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# Does meaningful work fuel the altruistic behavior of employees at workplace?

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## Abstract

In the corporate world, it is hard to expect altruistic behaviors as the game of business is frolicked in a dynamic and competitive arena. Today, majority of the employees concerned only about themselves and took COVID-19 crisis as an excuse for their selfish behavior. But, it has been proved that altruistic employees are the only ones who can successfully survive in pandemic situations. Thus, suitable strategies are required to nurture altruistic behaviors at workplace. In Sri Lankan context, scant numbers of evidences are available connecting meaningful work and altruistic behavior together. Hence, the present study examined the effect of meaningful work on altruistic behavior of employees using the cross sectional survey strategy. Through convenience sampling researcher collected data from 149 private sector banking employees in Sri Lanka. Results of regression analysis proved that meaningful work can create 34.1% of an effect on employee's altruistic behavior. Simply, when employees receive meaningful work they are intrinsically inspired to demonstrate altruistic behaviors at workplace.

**Keywords:** Altruistic behavior, meaningful work, private sector banking employees, Sri Lanka

## Introduction

In a humanitarian world, altruism has become a hallmark. From the inception, human beings tend to be altruistic and it plays a crucial role in human evolution and civilization. By nature, altruistic people are more likely to make a favorable difference in someone else's life as it accompanied by greater intrinsic satisfaction. But unfortunately, the COVID-19 pandemic has impulsively transformed the world of work (Baker, 2020) [1]. In this period of uncertainty and fear, employees tend to alter the way they behave at workplace. Most importantly, there are countless motives that can cause an employee to change his or her behavior at work (Snezana, 2007) [2]. For instance, social distancing, job insecurity and pay cuts are the prominent motives which have fundamentally changed the way employees behave in the place of work. But unfortunately most of the employers pay less attention on the behavioral changes of the employees which took place during and after the pandemic.

The success or failure of the organization heavily depends on countless behavior patterns of employees. Hence, in the corporate world employee behavior can be a blessing or curse (Rosenstiel, 2011) [3]. Within organizational context, employees are responsible to behave cautiously not only to gain respect but also to establish a solid work culture. These behaviors can be either selfish or selfless (Barasch *et al.*, 2014) [4]. Therefore, it is essential to investigate what motivates employees to behave in a selfish or selfless manner. In general, selfish employees are governed by "Me First Behaviors" and selfless employees are governed by "Altruistic Behaviors". Selfless employees can express his or her empathy and kindness to another by behaving altruistically. Simply, altruistic behavior is a collection of selfless behaviors which encourage individuals to act and react for the betterment of others. Merely, it is the practice of putting others before one's own personal desires and interests.

However in reality, employees can argue whether it is possible to become altruistic at work. On the other hand, employees are eager to know whether their organization is in line with altruistic policies, procedures, values and principles. For instance, some employees believe that they have been recruited to serve the organization and not for charity (Singh, 2018) [5]. There are employees who become altruistic only when the other party requests for help whereas, some employees are proactive and they start to behave altruistically as soon as they realize the other party needs help. With this scenario, inspiring employees intrinsically to exhibit altruistic behaviors at work is a challenge.

In the modern era, none of the employees prefer to be eight to five robots at work. Most of them are eager to know the purpose of their job and the direct and indirect impact of their job on others. Unlike before, employees in twenty first century expect their work to be meaningful rather than just as a source of income (Lysova *et al.*, 2018) <sup>[6]</sup>. As a result, employees started to value meaningful work above other work conditions such as pay, working hours, promotions or job security (Cascio, 2003) <sup>[7]</sup>. Employees realize his or her job is meaningful only when their own behaviors, values and principles match with the tasks, duties and responsibilities that they perform (Chalofsky, 2003) <sup>[8]</sup>. Simply, if employees acknowledge that their contribution is significant to the organization as well as to the society they believe that their work is meaningful. When employees engage in meaningful work, they can explain why they work and for what they work. At the same time they feel confident enough to answer the question, “why am I working beyond the salary which is paid for me?” With this scenario, scholars such as Michaelson *et al.* (2013) <sup>[9]</sup> connected meaningful work to organizational outcomes such as altruistic behavior, job satisfaction and employee motivation. As we noted previously, empirical work has linked meaningful work to important work outcomes such as job satisfaction, work motivation, engagement, and performance, citizenship behaviors, and attachment to occupations and organizations. As we noted previously, empirical work has linked meaningful work to important work outcomes such as job satisfaction, work motivation, engagement, and performance, citizenship behaviors, and attachment to occupations and organizations.

According to Agarwal (2016) <sup>[10]</sup>, the competition among private sector banking employees are much higher than employees in public sector. Due to this severe competition; there is a low tendency among private sector employees to help each other because they believe if they help others their opportunity to succeed might reduce. Hence, private sector banking employees are less likely to sacrifice their own success on behalf of others. Further, this might be the prominent reason which discourages private sector banking employees by performing altruistic behaviors at workplace (Agarwal, 2016) <sup>[10]</sup>. As a result, banks cannot smoothly execute its operations without altruistic employees (Akwaowo *et al.*, 2018) <sup>[11]</sup>. On the other hand, majority of the employees are willing to show their altruistic behaviors only at strategic times (Hui *et al.*, 2000) <sup>[12]</sup>. For instance, some employees are eager to demonstrate their altruistic behaviors only until they get the promotion and afterward they avoid becoming altruistic. This means employees are compelled to help others only when there is a direct external reward. But, employees who genuinely involve in altruistic behaviors are more likely to help others even after the promotion (Hui *et al.*, 2000) <sup>[12]</sup>.

To activate altruistic behavior, individuals must have the ability and motivation to demonstrate such type of behavior. It would be a problem if the employee doesn't have the required level of interest, desire and enthusiasm to help others. With this scenario, Charoensukmongkol *et al.* (2015) <sup>[13]</sup> found that employees who recognize that their job is meaningful to them are more likely to sacrifice their own comforts and interests on behalf of others. In other words, if employees receive meaningful work they are more likely to exhibit altruistic behaviors at workplace. However, regardless of the growing attention in the topic of altruistic

behavior in twenty first century, the impact of meaningful work on altruistic behavior is yet to be determined. Further, there are no evidences from Sri Lankan context up to date linking meaningful work and altruistic behavior together with especial reference to the private sector banking employees in Sri Lanka. In order to fulfill the above mentioned contextual deficiency doing more research on meaningful work and altruistic behavior together is vital.

### Research Question

Does meaningful work affect altruistic behavior of private sector banking employees in Sri Lanka?

### Research Objective

To investigate the effect of meaningful work on altruistic behavior of private sector banking employees in Sri Lanka.

### Significance of the Study

Primarily, the results of this study favorably contributed to the prevailing literature as meaningful work and altruistic behavior of employees are emerging concepts that needs more empirical support (Buss, 2008) <sup>[14]</sup>. On the other hand, one of the main objectives of the bank is to offer a high quality service directly and indirectly to all its customers and Akwaowo *et al.* (2018) <sup>[11]</sup> found that altruistic behavior of banking employees is a crucial factor for long term success of the bank. When an employee exhibit altruistic behaviors, directly or indirectly it stimulates other employees to act in the same manner. This enables to establish a helpful and altruistic work culture in the organization. On the other hand, employees get the opportunity to enhance their unique skills, behaviors and interpersonal relationships related to personal and professional life. Further, when employees are inspired by altruism they are less likely to focus on their status and reputation. They become altruistic genuinely even it is costly to him or her. Further, according to Ferrin *et al.* (2006) <sup>[15]</sup> altruistic behaviors provide opportunities for organizational members to cultivate mutual trust and to establish solid emotional bonds with each other. This enables employees to reduce unnecessary interpersonal conflicts at workplace.

### Literature Review

#### Meaningful Work

Physically and psychologically people want to live a meaningful life (Michaelson *et al.*, 2014) <sup>[9]</sup>. Within organizational context, work becomes meaningful when individual believes that his or her work is driven by a clear purpose and effectively contributes to the betterment of the organization (Rosso *et al.*, 2010) <sup>[16]</sup>. Simply, employees tend to believe that their tasks, duties and responsibilities of the job are remarkable and valuable (Blanca & Ramona, 2017) <sup>[17]</sup>. Though there is a meaning in each and every job it does not mean it is meaningful (Rosso *et al.*, 2010) <sup>[16]</sup>. Therefore, meaningfulness refers to the level of significance associated (Blanca & Ramona, 2017) <sup>[17]</sup> and justification of the work performed by an individual in relation to the job (Chalofsky & Krishna, 2009) <sup>[18]</sup>. Individuals who believe that their work is meaningful experience satisfaction and happiness to a greater extent (Allan *et al.*, 2016) <sup>[19]</sup>. As a whole, meaningful work helps to create a long lasting dedicated workforce in the organization (Steger & Dik, 2009) <sup>[20]</sup>.

### Altruistic Behavior

Eisenberg (1982) <sup>[21]</sup> viewed altruistic behavior as an intentional discretionary behavior and people who exhibit altruistic behaviors are intrinsically motivated to help others even without rewards. According to Batson *et al.*, (2011) <sup>[23]</sup> altruistic behavior can be defined as any favorable behavior that can enhance the wellbeing of another and there is no expectation of tangible or intangible reward in return. Such behaviors are impulsive and intuitive (Zaki & Mitchell, 2013) <sup>[40]</sup>. In other words, this behavior tends to promote the desires and interests of others (Radovanović, 2018) <sup>[35]</sup>. Smith *et al.* (1983) <sup>[36]</sup> highlighted some of the examples related to altruistic behaviors such as helping employees who have been absent from work, inducting employees who recently joined with the organization, supporting employees who are unable to meet the deadline and who has heavy workloads are some of them. Further, in organizational context it has been identified that individuals who do not exhibit altruistic behaviors are inactive and uncooperative (Egilmez, 2017) <sup>[24]</sup>.

These kinds of helping behaviors are governed by social and interpersonal concepts related to extra role behavior (Filkowski *et al.*, 2016) <sup>[26]</sup>. Hence, altruistic behavior is somewhat similar to prosocial behavior (Snyder & Patrick, 2013) <sup>[37]</sup>. On the other hand, individuals who value altruism are more likely to sacrifice their own aspirations and comforts for the betterment of others (Kaplan, 2000) <sup>[27]</sup>. Such people are concern about the rights and welfare of others while showing compassion for them (Penner & Finkelstein, 1998) <sup>[32]</sup>. However, altruistic behavior can vary based on the situation and nature of the individual along with social, cultural and psychological aspects (Kurzban *et al.*, 2015) <sup>[28]</sup>. For instance, Accra and Odinioha (2014) <sup>[22]</sup> found that employees who work for domestic aviation companies in Nigeria are more likely to exhibit altruistic behaviors and that might be because African countries acknowledge collectivism culture.

### Meaningful Work and Altruistic Behavior

Employees who recognize that their job is meaningful to

them are more likely to dedicate their selves on behalf of others (Charoensukmongkol *et al.*, 2015) <sup>[13]</sup> since; those employees have an emotional bond with them (Van Dyne & Pierce, 2004) <sup>[38]</sup>. Therefore, employees who believe that their work is meaningful are eager to help others by sacrificing their own resources and comforts. Nasurdin *et al.* (2013) <sup>[31]</sup> found that meaningful work can account for 33.8 % of variance in altruistic behavior of private sector academic staff members in Malaysia. Even Yusof *et al.* (2018) <sup>[39]</sup> found that meaningful work has a significant impact on altruistic behavior ( $\beta= 0.146$ ,  $p<0.05$ ) of nurses of a public hospital in Malaysia. Therefore,  
H<sub>1</sub>: Meaningful work affects altruistic behavior of private sector banking employees in Sri Lanka.

### Materials and Methods

Researcher carried out a quantitative study along with positivism philosophy, deductive approach and survey strategy in order to fill the contextual gap of the study. Population for the study was private sector banking employees in Sri Lanka. Through convenience sampling method researcher obtained responses from 149 private sector banking employees in Sri Lanka. Researcher adopted the convenience sampling method since the population was too large and due to absence of the sampling frame. Overall data has been gathered using a standard questionnaire. The questions related to meaningful work was obtained from 21 items of spirituality at work scale by Milliman *et al.* (2003) <sup>[30]</sup> and the questions related to altruistic behavior was obtained from 24 items of Organizational Citizenship Behavior scale by Podsakoff *et al.* (1997) <sup>[33]</sup>. The Cronbach's alpha value for meaningful work was 0.757 and for altruistic behavior was 0.721. The hypothesis of the study was tested using simple regression analysis with the use of SPSS version 20.

### Results and Discussions

#### Respondents Profile

**Table 1:** Respondents Profile

Demographic Factors		Private Sector Banks	
		Frequency	%
Gender	Male	71	47.7
	Female	78	52.3
Age	20-29years	91	61.1
	30-39years	38	25.5
	40-49years	16	10.7
	50 years and above	04	2.7
Position	Branch Manager	15	10.1
	Assistant Manager	13	8.7
	Officer	16	10.7
	Senior Banking Executive	08	5.4
	Junior Banking Executive	32	21.5
	Banking Assistant	63	42.3
	Management Trainee	02	1.3

Source: Survey Data, 2021

In this study, majority of the participants were female banking employees and as a percentage it was 52.3%. Based on the age category majority of the respondents were in between 20-29 years and as a percentage it was 61.1%. Moreover, with respect to job position, majority of the

respondents were banking assistants (42.3%) during the period of study.

### Hypotheses Testing

The correlation coefficient value (R) of meaningful work

was 0.584 which means there was a moderate positive correlation between meaningful work and altruistic behavior. Based on the R square value (0.341), meaningful work can account only for 34.1 % of variance in altruistic behavior. According to the ANOVA table, the Sig value was 0.000 (less than 0.05) and F value was 75.915 and it showed the goodness of fit. This indicated that meaningful work can significantly predict altruistic behavior of private sector banking employees in Sri Lanka. Further, linear regression

equation was derived using the coefficient table and it was statistically significant (Altruistic Behavior = 1.941 + 0.534 \* Meaningful Work). This means when meaningful work is increased by one unit, altruistic behavior of employees are increased by 0.534 units. With the above finding, researcher accepted the alternative hypothesis of H<sub>1</sub> where; “Meaningful work affects altruistic behavior of private sector banking employees in Sri Lanka”.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584 <sup>a</sup>	.341	.336	.36559

a. Predictors: (Constant), MW

Source: Survey Data, 2021

**Table 3: Anova**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	10.147	1	10.147	75.915	.000 <sup>a</sup>
	Residual	19.648	147	.134		
	Total	29.794	148			

a. Predictors: (Constant), MW

b. Dependent Variable: AL

Source: Survey Data, 2021

**Table 4: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.941	.236		8.222	.000
	MW	.534	.061	.584	8.713	.000

a. Dependent Variable: AL

Source: Survey Data, 2021

**Conclusion and Recommendations**

The fundamental objective of this study was to examine whether meaningful work has a significant impact on altruistic behavior of private sector banking employees in Sri Lanka. Based on the findings researcher concluded that meaningful work can account for 34.1 % of variance in altruistic behavior of private sector banking employees in Sri Lanka. The findings of this study were in line with Charoensukmongkol *et al.* (2015) <sup>[13]</sup>, Nasurdin *et al.* (2013) <sup>[31]</sup> and Yusof *et al.* (2018) <sup>[39]</sup>. This means altruistic behavior of employees can be enhanced through meaningful work. In reality, organizations expect altruistic behaviors from their employees and in return it is the management’s responsibility to motivate employees to exhibit altruistic behaviors at workplace by giving meaningful tasks, duties and responsibilities irrespective of the position of the job. Since it was a quantitative study, respondents received only limited options and those options were based on the selections made by the researcher. And for this study data were gathered only at one particular time and therefore, researcher was unable to examine the progress of altruistic behaviors of employees before and after providing meaningful work to them. Based on confidentiality and privacy issues researcher failed to obtain a sample frame for private sector banking employees in Sri Lanka. Therefore, researcher followed the convenience sampling technique due to absence of a sample frame. Most importantly, researcher couldn’t use a mediating or moderating variable which affects the relationship between meaningful work and altruistic behaviors of private sector banking employees in Sri Lanka.

In terms of research implications, altruism should be added to the corporate culture of the bank. Each and every employee needs to be connected with the company’s overall vision and should clearly explain the degree to which they contribute to company’s overall success. In other words, management should help their employees realize the importance of his or her role to the organization. On the other hand, HR professionals and the management of the organization need to provide various opportunities for employees to practice altruistic behaviors within the bank. Even it should reflect from the policies, procedures and practices of the company on daily basis.

In future, the same study can be executed either for public sector banking employees or comparative study can be done using both public or private sector banking employees using probabilistic sampling method in order to determine the impact of meaningful work on altruistic behavior. Meaningful work on altruistic behavior has been widely discussed using the quantitative approach and hence, future researchers can conduct a qualitative study with respect to these two concepts. Further, same study can be conducted on longitudinal basis to understand the improvement of altruistic behavior of private sector banking employees before and after providing purposeful and meaningful work.

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