ ) and altruism and IRP (.404\*\*,  $p = 0.000$ ).

Keeping in view the above results, we accept:

H1: Altruism is significantly associated with IRP among TPCP.

H2: Altruism is significantly associated with JI among TPCP.

H3: JI is significantly associated with IRP among TPCP.





In the current research, the three-factor model—altruism, IRP and JI—was tested through the use of structural equation modelling. GFI, .882; CFI, .961; RMSEA, .060; RMR, .051; CMIN/Chi Square, 553.469; DF, 227; P, .000; and CMIN/DF, 2.438 fit the data very well. This research showed a positive impact of altruism on IRP (with a regression value of .38). Altruism also showed a significant impact on JI (beta value, .47). Similarly, JI showed a significant impact on IRP (beta value, .59). The values of factor loadings of all facets of altruism, IRP and JI are within acceptable. The impact of altruism on IRP declined from .38 to .16 (beta values) when JI was introduced as a mediator. Thus, JI partially mediated the relationship between altruism and IRP. Keeping in view the above results, we accept:

H1: Altruism is significantly associated with IRP among TPCP.

H2: Altruism is significantly associated with JI among TPCP.

H3: JI is significantly associated with IRP among TPCP.

H4: JI mediates the relationship between Altruism and IRP among TPCP.

**Table 2: values of GFI, CFI, RMR, RMSEA, DF, CMIN/Chi Square, P, and CMIN/DF**

	CMIN	DF	P	CMIN/DF	RMR	GFI	AGFI	CFI	RMSEA	LO 90	HI 90
	553.469	227	.000	2.438	.051	.882	.856	.961	.060	.053	.066

Table 2 shows the values of GFI, CFI, CMIN/Chi Square, RMSEA, P, DF, RMR, and CMIN/DF. The values of GFI, .882; CFI, .961; RMSEA, .060; RMR, .051; CMIN/Chi Square, 553.469; DF, 227; P, .000; and CMIN/DF, 2.438 are in acceptable range. Therefore, the 3-factor model of altruism, JI and IRP was accepted.

**Conclusion**

This study sought to investigate the mediating effect of JI in the relationship between altruism and IRP. Data were gathered from 287 educators across 15 private colleges in four areas of Pakistan: Khyber Pakhtunkhwa, Sindh, Punjab, and Balochistan. Sample of this study comprised professors, associate professors, assistant professors, and lecturers. Data analysis was performed with SPSS and Amos. The correlation results demonstrated a significant relationship between JI and IRP, JI and altruism, and altruism and IRP. This research revealed a positive impact of altruism on IRP, shown by a regression coefficient of .38. Altruism showed a substantial impact on JI (beta value, .47). JI similarly showed a significant impact on IRP (beta value, .59). The factor loadings for all aspects of altruism, IRP, and JI fall below acceptable thresholds. The impact of altruism on IRP diminished from .38 to .16 (beta values) with the incorporation of JI as a mediating variable. Thus, JI somewhat mitigated the relationship between altruism and IRP.

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