

Perceptions of Altruism of the Chief Executive Officer:

A Mixed-methods Study

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Statement of Originality

To the best of my knowledge, this thesis is my own work and contains no material previously published or written by another person except where due reference is made in the thesis itself.

This work has not been previously submitted for any other degree at any university.

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ABSTRACT

Altruism is defined as discretionary behaviours that have the effect of helping colleagues, supervisors, teams and people in organizations related to organizationally relevant tasks or problems. As an important element of organizational citizenship behaviour (OCB), altruism has been found to influence group and firm effectiveness. Recent studies have extended altruism discussions to board members in boardrooms. However, little is known about altruism demonstrated by CEOs towards employees. Using a mixed method approach and drawing on literature on OCB, social support, organizational support theory, social exchange theory and social learning theory, this thesis explores CEO altruism towards employees with three related papers. The data were collected through interviews with, and surveys of CEOs, managers and employees of small and medium enterprises (SMEs) in Indonesia. Using SMEs as the context of the study, this research applied comprehensive thematic and content analysis to find major categories of CEO altruism in the qualitative component, and statistical analysis of structural equation modelling using AMOS for the quantitative studies. In Paper A, CEO and employee perceptions of CEO altruism categories and impacts are explored in an interview study and participant observation. Findings indicate CEO altruism revolves around work-related and non-work-related issues and explains positive employee attitudes and performance. Paper B is a mixed method study that consists of Study 1, Study 2 and Study 3, and was designed to test the relationship of CEO altruism with employee attitudes and performance, develop CEO altruism scales and test the relationship of CEO altruism with employee attitudes. Study 1 shows that CEO altruism has a positive relationship with employee attitudes and performance. Study 2 finds two CEO altruism categories while Study 3 indicates that CEO altruism is associated with job satisfaction mediated by perceived organizational support. Paper C, a survey study rated by SME managers, is aimed to test the relationship of perceived CEO altruism with employee performance. The study found that perceived CEO general altruism is a good predictor of employee OCB mediated by manager altruism. Overall this thesis introduces CEO altruism towards employee work-related and non-work-related issues, presents some features of CEO altruistic practices and adds another

predictor of employee attitudes and performance to the literature. These findings suggest that CEOs who demonstrate altruism towards employees are perceived as having exemplary behaviour for managers and employees.

List of Publications

This PhD thesis consists of three related papers. Papers A and B have been presented at the Annual Meeting of the Academy of Management (AoM) Conference, and Paper C has been presented at the Australian and New Zealand Academy of Management (ANZAM) Conference. The initial versions of paper A and B had been presented at the Australian and New Zealand Academy of Management in two years respectively. The titles of Papers A and B have been adjusted after revisions based on reviewers' feedback. All three papers are reported in chapters of this thesis, as detailed below.

1. Siddiq, D.M., Jepsen, D.M. & Muhidin, S. (2018). CEO altruism and employee attitudes and performance: A social support and organizational citizenship behaviour perspective. Paper presented at the Annual Meeting of the Academy of Management, Chicago, Illinois, USA on August 14, 2019, as detailed in Chapter 3.
2. Siddiq, D.M., Jepsen, D.M. & Muhidin, S. (2019). Achieving employee performance and job satisfaction through CEO altruism: A mediating role of perceived organizational support. Paper presented at the Annual Meeting of the Academy of Management, Boston, Massachusetts, USA on August 13, 2019, as detailed in Chapter 4.
3. Siddiq, D.M., Jepsen, D.M. & Muhidin, S. (2019). CEO altruism, manager altruism and organizational citizenship behaviour: A social learning and social exchange perspective. Paper presented at the Australian and New Zealand Academy of Management Conference in Cairns, Australia on December 6, 2019 as detailed in Chapter 5.

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Chapter 1: General Introduction

Introduction to Chapter 1

Chapter 1 provides a general introduction for the PhD thesis. Firstly, an overview of the background is discussed to give context for the thesis topic in order to highlight its significance, particularly in terms of the need for further investigation into the identified research gaps. Research questions are explained to underline relevant theoretical issues which have not yet been comprehensively answered. The setting in which the research was conducted is described, followed by resulting contributions. Theoretical foundations of the study are then linked to the conceptual paradigms in which the study was developed. Finally, an overview of research design and methodology is given, followed by a summary of the three studies and an overview of chapters.

Background

In organizational studies, altruism has attracted significant scholarly interest as an important part of organizational behaviour (Organ, 1988; Podsakoff, Ahearne, & Mackenzie, 1997; Smith, Organ, & Near, 1983). In organizational behaviour, altruism is defined as “discretionary behaviours that have the effect of helping a specific other person with an organizationally relevant task or problem” (Organ, 1988, p. 8). Altruism is an important element of organizational citizenship behaviour (OCB) and consistently plays a central role as a dominant (Brief & Motowidlo, 1986; Motowidlo, 1984; Smith et al., 1983) and most frequently-cited dimension of OCB (Konovsky & Organ, 1996; Snape & Redman, 2010). Altruism has been characterized as an individual employee and group level phenomenon essential for achieving firm performance. As an individual employee phenomenon, altruism encompasses employee behaviours such as helping colleagues who have been absent, orienting new employees voluntarily, helping colleagues with heavy workloads, assisting supervisors with their work (Smith et al., 1983), always being ready to help people around

him/her and willingly helping others with work-related problems (Podsakoff, Mackenzie, Moorman, & Fetter, 1990).

As a group phenomenon, altruism relates to the degree of work group engagement in behaviours that demonstrate support to other work groups and the whole organization (Chen, Lam, Naumann, & Schaubroeck, 2005). Altruism has been reported to have a positive impact on unit level performance (Podsakoff & Mackenzie, 1994), managerial evaluations of employee performance (Bachrach, Wang, Bendoly, & Zhang, 2007; Mackenzie, Podsakoff, & Fetter, 1991) and organizational performance (Organ, 1988). Altruism may increase firm performance through improving co-worker and managerial productivity, saving resources to be used for more productive aims, minimizing the allocations of scarce resources for purely maintenance purposes, increasing the firm's ability to attract and retain the best employees and increasing the stability of the firm's performance (Podsakoff et al., 1997). At unit level, altruism has been associated with various unit-level performance measures such as profitability, productivity, product quality, and efficiency (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Despite the progress of altruism research in organizations, the studies of altruism demonstrated by CEOs towards employees have been relatively unexplored. Although altruism studies have been extended to leader levels such as leader altruism (Haynes, Josefy, & Hitt, 2015; Mallén, Chiva, Alegre, & Guinot, 2015; Singh & Krishnan, 2008) and helping behaviours among board members of directors in boardrooms (Preston & Brown, 2004; Yoshikawa & Hu, 2017), these studies do not explicitly address CEO altruistic behaviours towards employees. This PhD study argues that CEO altruism towards employees plays a significant role in achieving positive employee attitudes and performance that can facilitate firm performance. Yet, researchers rarely examine CEO altruism and its benefits for positive employee attitudes and performance.

The underlying logic for CEO altruism to generate positive results for organizations can be traced from the conceptualizations of altruism in the literature. Literature in social science (Krebs, 1970) and leadership (Haar, Roche, & Brougham, 2019) conceptualizes altruism as an act that does good to others or benefits others and is not directed towards future gain or benefits the benefactors could have from their act. This is a form of true altruism whereby the actions are carried out to achieve positive outcomes for others rather than for themselves (Rushton, 1982). However, literature in anthropology recognizes reciprocity in altruism as an important mechanism in human behaviour including altruism that can cement group relations and encourage group survival (Trivers, 1971). The reciprocity mechanism demonstrates social dimension of individuals whereby people tend to harmonize their concerns for themselves with concerns for others (Mendonca, 2001). Reciprocity is a mechanism used by the recipient of positive actions to moderate extreme sense of indebtedness after receiving help from the benefactor (Greenberg, 1980). Thus, through the reciprocity mechanism altruistic CEOs may obtain virtue and benefits in the form of employee performance from employees who receive CEO altruistic behaviours.

Drawing on the discretionary nature of organizational citizenship behaviour (Organ, 1988b) and the conceptualization of altruism in other literatures (e.g. Haar et al., 2019; Krebs, 1970; Trivers, 1971), this PhD study defines CEO altruism as CEO discretionary behaviours to increase the welfare of employees that are not prescribed by either employment contracts or firm policies but may contribute to firm effective functioning through influencing employee attitudes and behaviours. In this study, discretion refers to individuals' legitimate right to make choices on the basis of their authoritative assessment of situations (Feldman, 1992). CEO discretionary behaviour indicates that CEOs have certain degrees of choices to behave or not to behave altruistically towards their employees.

This PhD study is intended to introduce a completely new construct of CEO altruism in organizational behaviour grounded in OCB elevated to CEO level. Consistent with Colquitt's and Zapata-Phelan's (2007) taxonomy of empirical research theoretical contribution, this study attempts to develop a new construct and its relationships, and grounds its predictions with existing theories. In this Colquitt et al.'s (2007) level of theory building, this type of study is described as that representing a fundamental departure from existing studies by introducing some new research directions expected to shape future thinking. Conforming to this level of theory building, this PhD study attempts to represent more novelty and originality than other levels of theory building in the Colquitt and colleague's taxonomy.

Justification of the Study

CEO altruism empirical assessment provides a good opportunity for both theoretical and practical implications. On a theoretical basis, CEO altruism study can enrich the conceptualization of altruism across different levels of organizational members and units within a firm, and hence the benefit of altruism can be better understood. CEO altruism highlights the element of CEO discretionary behaviour as an integral part of the concept. In OCB, employee discretionary helping behaviours have been proved to benefit organizations in achieving firm performance (Podsakoff et al., 1997). The logic is that if employee discretionary helping behaviours towards other members of organizations have been found to benefit organizations, CEO discretionary behaviours in providing help related to employees' work and non-work issues are likely to do so. The issue is that what mechanism that transmits CEO discretionary behaviours to organizational benefits. This seems to be an unaddressed puzzle rarely discussed in organizational behaviour literature and thus needs to be properly explored. CEOs are generally regarded as the most important and powerful organizational actor (Reheul & Jorissen, 2014). This power allows CEOs to obtain certain amount of

discretion in performing managerial and individual actions in varying degrees, and with the discretion CEOs have, the CEOs have a wide array of potential courses of action in major (Hambrick & Abrahamson, 1995) as well as minor domains. Helping employees related to both work and non-work-related issues can be considered a domain CEO can take part with the aim to improve employee well-being that may improve positive employee performance. Through exploring CEO altruistic behaviours and mechanism that transmits CEO altruism to employee positive performance, this study may improve scholarly understanding that altruism is not only applicable for individual employee and group level but also for CEO level. Ultimately, this CEO voluntary actions may result in positive outcomes for both organizations and CEOs themselves.

On a practical basis, CEO altruism study can inform CEOs behavioural resources necessary to deal with limited resources to support employees, especially in certain types of business. Not all organizations have sufficient access to resources needed to support their employees. Small and medium enterprises (SMEs) for example often face limited access to resources to help employees handle their jobs and reach their performance. Due to limited resources, employees in SMEs often face a number of work-related issues such as work overload and multiple working roles and tasks (Lai, Saridakis, & Blackburn, 2015). As a result, SME employees are likely to be vulnerable to emotional exhaustion (Glisson, Dukes, & Green, 2006) that may lead to absenteeism (Ybema, Smulders, & Bongers, 2010) and intention to quit (Good, Sisler, & Gentry, 1988). Unlike employees in large firms, SME employees have limited access to qualified personnel with whom they discuss and manage their situations, and it can be difficult to divide their workload among colleagues to take time off work. Faced with limited capacity to address workforce challenges, SMEs typically need to optimize their leader resources to help employees maintain their performance. One such a resource is chief executive officer (CEO) altruism where CEOs discretionary devote either

their own resources or organizational resources to handle employees' work and non-work-related issues.

Research Significance

Researching CEO helping behaviours towards employees is critical for organizations based on three reasons. The first important reason for CEO altruism study is that CEOs are the most powerful member of modern organizations (Eisenhardt & Bourgeois III, 1988) as they have strong impacts on the firms' strategic direction, structure and internal processes (Beatty & Zajac, 1987; Davidson III, Worrell, & Cheng, 1990; Roth, 1995). CEOs are leaders of corporations who have the capacity to "set the tone for the entire corporation" (Wheelen & Hunger, 1990, p. 69). Given their top position in organizations, CEOs have a wider access and greater authority rather than other leaders in organizations to manage, plan and allocate firm resources, and hence CEOs are likely to earn more pay compared to other organizational members to compensate for their efforts in bringing firms into performance (Wade, Porac, Pollock, & Graffin, 2006). This greater access to resources may give CEOs more freedom to allocate both firm and CEOs' individual resources to support employees in need of help (see Haynes et al., 2015 for cases of altruistic CEOs). Thus, this study may inspire CEOs to allocate more resources to enhance employee well-being.

The second critical reason for CEO altruism study is related to the potential impact of CEO altruism on employee performance. CEO altruism may have a greater impact on employee positive perceptions towards firms compared to altruism of leaders at lower levels. Organizational support theory (OST) posits that employees may develop perception of organizational supportive behaviours -known as perceived organizational support (POS)- through identifying and personifying their firm leaders to the organizations (Eisenberger, Huntington, Hutchison, & Sowa, 1986). The level of employee POS is dependent on the level of employee identification and personification of leaders to organizations (Eisenberger,

Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Drawing on OST, it can be further argued that as top leaders, CEOs may obtain higher employee identification to and personification with organizations compared to lower level leaders. Thus, when CEOs behave altruistically towards employees, employees may associate these CEO altruistic behaviours with firm altruistic behaviours. The employee association of CEO altruism with firm altruism may enhance employee POS, and employee POS may impact employee job satisfaction (Rhoades & Eisenberger, 2002), organizational commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001) and organizational citizenship behaviour (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009).

The third underlying reason for CEO altruism study is related to modelling behaviour from leaders to followers in organizations. CEOs serve as important role models for their followers due to their designated roles, their status and success in the firm and their power to influence behaviours and outcomes of other firm members (Brown, Treviño, & Harrison, 2005). Most people in organizations look at others outside themselves for ethical guidance (Trevino, 1986) and ideally leaders including CEOs are central sources of the guidance (Brown et al., 2005). Leaders play roles not only as caretakers but also as role models for others by demonstrating the right example that can encourage others to pursue the shared interest (Van Dierendonck, 2011). It can be argued that altruistic CEOs may serve as altruistic role models for both managers and employees in organizations, and the example and modelling of CEO altruism has a potential impact in promoting altruistic behaviours in both managerial and employee levels.

Research Gaps and Research Questions

A review of the literature of altruism in organizational studies suggests there is a scarcity in the theoretical and empirical development of altruism demonstrated by CEOs towards employees as well as the influence of CEO altruism on employee performance. This

PhD study aims to fill this gap by elaborating on CEO altruism in more detail, proposing some underlying reasons why CEO altruism is worthy of investigation and testing the relationship between CEO altruism and employee-level outcomes. CEO altruism will be studied to improve a better understanding of what characterizes CEO altruism and how it relates to other variables in its nomological network.

There is some limited research on top leader altruism in organizations (Haynes et al., 2015; Preston & Brown, 2004; Yoshikawa & Hu, 2017). For instance, altruistic behaviours of board members occurs in a boardroom context tend to revolve around actions such as chairing a committee, orienting a new board member or helping address firm operational issues (Preston & Brown, 2004; Yoshikawa & Hu, 2017). Haynes et al. (2015) identified some characteristics of altruistic CEOs such as having lower self-interest, engaging in more corporate citizenship behaviours and focusing on developing long term strategies, and these CEO altruistic characteristics can lead to improved firm performance. However, these CEO altruism studies are silent on CEO altruistic behaviours towards employees. So far, there is a scarcity of discussion on how CEOs demonstrate their altruistic behaviours towards employees in organizations. Based on the above arguments, a fundamental research question can be proposed:

Research question 1: *How do CEOs behave altruistically towards employees in organizations?*

Despite the potential advantages of CEO altruism in influencing employee level outcomes, the role of CEO altruism in obtaining positive workplace relationships remains unspecified. As a result, little is known about the outcome of CEO altruism and mechanisms through which CEO altruism may influence employee attitudes and performance that may yield improved firm performance. The paucity of empirical research on CEO altruism is surprising given that CEO behaviours are critically important in influencing employee

attitudes and firm performance (Wang, Tsui, & Xin, 2011). Furthermore, as Hambrick and Finkelstein (1987) posit that CEO discretion greatly impacts firm-related outcomes, it can be argued that CEO discretion in helping employees may influence employee attitudes and performance (see Tett & Meyer, 1993 for a meta-analytic review of job satisfaction-job performance relationship). Based on the above arguments, the next fundamental research question can be proposed:

Research question 2 (a): *To what extent does CEO altruism explain employee attitudes?*

Research question 2 (b): *What is the mechanism through which CEO altruism may impact employee attitudes?*

This PhD study argues that CEO altruistic behaviours can be associated with employee performance. In this PhD study, employee performance is embodied in employee OCB, an important group of behaviours that constitutes the domain of employee job performance (Rotundo & Sackett, 2002) and indicates employee contextual performance (Borman & Motowidlo, 1997). CEO altruistic behaviours may predict employee OCB through a role modelling mechanism. Altruistic CEOs may serve as role models for both firm leaders and employees in performing altruism and OCB. When leaders in organizations imitate their CEO altruistic and citizenship behaviours, employees may be exposed to two exemplary citizenship role models of CEOs and leaders, and this may strongly encourage employees to demonstrate their OCB. Although employees modelling leaders' behaviours in organizations have been widely acknowledged (e.g., Brown et al., 2005; Sims Jr & Manz, 1982; Van Dierendonck, 2011), the discussion of how employees model their CEO altruistic behaviours in reaching their OCB remains limited. Furthermore, the mechanism through which CEO altruism may influence employee OCB has not yet been explored. Thus, the question of how CEO altruism impacts employee citizenship behaviours deserves more attention. To properly respond to this question, the next research questions are:

Research question 3 (a): *What is the relationship between CEO altruism and employee performance?*

Research question 3 (b): *What is the mechanism through which CEO altruism may impact employee performance?*

Level Issues

Level issues related to CEO altruism studies in predicting positive employee attitudes and behaviours can be clarified through a discussion on levels of analysis and levels of management. For levels of analysis, scholars have emphasized the importance of specifying the level of analysis in a conceptual model in which constructs operate (Waldman & Yammarino, 1999). Constructs like CEO altruism are particularly associated with the behaviour of a single CEO or CEO individual level of analysis, and the effect of this construct is conceived at firm level of analysis. This mechanism is in line with Klein, Dansereau, and Hall's (1994) cross-level models whereby relationships between independent and dependent variables are tested at different levels of analysis. The important issue is on the route through which CEO altruism as an individual level behaviour explains employee attitudes and behaviours as a collective unit that reflects organizations (see Yammarino & Bass, 1991). One possible route in which CEO altruism may have a link with employees' attitudes and behaviours is through the idea of "shared values". Through personal characteristics, leaders play a determined role in forming what organizations will look like, and leaders' personal values have been the most influential characteristics (Berson, Oreg, & Dvir, 2008). Berson and colleagues further suggest that CEOs distribute their values to employees as a tool to shape employees' behaviours and direct their organizations. CEOs with altruistic personalities manifested in their altruistic behaviours are likely to shape the attitudes and behaviours of employees through employees developing common perceptions of shared values of helping which is influenced by CEOs' behaviours.

For levels of management, scholars emphasize the hierarchical echelons in the organizations as the basis of analyses for this level issues (Waldman & Yammarino, 1999). For this study, the role of CEO altruism in explaining employee attitudes and behaviours can be seen from CEOs' position as top executives in the organizations. With this top management position, CEOs have a choice to maintain their leadership behaviour either close or distant to their followers. The leader distance with their followers can be described in terms of physical distance, interaction frequency and social distance, and the level of the leaders' influence on followers' behaviours vary dependent on to what extent 'close' or 'distant' followers are from their leaders (Antonakis & Atwater, 2002). Certain business context, like small and medium enterprises (SMEs) may largely provide CEOs relatively closer physical distance and higher interaction frequency with their employees than the context in large organizations. Hence, close interactions between CEOs and their employees in SMEs may encourage CEOs to maintain their leadership behaviour close to their employees that may contribute to CEOs' roles in influencing employees' attitudes and behaviours.

Research Setting: Small and medium enterprises

Small and medium enterprises (SMEs) in Indonesia are selected as the empirical setting for this PhD study. Although this study develops CEO altruism as a theoretical framework expected to be relevant in all firm sizes, SMEs are considered appropriate to test the link between CEO altruism and employee level outcomes. There are two underlying reasons of selecting SMEs as an empirical context of this PhD study. First, SME CEOs have direct involvement in the execution of firm policy. Research has suggested that SME CEOs are involved directly in executing SME strategies as they have more managerial discretion and freedom than their counterparts in large enterprises (Ling, Simsek, Lubatkin, & Veiga, 2008). These CEO managerial discretion and freedom give SME CEOs flexibility and adaptability in dealing with and executing new ideas (Messersmith & Guthrie, 2010;

Wilkinson, 1999) including to immediately respond to employees in need of help.

Furthermore, the direct nature of CEO-employee workplace relationship allow SME CEOs to have immediate personal and spatial relationships with employees (Cardon & Stevens, 2004), and create employment relationships with an emphasis on “the social relations of production” (Marlow, 2006, p. 472). This personal and spatial affinity provides SME CEOs a medium to demonstrate their altruism towards employees. Employees can tell the CEOs about their circumstances which in turn can invite CEO altruism.

The criteria to define SMEs vary among countries and regions, and in prior empirical studies. As a result, for this PhD study, SME criteria needs to be selected that is consistent with the nature of workplace relationships that support CEOs performing altruism towards employees. Some categories in the US define SMEs as firms employing less than 500 people (Flanagan & Deshpande, 1996; Golhar & Deshpande, 1997). Another study categorized SMEs as those with less than 250 employees (Jackson, Schuler, & Rivero, 1989). Taking a slightly different approach, the European Commission (2009) categorises micro and SMEs in terms of staff headcount and either turnover or balance sheet total. The European Commission’s categorization of SMEs is as described in Table 1.

Table 1

European Commission Categorization of Micro and Small and Medium Enterprises

Category	Ceilings		
	Staff headcount	Turnover or	Balance sheet total
Medium-Sized	< 250	≤ € 50 million	≤ € 43 million
Small	< 50	≤ € 10 million	≤ € 10 million
Micro	< 10	≤ € 2 million	≤ € 2 million

Adopted from European Commission (2009)

In the Spanish economy, the National Statistical Institute and the Spanish Confederation of Small and Medium-Sized Firms (CEPYME) take a different position from the European Commission in terms of headcount. Both Spanish organizations categorize micro enterprises as firms that employ one to 10 employees, small enterprises as firms that

employ 11 to 19 employees, medium-sized enterprises as firms that employ 20 to 99 employees and large enterprises as firms that employ equal to or more than 100 employees (Elena, López-Pérez, Iguácel, & Rosario, 2012).

Moving to Indonesia, SMEs have been defined differently by Indonesian central government and Indonesian central statistical agency or Badan Pusat Statistik (BPS). Through Act No. 20/2008 on Micro, Small and Medium Enterprises (Central Information Commission, 2016), Indonesian central government categorize micro and SMEs based on turnover and asset excluding land and buildings (see Table 2).

Table 2

Micro and Small and Medium Enterprise Categories based on Indonesian Law No. 20/2008

Enterprise category	Criteria	
	Asset excluding land and buildings (IDR)	Annual turnover (IDR)
Micro	≤ 50 million (A\$5,000)	≤ 300 million (A\$ 30,000)
Small	> 50 -500 million (A\$5,000-500 million)	> 300 million – 2.5 billion (A\$ 30,000-250,000)
Medium-Sized	> 500 million-10 billion (A\$500 million-1 million)	> 2.5 billion – 50 billion (A\$250,000-5 million)

Adapted from Indonesian Government Central Information Commission (2016)

Meanwhile, the Indonesian central statistical agency (BPS, 2016) categorizes SMEs merely based on the number of employees. Micro business is defined as an enterprise that employs less than five workers, small business employs five to 19 workers and medium business employs 20-99 workers (BPS, 2016).

Drawing on the aforementioned SME criteria, this PhD research refers to SME criteria as firms that employ 10 to 99 employees. This criterion will be used to ensure that the firms sampled are classified as SMEs according to and previous SME empirical research (Michie & Sheehan, 2008). SME criteria of employing five to 99 employees were also selected based on the argument that CEO altruistic behaviors towards employees can be observable by employees in this SME criteria.

Research Contribution

By addressing the identified research gaps and research questions, this research makes the following contributions to the literature of organizational behaviour in the following ways. First, in addressing Research Question 1, this research contributes to the literature by introducing the practices of CEO altruism towards employees in firm settings. While the current literature in organizational studies focused on discussing the practices of altruistic behaviours among employees (Podsakoff et al., 1990), team members (Bommer, Dierdorff, & Rubin, 2007; Chen et al., 2005) and board of directors (Preston & Brown, 2004; Yoshikawa & Hu, 2017), this PhD study advances the understanding of altruistic practices in firm settings by introducing CEO altruism towards employees. Drawing on OCB literature, this PhD study extends the application of altruism in organizational settings from the employee, team and leader level to the CEO level. Understanding CEO altruism towards employees is pivotal considering the critical importance of top leader helping behaviours towards employees to achieve firm performance (Haynes et al., 2015).

Second, in addressing research question 2, this research contributes to the literature of organizational behaviour by examining the impact of CEO altruism on employee attitudes and the mechanism through which CEO altruism impacts employee level outcomes. Possessing strategic roles and positions, CEOs who behave altruistically towards employees may encourage employees to feel obligated to return CEO's favour by behaving positively to organizations. This mutual altruism (Mendonca, 2001) or social exchange altruism (Sosik, Jung, & Dinger, 2009) adds to the organizational behaviour literature a concept that may practically benefit enterprises through improving employee performance. In addition, CEO altruism adds to leadership literature a construct that lends support to leader altruistic calling, an important element of servant leadership (Barbuto Jr & Wheeler, 2006), and the impact of the construct on employee level outcomes. The selection of job satisfaction as the outcome of

CEO altruism is based on the reason that job satisfaction is an important predictor of employee OCB and task performance (Tett & Meyer, 1993). Employees who are satisfied with their jobs are likely to demonstrate contextual performance i.e. OCB and task performance. When CEO altruism is found to predict job satisfaction, it is likely that CEO altruism can predict employee OCB.

Third, in addressing research question 3, this PhD research contributes to the literature of organizational behaviour by investigating the predictors of employee OCB, a group of behaviour that indicates positive employee performance (Borman & Motowidlo, 1997). There are a number of antecedents of employee OCB including employee individual characteristics, task characteristics, organizational characteristics, and leadership behaviours (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). CEO altruism discusses CEOs' voluntary willingness to demonstrate altruistic behaviour -an important element of leadership integrated in several leadership types- towards employees. Some leadership styles such as servant leadership (Sendjaya & Sarros, 2002), transformational leadership (Kanungo, 2001), authentic leadership (Avolio & Gardner, 2005) and spiritual leadership (Fry, Vitucci, & Cedillo, 2005) integrate altruistic behaviour in their leadership concepts as a behavioural tendency of leaders conforming to these leadership styles, and these leadership types were found to predict employee OCB and performance (e.g. Babcock-Roberson & Strickland, 2010; Dvir, Eden, Avolio, & Shamir, 2002). Thus, although CEO altruism is grounded in OCB elevated to CEO level, and OCB is initially and theoretically theorized as an outcome rather than an antecedent, the altruistic element integrated in CEO altruism concept may predict employee OCB similar to leadership behaviours do on employee OCB. Furthermore, the other mechanism by which CEO altruism may have a relationship with employee OCB is through modelling. It has been argued that modelling altruistic CEOs and leaders in organizations may predict employee OCB, and employee OCB benefits both individuals and organizations (see

Dalal, 2005; Williams & Anderson, 1991). Employees pay attention to external sources to help them conform to ethical conduct (Trevino, 1986) and leaders are ideal sources of guidance (Brown et al., 2005). Through demonstrating exemplary models, leaders serve not only as caretakers but also as role models for others that can encourage others to achieve shared interests (Van Dierendonck, 2011). This PhD study discusses CEO altruistic behaviours role modelling for managers and employees. This CEO role modelling is considered as a clarifying mechanism that may encourage managers and employees in organizations to demonstrate citizenship behaviours. In summary, this study adds to the literature of organizational behaviour another predictor of employee OCB from CEO altruism.

Theoretical Foundations

The theoretical foundation of this research is developed from literature of diverse but related fields of social psychology, psychology and organizational behaviour. The first stream of literature that sheds light on this study is social psychology. Social exchange theory (SET) (Blau, 1964) is a conceptual paradigm in social psychology literature relevant to the research questions. SET literature provides an underlying conceptual mechanism that transmits the actions of organizations or organizational representatives towards employees to employee performance.

The second major field from which the theoretical foundation of this research was drawn is psychology. In particular, a theoretical foundation in psychology relevant with current research is social learning theory (SLT), a theory of learning and social behaviour which posits that behaviours can be obtained through experiencing, observing and imitating others (Bandura, 1977). Modelling, a type of learning in SLT, offers a relevant perspective that is applicable to the conceptual framework of the study. Modelling occurs when people observe others' behaviours that result in ideas to practise the observed behaviours and to acquire demonstrated attitudes when guiding their future actions (Bandura, 1977). Modelling

CEO altruistic behaviours by managers and employees clarifies the mechanism through which CEO altruism may explain employee OCB via manager altruism.

The third stream of literature that has been important in addressing the research questions is the literature of organizational behaviour. A focal theme in the organizational behaviour literature relevant to answer the research questions is OCB (Organ, 1988). In OCB, extensive work on altruism is widely discussed (see Podsakoff et al., 2009 for meta-analysis of OCB; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). OCB includes altruism at employee level as an integral part of OCB dimensions (Organ, 1988; Podsakoff & MacKenzie, 1997; Podsakoff et al., 1990). Another important stream of organizational behaviour literature is organizational support theory (OST) (Eisenberger et al., 1986). OST is a theoretical concept that applies SET to the relationship between employers and employees in organizational contexts (Baran, Shanock, & Miller, 2012). OST provides clear explanations on how social exchange takes place in firm contexts via building employee perceived organizational support, which is defined as employee perception that firms value their contributions and care about their well-being (Eisenberger et al., 1986; Eisenberger et al., 2002).

Research Design and Methodology

Data for this PhD study were collected over a two-year period following three phases conducted in Indonesian-based SMEs. First, interviews were conducted with SME CEOs and employees which were continued with participant observations to observe the CEO-employee pattern of relationship. The interviews obtained interview data from 15 SME CEOs and 31 SME employees from the two SME sectors of rural banks and furniture manufacturers. These interview dan participant observation data were incorporated into two papers, Paper A (i.e. interview and participant observation data) and Paper B (i.e. interview data for Study 1). Both Paper A and Study 1 in Paper B were developed using different CEO and employee samples

but have similar industries. The underlying reason for dividing interview data into two papers is that Paper A was aimed to lay the ground for introducing CEO altruism concept through an in-depth qualitative study using interviews and participant observation, while Study 1 in Paper B was aimed to generate items for CEO altruism scales that will be used to inform Study 2 (scale development). Second, based on the interview data, CEO altruism survey items and scales were developed to assess employee perceptions of CEO altruism relevant for SME contexts. The survey contained 21 items which asked employees' perceptions on the four categories of SME CEO altruism: instrumental support, companionship support, emotional support and work-related help. Surveys of 390 employees in 10 Indonesian rural banks were administered and 308 usable surveys were received. The results were analysed using exploratory factor analysis and confirmatory factor analysis, resulting in the two revised CEO altruism categories of CEO general altruism and CEO work-related help.

Third, surveys that integrate two CEO altruism categories and the expected outcomes of CEO altruism such as perceived organizational support, job satisfaction, manager altruism and OCB were administered to 529 employees and 136 managers from 26 SMEs in Indonesia. The measures of the outcomes of CEO altruism were designed using well-established measures. Some adjustments were conducted to fit the research context. Overall, 546 survey responses were received from 112 managers and 434 employees. The 546 employee and manager responses were used to develop Study 3 in Paper B while 112 manager responses were used to develop Paper C. Both employees and managers responded to different CEO altruism scales in both papers in terms of the referent of the items, and hence there was no use of the same data analysed in two papers.

Summary of Papers

Paper A: CEO Altruism and Employee Attitudes and Performance: A Social Support and Organizational Citizenship Behaviour Perspective (Presented at the Annual Meeting

of the Academy of Management 2018 in Chicago, Illinois, USA. The initial version of Paper A was presented at Australian and New Zealand Academy of Management Conference 2017 in Melbourne, Australia)

Although empirical studies (e.g., Mackenzie et al., 1991; Organ, 1988; Podsakoff & Mackenzie, 1994; Podsakoff & MacKenzie, 1997) have suggested some practices and impact of employee altruistic behaviours to achieve group and firm effectiveness, limited attention has been given to analyse CEO altruism towards employees. This paper draws on literature of social support and organisational citizenship behaviour (OCB) to categorize CEO altruism practices and articulate an underlying mechanism that allows CEO altruism to predict employee attitudes and behaviours. To meet the research objectives, interviews with eight SME CEOs and 16 SME employees from eight Indonesian rural banking and furniture manufacturing SMEs were conducted continued with participant observations. Observations of eight SMEs confirmed the interview results. Paper A found that CEO altruism towards employees revolves around work-related help, and instrumental, companionship and emotional support, and deals with both employee's work-related and non-work-related issues. Furthermore, CEO altruism partly explains employee performance, and finally micro and macro organizational contexts in both rural banking and furniture manufacturing sectors have an impact on CEO altruism.

Paper B: Achieving Employee Performance and Job Satisfaction through CEO

Altruism: A Mediating Role of Perceived Organizational Support (Presented at the Annual Meeting of the Academy of Management 2019 in Boston, Massachusetts, USA. The initial version of Paper B was presented at the Australian and New Zealand Academy of Management Conference 2019 in Auckland, New Zealand)

Organizational behaviour literature has highlighted that leader altruism towards employees serves as an effective tool to mobilize employee actions in achieving the goals of

the firm (Kanungo, 2001), to build trusting organizational relationships, to develop collective minds and to establish collaborations (Yan & Yan, 2013). Although altruistic leaders are believed to be able to mobilize employee actions towards firm goals, little is known about how altruistic CEOs can impact positive employee attitudes and performance in reaching firm goals. Building on organizational support theory, Paper B examines CEO altruistic behaviour in predicting employee attitudes and behaviours in three studies. In Study 1, interviews with seven CEOs and 15 employees of Indonesian-based SMEs, which are different from interviews conducted to develop Paper A, revealed categories of CEO altruism and the extent to which CEO altruism explains employee attitudes and performance. CEO altruism was found to predict positive employee attitudes and behaviours. In Study 2, CEO altruism scales were developed to measure CEO altruism. 21 items that represented four categories of CEO altruism were developed and then were distributed to 390 SME employees from ten rural banks and 337 employees completed surveys (with an 86.4% response rate). Exploratory and confirmatory factor analysis of 308 usable surveys yielded two CEO altruism categories of CEO general altruism and CEO work-related help. In Study 3, the final items of CEO general altruism and CEO work-related help were distributed to 529 employees and 136 managers from 26 SMEs across different industries. The study found both CEO general altruism and CEO work-related help were significantly and positively related to employee job satisfaction. POS was found to mediate the CEO work-related help-job satisfaction relationship but failed to mediate the CEO general altruism-job satisfaction relationship. These findings introduce CEO altruism by emphasizing CEO altruistic behaviours towards employees' work-related and non-work-related issues that predict positive employee attitudes and performance.

Paper C: CEO Altruism, Manager Altruism and Organizational Citizenship Behaviour: A Social Learning and Social Exchange Perspective (Presented at the Australian and New Zealand Academy of Management Conference 2019 in Cairns, Queensland, Australia)

This study draws on social learning and social exchange theory to examine the mediating role of manager altruism on the relationship of perceived CEO altruism with employee OCB. Paper C focuses on the CEO general altruism dimension that addresses CEO altruistic behaviours towards employees' non-work-related issues. Paper C hypothesizes that perceived CEO general altruism predicts employee OCB towards individuals (OCBI) and OCB conscientiousness mediated by manager altruism. Paper C used CEO general altruism items adapted from Paper B. In Paper C, managers responded to items of CEO general altruism that assess CEO altruistic behaviours oriented towards all employees. Meanwhile, in Paper B, employees and managers responded to items of CEO general altruism that assess CEO altruistic behaviours oriented towards individual employees. Results of Paper C show that perceived CEO general altruism is positively associated with OCBI and OCB conscientiousness. Manager altruism was found to mediate the CEO general altruism-OCBI relationship but failed to mediate the CEO general altruism-OCB conscientiousness relationship. Paper C discusses the theoretical implications of findings and directions for future research.

Overview of Chapters

The overall structure of this thesis consists of six chapters including the introductory chapter. Taken together, the chapters in the PhD thesis aim to assess the role of CEO altruism in predicting employee attitudes and performance. Chapter 1 has presented the background of the study followed by research significance, research gaps and research questions and research settings. Research contributions and theoretical foundations are provided, as well as an overview of the research design and methodology, followed by a summary of the three studies and overview of chapters. Chapter 2 presents a review of the theoretical frameworks and literature informing the thesis. Chapter 3 presents Paper A, a qualitative interview and observation study which investigates categories of CEO altruism and the impact of CEO

altruism on positive employee attitudes and performance. Chapter 4 presents Paper B, a mixed method study of qualitative interview and quantitative survey which develops CEO altruism measures and tests the relationship of CEO altruism with employee job satisfaction mediated by perceived organizational support. Chapter 5 presents Paper C which tests the relationship of CEO general altruism with employee performance which is manifested in OCBI and OCB conscientiousness. The empirical studies reported in Chapters 3 to Chapter 5 represent three phases of research, as outlined in Figure 1 and table 3. Chapter 6 synthesizes the findings of the three papers to present them in the context of PhD research and thus provides important theoretical and practical implications. The PhD ends with limitations and suggestions for future studies.

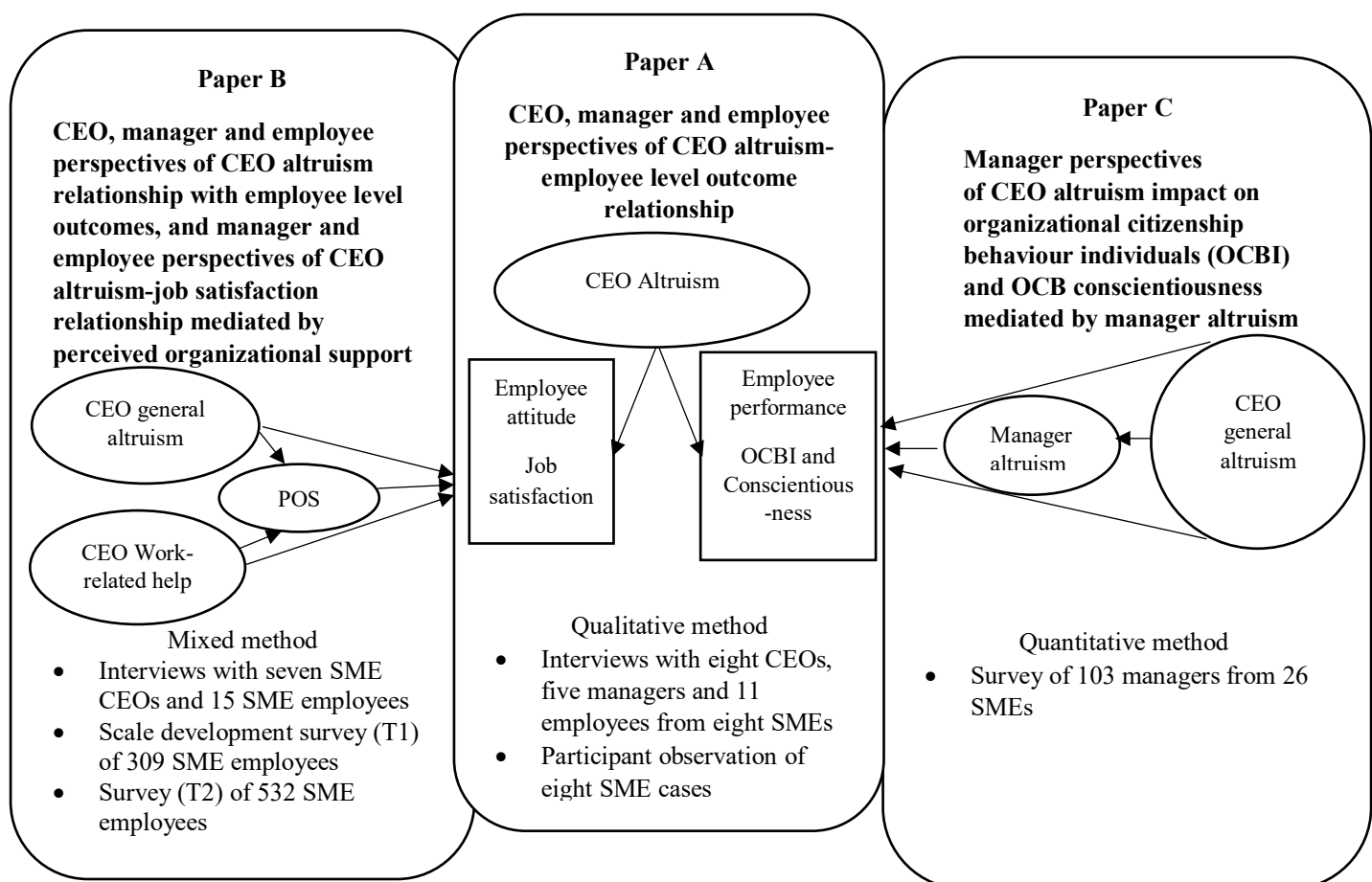


Figure 1. Conceptual framework of three related papers

Table 3.

Research Studies at the Individual and Organisational Level.

Level	Study	Focus of the Study	Sources of data
Individual	Paper A: employee, manager and CEO perceptions of CEO altruistic behaviors towards employees	Perception of CEO altruism and its impact on perceived employee attitudes and behaviours	<ul style="list-style-type: none"> • Interviews to SME CEOs, managers and employees • Participant observation
Organizational	Paper B: CEO and employee perceptions of CEO altruism in predicting employee attitudes and behaviours, and employee perspectives of CEO altruism-employee attitudes relationship	CEO and employee perspectives of CEO altruism in predicting employee level outcomes, and employee perspectives of CEO altruism-job satisfaction relationship mediated by perceived organizational support	<ul style="list-style-type: none"> • Interviews to SME CEOs, managers and employees • Surveys (T1) to 308 employees • Surveys (T2) to 532 SME employees
Organizational	Paper C: manager perceptions of CEO altruism in predicting employee behaviours	Manager perspectives of CEO altruism in predicting employee organizational citizenship behaviour individuals (OCBI) and employee OCB conscientiousness mediated by manager altruism	Surveys to 103 managers from 26 SMEs

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Chapter 2: Literature Review

Introduction to Chapter 2

Chapter 2 provides a review of conceptual paradigms used in this PhD thesis. The review begins with a discussion on social exchange theory (SET) as a major theoretical paradigm used in this PhD study. The theoretical discussion is continued with reviewing organizational support theory (OST), a theoretical framework that applies SET to the employer-employee relationship in workplaces followed by exploring social learning theory (SLT), a conceptual paradigm used to explain leaders' role modelling in workplace settings. Following this, a discussion on organizational citizenship behaviour (OCB) to explain the essential role of OCB in creating desired outcomes at individual employee, group, unit and firm levels is presented. A discussion on OCB is essential as CEO altruism concept investigated in this PhD study is deeply rooted in OCB literature. Altruism as one of the OCB dimensions in organizational behaviour studies is then discussed followed by exploring social support literature that discusses a conceptualization of social support provided in both social and workplace contexts. Finally, the role of CEO leadership in influencing firm performance mediated by employee level outcomes is specified.

Social Exchange Theory

Given the theoretical usefulness, SET (Blau, 1964) is considered one of the most dominant conceptual paradigms for understanding behaviours in organizations (Cropanzano & Mitchell, 2005; Rafferty & Restubog, 2011). SET has been extensively used in organizational behaviour studies to explain firm phenomena at individual (e.g., Ilies, Fulmer, Spitzmuller, & Johnson, 2009), team (e.g., Pearce & Herbig, 2004) and firm level (e.g., Zhong et al., 2016). SET has been used to explain motivations underpinning employee engagement in OCB (e.g., Podsakoff, Whiting, Podsakoff, & Blume, 2009) and the establishment of positive employee attitudes manifested in organizational loyalty (e.g., Eisenberger, Huntington, Hutchison, & Sowa, 1986). SET posits that positive and

advantageous actions that firms or their representatives perform to employees may lead to firm-employee high-quality exchange relationships that generate employee perceived obligations to equally reciprocate with positive actions (Settoon, Bennett, & Liden, 1996).

The interactions in the exchange process explained by SET are viewed as interdependent and dependent on the responses of another actor (Blau, 1964). This exchange process necessitates a mechanism through which the performed actions or behaviours can be properly reciprocated. Reciprocity or repayment in kind is likely to represent this mechanism. Reciprocity is a moral norm (Gouldner, 1960) that guides much research in organizational studies in analysing interactions among organizational members (Cropanzano & Mitchell, 2005). Social exchange emphasis on reciprocity and perceived obligation makes this exchange differ significantly from economic exchange. Economic exchange requires a formal contract that specifies exact obligations for another party receiving favours to reciprocate the favours they received. Social exchange involves virtue that creates obligation for future returns, but at what time the virtue will be reciprocated and in what form the return will be provided are not precisely specified (Blau, 1964; Eisenberger et al., 1986). As obligations are not specific, trust plays an essential role in maintaining the long-term feasibility of benefactor-beneficiary relationship (Snape & Redman, 2010).

The mechanism that transmits the benefactor-recipient exchange relationship can be explained by a value exchange process between actors in the exchange. Social exchange indicates a joint activity involving two or more actors where each actor holds something that the other values (Lawler, 2001). Within this joint activity, social exchange requires a series of interactions among actors that generate mutual obligations (Cropanzano & Mitchell, 2005). The implicit or explicit duties each actor has to perform in the exchange is intended to generate benefit for each actor through the exchange of goods or behaviours that the actors cannot obtain alone (Lawler, 2001). The recipient of positive actions is likely to have an

extreme sense of indebtedness that can be moderated through reciprocation (Greenberg, 1980). The reciprocation process is conducted in some ways that enable benefactors to notice the reciprocation (Settoon et al., 1996). The reciprocation process specifies that the return to be made by the recipients should be roughly equivalent to the benefits being received, either concretely different but equal in value or concretely alike or identical in form (Gouldner, 1960).

Empirical research exploring the exchange process in organizational contexts usually investigate associations between firms or firm representatives' actions and employee responses that can be explained by the exchange process (see Figure 1 for organization-employee social exchange process). Most research starts investigations of exchange processes from the predictors manifested in either organizational-level interventions such as human resource management practices (e.g., Huselid, 1995; Lam et al., 2009; Zhong et al., 2016) and organizational justice (e.g., Gupta & Singh, 2013; Moorman, 1991; Nadiri & Tanova, 2010) or firm representatives' interventions such as CEOs' and leaders' behaviours (e.g., Mayer et al., 2009; Settoon et al., 1996; Wang et al., 2011). These interventions were intended to provide tangible or intangible benefits to employees. Investigations continue to see whether these interventions yield reciprocal actions that are manifested in positive employee behaviours such as OCB directed at individuals and organizations (Snape & Redman, 2010), employee ethical behaviours (Mayer et al., 2009) and low employee turnover intentions (Lam et al., 2009). The outcomes of these employees' responses, in turn are returned back to organizations and play central roles in achieving organizational performance and effectiveness (see Podsakoff et al., 2009 for meta-analysis of individual and firm level outcomes of OCB).

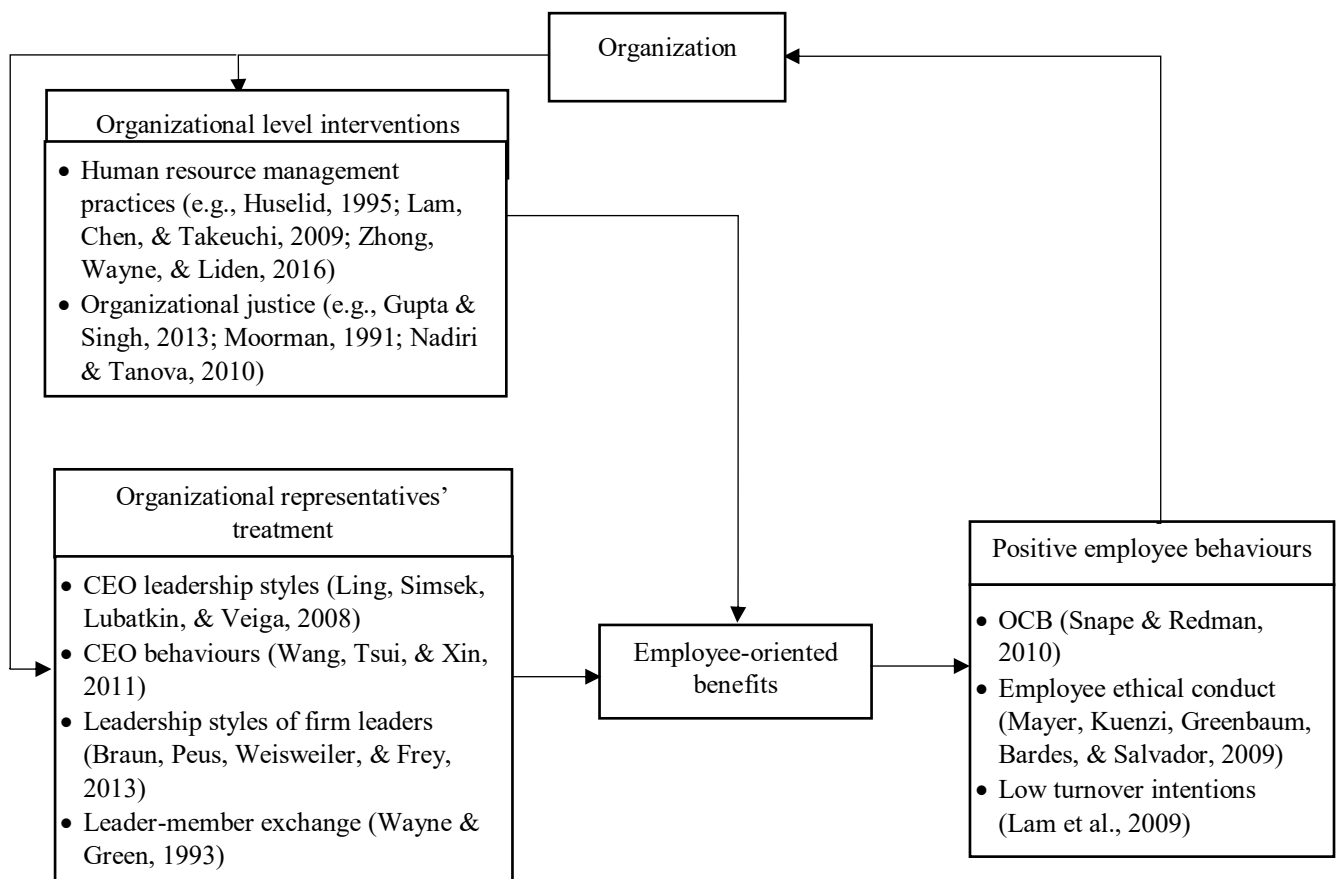


Figure 1. The Employee positive reactions towards actions from organizations and organizations' representatives that form an organization-employee exchange relationship

Drawing on the organization-employee exchange process, SET includes a relevant perspective to explain the CEO behaviour-employee level outcomes relationship. Under SET, advantageous actions of firm representatives, like CEOs' actions to improve employee welfare, are likely to generate a firm-employee high quality exchange relationship as employees may perceive obligations to reciprocate with positive actions whose benefits return to organizations. CEO behaviours benefiting employees are valuable actions for employees while positive employee actions directed at other colleagues and organizations are valuable properties for CEOs to reach organizational goals. This mutually beneficial interaction, if continually performed, is likely to create a more sustainable long-term business via building a healthy workplace relationship.

In summary, this section has provided a brief summary of the literature related to SET. The step by step process of social exchange between two or more actors has been described along with mechanisms of organization-employee social exchange processes. In this section it has been found that leader individual actions, like CEO actions to provide tangible and intangible benefits to employees, can serve as an important antecedent for the organization-employee exchange relationship. This relationship in turn can result in positive employee performance considered valuable for organizations to reach organizational goals. The following section will discuss a theory that applies SET to explain the employer-employee exchange relationship in organizations.

Organizational Support Theory

Organizational support theory (OST) is a perspective that applies SET to the relationship between employers and employees (Baran, Shanock, & Miller, 2012). Drawing on the norm of reciprocity, OST posits that workers demonstrate effort and dedication to their firms for tangible benefits (e.g., pay and additional benefits) and socio-emotional benefits (e.g., esteem, approval, and caring) they receive from their firms (Eisenberger et al., 1986). OST proposes that in determining the firms' readiness to compensate increased work-related effort and to fulfil socioemotional needs, employees hold a common belief regarding how the firm appreciates their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Such a belief, called perceived organizational support (POS) develops through employee tendencies to characterize organizations with humanlike characteristics (Eisenberger et al., 1986), an idea developed from Levinson's concept of man-organization relationship (Levinson, 1965). The actions of firm agents such as the actions of managers and supervisors are viewed by employees and observers as the actions of firm itself rather than the agents' personal interests (Levinson, 1965). Levinson further suggested that observers' personification of firms' agents to firms is supported by four aspects including

firms' legal, moral and financial responsibilities for the actions of firms' agents, firms' policies that create great similarities of agents' behaviours across different times and geographical areas, firm informal norms, precedents and traditions that guide the agents' behaviours and firm agents' role performance that shares common characteristics throughout the firms. Based on the agent-to-firm personification, employees perceive firm agents' favourable or unfavourable treatments as a signal that firms favour or disfavour them (Rhoades & Eisenberger, 2002).

Another important feature of OST is that employees more highly appreciate resources received from discretionary decisions rather than from firm policies forced by external power beyond the firm control (Rhoades & Eisenberger, 2002). The voluntary nature of firm decisions in improving employee well-being may indicate that the firms genuinely value and respect employees, and these firm voluntary decisions may strengthen employee perception of firm supportive behaviour (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Based on this argument, CEOs' or leaders' discretionary actions in providing help and support to employees are likely to develop employees' perceptions that the firms voluntarily provide them discretionary supports. Because CEOs or leaders act as firm agents, employees receiving favourable treatment from their CEOs or leaders may develop their perceived organizational support (POS). The level of employee POS is dependent on the extent to which employees personify the CEOs and leaders to the firm. The higher the perceived leaders status, the greater the level of employee POS (Eisenberger et al., 2002), and the higher the position of leaders the greater the employee personification of leaders to firms (Kurtessis et al., 2017).

Drawing on OST, many empirical studies have investigated the relationship of POS with a number of predictors and outcomes (for meta-analytic reviews see Baran et al., 2012; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Kurtessis et al.,

2017). Findings of a meta-analysis study (Eisenberger et al., 2002) indicate that four main categories of beneficial treatment employees received i.e., fairness, supervisor support, organizational rewards and favourable job conditions are associated with employee POS. This employee POS is then related to outcomes favourable for employees such as job satisfaction and positive mood, and favourable for firms such as affective commitment, performance and lessened withdrawal behaviour. Kurtessis and colleagues' (2017) meta-analytic assessment of OST more broadly discusses the antecedents and outcomes of POS. Drawing on the results of 558 previous empirical studies, Kurtessis and colleagues found that OST is generally successful in predicting both antecedents of POS (i.e., leadership, employee–organization context, human resource practices and working conditions) and its consequences (i.e., employee's orientation toward the organization and work, employee performance and well-being). This employee global belief that their workplaces value their contribution and care about their well-being is related to behavioural outcomes essential for organizational effectiveness such as increased in-role behaviour and OCB and reduced withdrawal behaviours (Kurtessis et al., 2017).

Specifically related to the POS-OCB relationship, Kurtessis and colleagues (2017) note that POS should be positively associated with employee efforts on behalf of the organization. POS directs employees to demonstrate behaviours beyond their normative roles through employees engaging in OCB directed towards organization (OCBO) and other members of organizations (OCBI). These scholars further argue that because POS focuses on organization, POS should predict employee OCBO more than OCBI. In fact, their meta-analysis found that POS was positively related to employees' efforts on behalf of the organization, in-role performance and OCB with OCBO was more strongly related to POS than OCBI was. These findings are consistent with the view that POS invokes behaviours specifically oriented towards helping the organization.

This section has reviewed the key aspects of OST in explaining the process of employees developing general beliefs that their firms value their contributions and care about their well-being i.e., POS, and how this employee POS generates positive outcomes. As was pointed out in the beginning of this sub section, POS should provoke the reciprocity norm that leads to employees' perceived obligation to help the firm and employee expectations that the firm will notice and reward increased employee performance. As a result, employees with high POS are likely to engage in better work-related efforts yielding enhanced in-role work performance and extra role work performance beneficial for the firm (Kurtessis et al., 2017). The next part of this chapter will discuss a theoretical concept that explains employee social learning processing that yields employee positive behaviours through leader role modelling.

Social Learning Theory

Social learning theory (SLT) (Bandura, 1977) is a theory of learning and social behaviour that particularly emphasizes vicarious, symbolic and self-regulatory processes in learning certain behaviours and skills through observing and imitating others (Bandura, 1971). According to SLT, individuals learn most behaviours through modelling that happens when individuals observe others' behaviours as role models and this learning guides them to perform such behaviours (Bandura, 1977). Through observing role models' behaviours and the outcomes of the behaviours, individuals develop knowledge of causal relationship between the behaviours and consequences that direct them to emulate or avoid the behaviours (Resick, Hargis, Shao, & Dust, 2013).

In organizational settings, particularly in small and medium enterprises (SMEs), role modelling is conducted by employees and leaders. Employees perform role modelling through emulating other peers and leaders' behaviours they perceive appropriate to be role models (Bai, Lin, & Liu, 2017) while leaders perform role modelling through observing and emulating their peer leaders and more experienced and upper level leaders (Sims Jr & Manz,

1982). As role modelling needs observations of behaviours, there are four required conditions for role modelling to take place in organizations (Bandura, 1977, 1986). First, role modelling needs attention. Individuals cannot observe behaviours of role models “unless they attend to and perceive accurately, the significant features of modelled behaviours” (Bandura, 1977, p. 24). The behaviours and actions of immediate supervisors are generally readily observable (Brown, Treviño, & Harrison, 2005). The significant number of research on the relationship between leadership and employee level outcomes such as employee motivation, creativity, team performance, ethical behaviours and attitudes (e.g., Dvir, Eden, Avolio, & Shamir, 2002; Masi & Cooke, 2000; Mayer et al., 2009; Wang et al., 2011) signifies the close spatial relationship between followers and leaders at lower level of managerial position (Ling et al., 2008). However, for SME contexts, the exposure of leaders’ behaviours including CEOs is more obvious. SMEs’ close spatial and social relationship between leaders and employees provide opportunities for leaders’ behaviours to be easily observable.

Second, role modelling requires retention. Modelled activities need to be stored in memory in symbolic forms through repeated exposures to modelled behaviours that allow modelling stimuli “to produce enduring, retrievable images of modelled performance” (Bandura, 1977, p. 25). The nature of SME workplaces facilitates repeated encounters between supervisors and employees, and among CEOs, managers and employees in executing work-related tasks. Supervisors have tasks to act as a link between top management and employees, to coordinate daily operations and to provide day-to-day direction and mentoring to firm members (Mayer et al., 2009). These tasks facilitate supervisors’ behaviours to be frequently exposed to employees. Similarly, given that SME CEOs tend to directly engage in executing firm policies and strategies (Lubatkin, Simsek, Ling, & Veiga, 2006), the CEOs are likely to have close interactions with their employees. Hence, their behaviours are easily exposed to the employees.

Third, role modelling needs behaviour production manifested in transforming observational learning into practices (Bandura, 1977). Performing positive behaviours such as helping, caring and cooperativeness as the output of modelling leaders' behaviours is relatively easy and does not require complex knowledge and skills. These behaviours are common in day-to-day practices and embedded in social interactions. Finally, role modelling necessitates a motivational process in translating the learning into practice. If the outcome of modelled behaviours results in rewarding rather than punishing outcomes, the actors are more likely to imitate the behaviours and translate the learning into performance (Bandura, 1977). In leader role modelling, employees assess the behaviours of leader role models as to whether the behaviours are normatively appropriate and socially legitimate, and tend to avoid unethical behaviours of role models that are likely to result in punishment (Manz & Sims Jr, 1981; Mayer et al., 2009). Furthermore, to motivate employees to model their leaders' behaviours, the leaders need to be attractive, credible and legitimate through demonstrating altruistic rather than egoistic behaviours and developing moral principles of honesty, consideration, fairness and respect (Brown et al., 2005). The social learning process that occurs in SME contexts is as described in Figure 2.

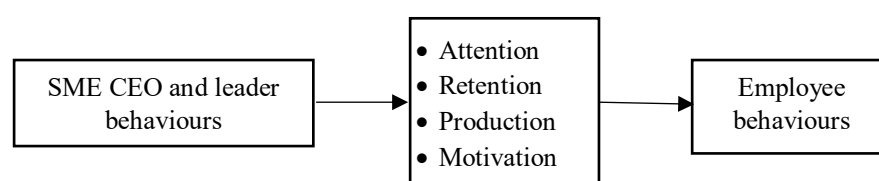


Figure 2. The process of leader-employee role modelling in small and medium enterprises

Given the importance of leader role modelling in organizational contexts, studies have investigated the influence of leaders' behaviours on followers' behaviours (e.g., Mayer et al., 2009; Resick et al., 2013). Following a trickle-down model, top management ethical leadership was found to be associated with supervisor's ethical conduct and this relationship further explains group-level deviance and OCB (Mayer et al., 2009). This evidence shows

that the majority of people in organizations observe others' behaviours for ethical guidance (Trevino, 1986) and ideally leaders prepare themselves as central sources of the guidance (Brown et al., 2005). By demonstrating appropriate examples, leaders play roles not only as caretakers but also as role models that can encourage others to pursue shared interests (Van Dierendonck, 2011).

This section has analysed SLT to explain role modelling in work contexts and the mechanism through which employees learn and model the behaviour of their leaders. This section has demonstrated that leaders are important role models and sources of guidance for their employees. Hence, leaders performing behaviours appropriate for role modelling are likely to support the achievement of firm performance directly through influencing organizational outcomes and indirectly through encouraging their followers to model their behaviours. The following section will discuss a conceptual paradigm that explains and explores organizational member behaviours that benefit organizations and serve as an outcome of social learning and social exchange processes.

Organizational Citizenship Behaviour

OCB is a theoretical concept that indicates behaviours of organizational members that go beyond the call of duty and performance appraisal (Organ, 2016). OCB is defined as “individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4). Given the contribution to organizational effectiveness in forming organizational, social, and psychological contexts that play a role as a catalyst for task activities and processes, this citizenship behaviour is regarded as an indication of employee contextual performance (Borman & Motowidlo, 1997). This contextual performance was found to be weighted roughly equally by supervisors when making overall judgment on subordinate performance (Borman & Motowidlo, 1997).

OCB has attracted significant scholarly interests evidenced by over 4,900 articles published on OCB and related constructs from 1983 to 2017 (Podsakoff, Mackenzie, & Podsakoff, 2018). Podsakoff and colleagues (2018) further noted that of 4,900 articles, eighty-three percent were published in the last 10 years, and fifty-one percent were published in the past five years. The increased trend of OCB-related studies is attributable largely to the essential role of OCB in creating positive outcomes at individual employee, group, unit and organizational levels. At individual level, OCB is an important indicator of employee performance. At leader level, OCB is often indicative of leadership effectiveness. At group, unit and organizational level, OCB includes a main element that contributes to group, unit and organizational effectiveness and success (Podsakoff et al., 2018).

There are boundary conditions for behaviours to be properly qualified as citizenship behaviour (Organ, 2016). First, behaviours to be regarded as OCB must collectively and logically support the attainment of organizational effectiveness through for example sustaining or enhancing the cooperative system of the organization. Second, such behaviours must be rested on the discretion of individuals to perform or not to perform the behaviours, and that the omission of the behaviours would not be penalized under the firms' formal system. Third, many of behaviours addressed as OCB would not be incorporated into the formal records of organizations, but the behaviours may be present in the memories of colleagues, leaders or customers. Finally, behaviours to be regarded as OCB have to conform to the idea that such behaviours, if conducted by a significant number of firm members, would contribute to a higher level of firm performance and effectiveness in reaching goals, or at least will reach the increased performance than if the behaviours are hardly demonstrated (Organ, 2016).

OCB is associated with dimensions that were the subject of reconstruction and addition. In the early 1980's, OCB was represented by two dimensions of altruism i.e.,

helping behaviours directed at specific individuals and generalized compliance i.e., impersonal forms of conscientious citizenship for the sake of organization (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). In a subsequent assessment, Organ (1988) reconstructed the OCB structure by removing its general compliance dimension and adding another four OCB dimensions to establish an overall five OCB dimensions which include altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is defined as discretionary behaviours that have the effect of helping a specific firm member related to organizationally relevant tasks or problems. OCB conscientiousness refers to employee discretionary behaviours that move beyond the minimum role requirements established by organizations. Sportsmanship is defined as employee willingness to tolerate less convenient work circumstances without complaining (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Courtesy is characterized by firm member actions in preventing work-related problems such as providing colleagues advance notice about some work that the colleagues might need for preparation and using common resources in a way that avoids problems for those who use them later (Organ, 2016). Drawing on a theoretical foundation of civic citizenship described in political philosophy, Van Dyne, Graham, and Dienesch (1994) introduced other OCB dimensions such as participatory contribution manifested in conducting additional work activities, self-development and volunteering for particular assignments, advocacy participation manifested in encouraging quiet individuals to speak up in meetings and helping colleagues to think for themselves, loyalty manifested in having allegiance to the firm and promoting its interests, and voice manifested in performing promotive behaviour through expressing constructive challenge aimed at improving rather than merely criticizing.

Given theoretical and managerial applicability, individual-level OCB was extended to unit, group and interfirm level. At unit level, unit-level OCB was introduced and defined as “normative level of OCB performed within the unit” (Ehrhart, 2004, p. 64). This unit level

OCB construct is not the mean level OCB demonstrated by unit members, “it is perception of what is considered the standard mode of behaviour in the unit” (Ehrhart, 2004, p. 65). At group level, group-level OCB (GOCB) emerged as group behaviours critical for group function that influences various group effectiveness measures (Choi, 2009). Grounded in individual level of altruism, GOCB is defined as “group members’ voluntary helping behaviour that provides assistance for preventing or resolving work-related problems of other members” (Choi, 2009, p. 1398). At the inter-firm level, Autry, Skinner, and Lamb (2008) established interorganizational citizenship behaviour (ICB) construct intended to investigate the discretionary practices among firm boundary personnel in the context of partner firms in supply chains. ICB is defined as “interfirm behavioural tactics, generally enacted by boundary personnel, that are discretionary, not directly or explicitly included in formal agreements, and that in the aggregate promote the effective functioning of the supply chain” (Autry et al., 2008, p. 54). Adapting OCB literature (i.e., Graham, 1991; Organ, 1988; Smith et al., 1983), Autry and colleagues (2008) developed seven dimensions of ICB that include interorganizational altruism parallel to OCB helping behaviour, interorganizational tolerance consistent with the category of OCB sportsmanship, interorganizational loyalty parallel with the organizational loyalty OCB category, interorganizational conscientiousness similar to the category of OCB’s reflecting individual initiative, interorganizational compliance reflecting OCB organizational compliance, interorganizational constructiveness reflecting OCB civic virtue and interorganizational advancement reflecting OCB’s concept of self-development.

Another scholarly endeavour to extend the OCB theoretical concept is through identifying other dimensions of OCB. As the majority of OCB empirical studies are based on investigations conducted in Western-based contexts using Western’s employees as samples, Farh, Zhong and Organ’s (2004) empirical study identifies OCB dimensions commonly found in a non-Western-based context. Drawing on a diverse sample of 158 employees and

managers in 72 state-owned, collective, town and village, foreign-invested and private enterprises in China and using content analyses to find main forms of OCB, the study identified 10 dimensions of OCB. One dimension was not found at all in the OCB Western-based literature and four dimensions do not reflect OCB established measures. The study posits that the formulation of OCB in the Chinese context differs in some ways from OCB in the West. A unique social and cultural context and to some extent major firm reformed policies where firms no longer provide comprehensive benefits for employees play an important role in the Chinese-West OCB dimension difference.

In summary, it has been shown from this review that because of the essential role of OCB in creating positive outcomes at individual employee, group, unit and firm levels, OCB received significant growing interests from scholars as a construct worthy of investigation and development. At the inception, OCB was associated with two dimensions (Bateman & Organ, 1983; Smith et al., 1983) and were reconstructed to improve the OCB theoretical rigour by removing the dimension of general compliance and adding four others, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988; Podsakoff et al., 1990). Beside these five established dimensions of OCB, other new developed OCB dimensions were introduced and the extension of individual level OCB to unit, group and interfirm level was conducted. The next section will discuss altruism which is the most frequently cited dimension of OCB and is deeply rooted in the literature even before OCB term was introduced.

Altruism

Altruism has attracted considerable scholarly attention as a principle and moral practice essential for the development of human life and social science (Wilson, 2015). First introduced by a French philosopher, Auguste Comte in 1851 as an antonym of egoism (Wilson, 2015), altruism has been largely studied in various disciplines such as psychology (Batson, Ahmad, & Stocks, 2011), management (Fry, 1982), sociology (Rushton, 1982),

economics (Scheffczyk & Peacock, 2010) and organizational behaviour (Smith et al., 1983).

Although altruism was considered to have diminished in the late nineteenth century, there was a renewed interest in altruism as an element of human behaviour deserving scientific examination (Krebs, 1970).

Many scholars have defined altruism based on their theoretical positions (Krebs, 1982). Social learning perspective defines altruism as social behaviour conducted to obtain positive outputs for others rather than for him/herself (Rushton, 1982). This definition emphasizes recipients' interests as a goal in conducting the behaviour. The behavioural perspective views altruism as actions that are costly and giving economic benefits to other people (Fehr & Fischbacher, 2003). In terms of management, altruism is defined as "any work-relevant behaviour that benefits others regardless of the advantages such behaviour has for the benefactor" (Kanungo & Conger, 1990, p. 244). This definition emphasises the relevance of altruistic behaviours for work and organizational contexts and is consistent with an altruism definition from organizational behaviour studies. OB studies define altruism as "discretionary behaviours that have the effect of helping a specific other person with an organizationally relevant task or problem" (Organ, 1988, p. 8). Despite the diversity of definitions, each definition stresses two primary features of altruism that include improving the welfare of others and performing self-sacrifice by giving one's own time and resources (Li, Kirkman, & Porter, 2014). This thesis uses the management and organizational behaviour altruism definition.

In organizational behaviour studies, altruism was introduced as an important element of OCB besides other OCB dimensions such as conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988). Given that OCB dimensions consist of altruistic characteristic, it is not surprising that altruism has gained considerable attention in OCB investigations from its theoretical inception (Smith et al., 1983). Since the earliest formative phase of OCB,

altruism has consistently held a central position as a dominant (Brief & Motowidlo, 1986; Motowidlo, 1984; Smith et al., 1983) and the most frequently-cited dimension of OCB (Konovsky & Organ, 1996; Snape & Redman, 2010). Altruism is also considered a construct marked with the broadest and most complex structure that has its deepest roots in the literature (Podsakoff, Ahearne, & Mackenzie, 1997). Altruism is manifested in helping colleagues who have been absent, orienting new employees voluntarily, helping colleagues with heavy workloads, assisting supervisors with their work (Smith et al., 1983), being ready to help people around them, and willingly helping others with work-related problems (Podsakoff et al., 1990). Organ (1988) noted that although the most frequent altruistic behaviours are directed at co-workers, altruism oriented toward outsiders such as customers, clients, vendors and suppliers can qualify as OCB altruism so long as it is relevant with organizational goals. Altruism seems to directly benefit specific individuals important for organizations and indirectly help organizations by enhancing work group effectiveness (Snape & Redman, 2010) and organizational efficiency (Organ, 1988).

Drawing on the work of Ehrhart (2018), helping in organizations can be identified in several combinations. The first combination of help revolves around instrumental and emotional help. Instrumental help -which includes informational help- is associated with more tangible and task-related issues, while emotional help is associated with personal and less task-related issues. The second combination of help is between job-related and non-job-related support. Job-related is associated with helping colleagues who have heavy workloads and work-related problems (Podsakoff et al., 1990). Non job-related support is associated with emotional social support manifested in employees' behaviours such as discussing non-work-related topics and discussing negative and positive aspects of employees' work (Bowling et al., 2004; Bowling, Beehr, & Swader, 2005). The third combination of help is between task assistance and social and emotional support. Task assistance refers to help that is

associated with work functioning that includes tangible and work-related advice, supporting training and learning activities, coaching and offering solutions to job-related issues (Mor Barak, Travis, Pyun, & Xie, 2009). Ehrhart (2018) criticized discussions on helping in OCB that tend to focus on instrumental help, except Settoon and Mossholder's (2002) study on interpersonal citizenship behaviour and Williams and Anderson's (1991) scale for OCB targeted towards individuals (OCB-I). For instance, commonly cited helping items in OCB literature point to helping with heavy workloads and work-related issues (Podsakoff et al., 1990). Similarly, the commonly cited definition of altruism (Organ, 1988) indicates helping with organisationally relevant tasks or problems as an important element of altruism definition.

There is a continuing debate regarding the motives of altruistic acts whether conducted as an end itself or as a means to an end (see Wilson, 2015 for a review). Altruism involves self-sacrifice to benefit other people at an absolute cost to the benefactors (Cropanzano & Mitchell, 2005), and this self-sacrifice idea is challenged as whether the act is based on pure altruistic motives (Wilson, 2015). Despite the debate, organizational behaviour studies seem to support a contention that altruistic motives lend support to exchange rule (Meeker, 1971). Scholars call this exchange rule as a social exchange type of altruism (Sosik, Jung, & Dinger, 2009) or utilitarian or mutual altruism (Mendonca, 2001). Utilitarian or mutual altruism emphasizes helping others based on concern for others and concern for their personal interests. The mutual altruism or social exchange type of altruism gains support from several studies informing that employee altruism is a form of social exchange in organizations (e.g., Allen & Rush, 1998; Lavelle, 2010; Mackenzie, Podsakoff, & Fetter, 1991; Snape & Redman, 2010) and indicates social contract between firms and their employees (Sosik et al., 2009). In other words, people expecting rewards for performing altruistic behaviours as indicated in mutual altruism or social exchange type of altruism can still be considered altruists. The

emphasis of mutual altruism is placed on the behaviour that demonstrates actions directed at benefiting others rather than the motive of the behaviour. In the section that follows, social support literature will be discussed to underline some types of help beyond work-related issues. The conceptualization of social support from diverse but related studies will be specified and the types of social support found in firm contexts will be explored.

Social Support

The vast amount of literature on social support shows a diversity of social support definitions and taxonomies. These various definitions reflect practical and theoretical emphases by different authors. A social support definition emphasises that social support is about information. Social support is information leading the recipients to believe they are cared for and loved, esteemed and part of a network of mutual obligations (Cobb, 1976). Information-related perception seems to be a starting point of Cobb's social support definition from which subsequent positive impact of support can be identified. Another definition stresses the significance of quantity and quality of helping. Social support is defined as "the availability of helping relationships and the quality of those relationships" (Leavy, 1983, p. 5). Leavy's social support definition is consistent with Kahn and Antonucci (1980) who define social support as the interpersonal transactions involving at least one or more of three elements of affect, affirmation and aid. Social support may indicate the expressions of liking, admiration, respect or love (affect), the agreement or acknowledgement of the appropriateness or correctness of other people's act (affirmation) and direct aid or assistance such as money, information, time and entitlements (aid). Kahn and Antonucci's social support definition lays emphasis on relationship-based helping and underlines the mutual interactions among actors in the relationship. Kahn and Antonucci's definition is in line with Shumaker and Brownell (1984) who define social support as reciprocal interaction. Social support is considered as resource exchanges between a minimum of two people perceived by either benefactor or

recipient as having deliberate intention of enhancing a recipient's well-being (Shumaker & Brownell, 1984). The exchange nature of support contained in Shumaker and Brownell's definition is distinctive in some ways compared to other definitions as it includes the concept of reciprocity and the perceptions of exchange from a minimum of two actors. Although social support definitions vary considerably, the assumption underlying above definitions is that social support is about help that is embedded in the relationship, creates reciprocity and mutual obligation and is oriented towards enhancing a recipient's well-being.

Taxonomies of social support have classified support into several forms that reflect different perspectives among scholars. House (1981) synthesized previous scholarly definitions of social support and introduced four basic types of support: emotional support (actions that give esteem), appraisal support (feedback about others' views or behaviour), informational support (advice or information to find solutions) and instrumental support (tangible help). Similarly, integrating ideas from previous social support studies, Cohen and McKay (1984) differentiates social support between psychological and non-psychological forms. Psychological support is related to the provision of information while non-psychological support concerns the provision of physical aid. Psychological support is further divided into appraisal support (cognitive aspect of support) and emotional support (fulfilling socio-emotional needs).

Furthermore, reflecting what is actually provided by supportive individuals, Uchino (2004) noted that supportive people provide or make available emotional support, informational support, tangible support and belonging support. Supportive people provide expressions of comfort and caring (emotional support), give trusted advice and guidance (informational support), make available material aid (tangible support) and render a sense of belonging through engaging themselves in social activities (belonging support). Tangible support in Uchino's (2004) social support classification shares almost the same meaning with

instrumental support in Cohen and McKay's (1984) classification as both support categories are related to the provision of tangible aids such as financial assistance and other goods (Taylor, 2011). Likewise, Uchino's (2004) belonging support has a similar meaning with Wills's (1991) companionship support in that both support types render a sense of social belonging.

Table 1

Categories of Social Support

Study	Social support category	Definition
House (1981)	<ul style="list-style-type: none"> • Emotional support • Appraisal support • Informational support • Instrumental support 	<ul style="list-style-type: none"> • Actions that give esteem • Feedback about others' views or behaviour • Advice or information to find solutions • Tangible help
Cohen and McKay (1984)	<ul style="list-style-type: none"> • Psychological support • Appraisal support • Emotional support • Non-psychological support. 	<ul style="list-style-type: none"> • Provision of information • Cognitive aspect of support • Fulfilment of socio-emotional needs • Provision of physical aid
Uchino (2004)	<ul style="list-style-type: none"> • Emotional support • Informational support • Tangible support • Belonging support 	<ul style="list-style-type: none"> • Expressions of comfort and caring • Provision of trusted advice and guidance • Provision of material aid • Provision of a sense of belonging through engaging in social activities

In organizational contexts, some classifications of social support have been identified. Instrumental, informational support and emotional support are among social support types reciprocated in workplaces (Bamberger, 2009). Employees help each other related to the fulfillment of work requirement and responsibilities (instrumental support), the provision of knowledge and advice (informational support) and facilitating problem solving related to more personal issues (emotional support). Given that informational support refers to the provision of help associated with fulfilling work requirements, it is frequently integrated into instrumental support (Bamberger, 2009).

Another classification of social support in workplaces concerns job and non-job support (Bowling et al., 2005). Bowling and colleagues (2005) further elaborated non-job support by emphasizing the importance of emotional social support among individuals at work. Employees emotionally provide support to their colleagues through sharing their time to discuss topics concerning non-work-related issues, negative aspects of work, and positive aspects of work. Similar grouping of social support in workplaces was introduced to emphasize instrumental and emotional support in indicating co-workers' support (Bowling et al., 2004). Although William and Anderson's (1991) OCBI scales do not explicitly classify employee behaviours into certain types of help or support, their conceptualization of employee citizenship behaviours towards individuals indicates a conceptual overlap with instrumental support (e.g., assisting others who have heavy workloads) and emotional support (e.g., taking time to listen to co-workers' problems and worries) (Bowling et al., 2004; Ehrhart, 2018). Considering all the evidence, it seems that instrumental, informational and emotional support receive significant scholarly attention in the literature to indicate social support types provided in workplaces. These types of social support can be taken further to indicate job-related (i.e., instrumental and informational support) and non-job-related help (emotional support).

In view of all that has been mentioned so far, one may ask what benefits social support provides for recipients particularly in workplace settings. Social support has long been regarded as an important variable of empirical research in job-related stress (Karasek, Triantis, & Chaudhry, 1982; Viswesvaran, Sanchez, & Fisher, 1999). A meta-analysis study found that social support serves the function of reducing the occupational strains (peoples' aversive reactions to stressors in the workplace), alleviating perceived stressors and moderating the stressor-strain relationship (Viswesvaran et al., 1999). These findings are in line with previous studies suggesting that co-worker and supervisor support serve as

moderators of the association between task characteristics and strain symptoms (Karasek et al., 1982) and that social support in workplaces buffers the effects of stressors on well-being (Daniels & Guppy, 1994). Indeed, research persistently finds that social support reduces psychological distress and improves psychological adjustment in facing recurrently stressful conditions (Taylor, 2011). Another important function of social support in organizations is related to job satisfaction. Numerous studies have found workplace social support positively relates to job satisfaction and other employee positive outcomes (e.g., Baruch-Feldman, Brondolo, Ben-Dayana, & Schwartz, 2002; Harris, Moritzen, Robitschek, Imhoff, & Lynch, 2001; Harris, Winskowski, & Engdahl, 2007). In a sample of 211 New York City traffic enforcement agents, Baruch-Feldman and colleagues (2002) found that support provided by co-workers, immediate supervisors and unit supervisors are related to job satisfaction, and support from immediate supervisors has the most significant correlation. Moving to firm level support, empirical research has found that perceived organizational support (POS) has been found to strongly relate to employee job satisfaction and other positive employee outcomes (Eisenberger, Cummings, Armeli, & Lynch, 1997; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Kurtessis et al., 2017).

Although the sources of workplace social support may come from various resources such as colleagues, friends, supervisors, other individuals at work and organizations (Eisenberger et al., 1986; Karasek et al., 1982; Viswesvaran et al., 1999), studies presented thus far provide evidence that supported individuals tend to have more physical and emotional wellbeing compared to non-supported individuals (Shumaker & Brownell, 1984). Social support providers supply tangible and intangible aids to recipients that enable them to properly deal with workplace challenges and improve their performance. In the section that follows, it will be argued that discretionary social support demonstrated by top leaders in organizations may signal CEOs' concerns towards employees. The CEOs' concerns towards

employees' well-being have been found to contribute to the success of their leadership in predicting some positive employee behaviours essential for achieving organizational performance.

CEO Leadership

A growing body of research has firmly acknowledged the central role of CEO leadership in influencing internal organizational practices and process. CEOs include the most powerful members of modern organizations (Eisenhardt & Bourgeois III, 1988) given their strong influences on the firms' strategic directions, structures, and internal processes (Beatty & Zajac, 1987; Davidson III, Worrell, & Cheng, 1990; Roth, 1995). As top leaders of corporations, CEOs have the capacity to "set the tone for the entire corporation" (Wheelen & Hunger, 2012, p. 60). CEOs or top management play a central role in affecting both firm and employee outcomes by developing and communicating visions and forming organizational cultures (Shin, 2012). Some founder CEOs have more superior organizational positions due to their tendencies to own a significant portion of firm's equity (Jayaraman, Khorana, Nelling, & Covin, 2000). The founder status can further provide CEOs a main source of managerial discretion (Hambrick & Finkelstein, 1987). With more managerial discretion, CEOs' choices, decisions and behavioural tendencies or leadership styles are likely to exert more influence on organizational outcomes (Boal, 2004). Furthermore, CEOs serve as a main reference for other decision makers, and have opportunities to establish their leadership values via recruiting, retaining and socializing firm members which identify themselves with CEOs' values (Ling et al., 2008). The effect of CEOs on other organizational members is even stronger in collectivist societies where individual CEOs are regarded as important figures in organizations, similar to parents in households whose behaviours are observed and adopted (Wang et al., 2011).

To influence business performance and firm effectiveness, Hart and Quinn (1993) identified four central roles of CEO leadership in organizations that include vision setter,

motivator, analyser and task master. In the vision setter role, the CEO is associated with tasks in relation to defining and articulating the firms' basic purposes and future directions. In developing the vision, the top managers must dedicate their considerable time to monitor and study emerging social, economic and technological trends, and to analyse competitors and markets. In the motivator role, the CEOs must translate the vision and firm economic strategy into a primary set of concepts and priorities that infuse and mobilize the whole organization. To meet this role, top leaders must create a sense of excitement and vitality in the organization via developing innovative structures, programs and processes. The motivator role requires top managers to challenge employees to obtain new competencies and achieve higher level performance. In the analyser role, top managers must pay attention to management efficiency of internal operating system in fulfilling the market demand. Top managers need to set the context and give a shape to the decisions made by the operating system. Additionally, the analyser role assigns top managers to integrate conflicting functional perspectives for the sake of the whole organization. Finally, in the task master role, top managers must pay attention towards the firms' performance and outcomes. In a narrower sense, the task master role is related to economic performance and capital market demands while in a broader sense, the task master role is related to social performance i.e. serving the whole external stakeholders associated with the firm. In fulfilling the task master role, the top managers have two specific tasks including influencing decision-making at lower levels by sharing specific knowledge and opinions as well as making explicit trade-off decisions and allocating resources in the highest priority actions.

Table 2

Central Roles of CEO Leadership in Organizations

CEO role	CEO role definition	What must do
Vision setter	Defining and articulating the firms' basic purposes and future directions	<ul style="list-style-type: none"> • Dedicate considerable time to monitor and study emerging social, economic and technological trends • Analyse competitors and markets
Motivator	Translating the vision and firm economic strategy into a primary set of concepts and priorities that infuse and mobilize the whole organization	<ul style="list-style-type: none"> • Create a sense of excitement and vitality in the organization via developing innovative structures, programs and processes. • Challenge employees to obtain new competencies and achieve higher level performance
Analyser	Paying attention to management efficiency of internal operating system in fulfilling the market demand.	<ul style="list-style-type: none"> • Set the context and give a shape to the decisions made by the operating system. • Integrate conflicting functional perspectives for the sake of the whole organization
Task master	Pay attention towards the firms' performance and outcomes <ul style="list-style-type: none"> • Economic performance and capital market demands • Social performance through serving the whole external stakeholders 	<ul style="list-style-type: none"> • Influence decision-making at lower levels by sharing specific knowledge and opinions as well as making explicit trade-off decisions • Allocate resources in the highest priority actions

Another central role of CEO leadership is that CEOs are broadly acknowledged as those influencing public views towards organizations. Although CEOs' prominence alone cannot be linked with higher firm reputation, CEOs with high respect from the public are likely to increase firm's reputations while CEOs who obtain negative press coverage are likely to damage their firm's reputation (Love, Lim, & Bednar, 2017). The CEO celebrity has been conceptualized as a construct that explains how journalists' tendency to attribute firms' actions and outcomes to their CEO volition may influence the firms (Hayward, Rindova, & Pollock, 2004). Research on CEO celebrity proceeds by investigating the impact of certification contests held by the Financial World towards CEOs on firm performance and

executive compensation (Wade, Porac, Pollock, & Graffin, 2006). Overall this stream of research puts a central fundamental idea that the firm is the reflection of its top executives (Hambrick & Mason, 1984).

To further support the efficacy of CEO leadership to achieve firm level outcomes, several studies have found links between CEO leadership styles and firm performances. CEO charismatic leadership is significantly related to organizational performance in a study of 48 Fortune 500 firms in the U.S. (Waldman, Ramirez, House, & Puranam, 2001). In another sample of 69 public firms in the U.S. and Canada, CEO charismatic leadership is positively associated with firm performance indicated by net profit margins and return on equity on firm level outcomes (Waldman, Javidan, & Varella, 2004). Furthermore, CEO transformational leadership was found to predict firm performance in a study using a sample of privately held SMEs (Ling et al., 2008). The other scholarly investigation of CEO leadership style-firm performance relationship found that CEO servant leadership is positively related to firm performance in the sample of 126 CEOs of technology organizations (Peterson, Galvin, & Lange, 2012). Similarly, in the hospitality industry, CEO servant leadership is associated with firm performance via service climate (Huang, Li, Qiu, Yim, & Wan, 2016).

In addition to CEO leadership style, the other central element of CEO leadership that can be associated with firm performance is related to CEO leadership behaviours. CEO task-focused and relationship-focused leadership behaviours have been the subject of investigations in a Chinese context (Wang et al., 2011). Wang and colleagues (2011) initially developed a six-dimension measure of CEO leadership behaviours comprising three dimensions focused on tasks and three dimensions focused on relationships. Through relationship testing of matched data of 739 middle managers and their supervisors (top managers) in 125 organizations, the study found that the CEO task-focused behaviours directly relate to firm performance. Similarly, CEO relationship-focused behaviours are

related to firm performance through employees' attitudes. One dimension in CEO task-focused behaviours, showing benevolence, refers to CEO behaviours in showing concern for employees' family members and personal life, treating employees like family members and showing love and care for subordinates. This dimension signals a typical leadership style in collectivist societies. Showing benevolence, according to this study predicts firm performance via building positive employee attitudes (Wang et al., 2011).

An important point from the studies of CEO leadership styles and behaviours relevant to CEO altruism studies is the altruistic elements contained in CEO leadership styles and behaviours. Servant leadership (Sendjaya & Sarros, 2002), transformational leadership (Kanungo, 2001), authentic leadership (Avolio & Gardner, 2005) and spiritual leadership (Fry, Vitucci, & Cedillo, 2005) are leadership styles that capture altruism as a behavioural tendency of leaders conforming to these leadership styles. For instance, leader altruistic calling- the tendency of leaders to place others' needs and interests ahead of their own- is the first dimension of servant leadership that signals the acknowledgement of altruism as an essential element for servant leaders (Barbuto Jr & Wheeler, 2006). Furthermore, altruistic love –“a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others” (Fry et al., 2005, p. 844) is treated as a dimension of spiritual leaders. CEOs showing concern to employees' family members and employees' personal lives (Wang et al., 2011) may to some extent be considered as CEO altruistic behaviours as these behaviours are not associated with main tasks CEOs have to fulfil in their work tasks. To conclude this section, the literature identifies altruism as an important part of leadership behaviours and found that some types of leadership in which altruism is embedded are successful in predicting a firms' performance through influencing employee attitudes and behaviours.

This chapter has provided a brief summary of conceptual paradigms used in this PhD thesis. Social exchange theory, organizational support theory and organizational learning theory are conceptual paradigms which may clarify the mechanism through which CEO altruism explains employee level outcomes. Furthermore, OCB, altruism and social support are theoretical concepts which play a key role in developing the elements of CEO altruism. Finally, CEO leadership is a topic that signals the importance of CEOs in achieving employee and firm performance. Taken together, all these concepts theoretically support the development of CEO altruism concept and its potential relationship with employee level outcomes.

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**Chapter 3: Paper A. CEO Altruism and Employee Attitudes and Performance: A Social
Support and Organizational Citizenship Behaviour Perspective**

Introduction to Paper A

This paper aims to answer research question 1 of the PhD thesis on how CEOs behave altruistically towards employees, and research questions 2a and 3a on the extent to which CEO altruism predicts employee attitudes and performance. To answer these research questions, Paper A investigated CEO altruism practices through 24 semi-structured interviews with CEOs, managers and employee respondents in eight Indonesian-based SMEs from the banking and manufacturing sectors. Paper A uses theoretical concept of social support and organizational citizenship behaviour (OCB), detailed in the literature review chapter, to build categories of CEO altruism. Paper A finds that CEOs behave altruistically to help employees addressing work-related and non-work-related issues. The paper also finds that perceived CEO altruism predicts employee positive employee attitudes and performance.

Paper A was presented at the Annual Meeting of the Academy of Management, Chicago, Illinois, USA on August 6, 2018, as detailed on p. v. Reviewer feedback as well as feedback received at the conference presentation was incorporated into revisions to this paper. The initial version of Paper A was presented at the Australian and New Zealand Academy of Management (ANZAM) Conference in Melbourne, Australia on December 3, 2017.

CEO Altruism and Employee Attitudes and Performance: A Social Support and Organizational Citizenship Behaviour Perspective

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ABSTRACT

The influence of altruism on firm effectiveness has drawn significant attention from scholars in organizational behaviour studies. Despite the important value of altruism in management practices, only a few studies have analysed how altruism demonstrated by chief executive officers (CEOs) towards employees relates to employee performance. Addressing this gap, this study discusses CEO altruistic behaviours in helping employees deal with work-related and non-work-related issues. Drawing on social support and organizational citizenship behaviour literature, this study introduces the concept of CEO altruism. Interviews with eight CEOs and 16 employees (two employees per CEO) from eight Indonesian rural banking and furniture manufacturing—all small and medium enterprises— and participant observation yielded three relevant findings. First, CEO altruism towards employees revolves around work-related and non-work-related help. Second, CEO altruism partly explains employee performance. Third, micro and macro organizational contexts relate to the amount of CEO altruism in the rural banking and furniture manufacturing sectors in Indonesia.

Keywords: Altruism, chief executive officer (CEO), employee performance, organizational citizenship behaviour, social support

Altruism has attracted significant scholarly interest as an element of human behaviour deserving scientific examination (Krebs, 1970). Altruism is an ethical doctrine that emphasises the impact of individuals' ethical actions on bringing good outcomes to others (Furnham, Treglown, Hyde, & Trickey, 2016). Literature in social science (Krebs, 1970) and leadership (Haar, Roche, & Brougham, 2019) conceptualizes altruism as an act that does good to others or benefits others and is not directed towards future gain or benefits the benefactors could have from their act. This is a form of true altruism whereby the actions are carried out to achieve positive outcomes for others rather than for themselves (Rushton, 1982). However, literature in anthropology recognizes reciprocity as an important mechanism in human behaviour including altruism that can cement group relations and encourage group survival (Trivers, 1971).

In organizational behaviour studies, altruism was introduced as an important element of organizational citizenship behaviour (OCB) (Organ, 1988), and was mostly investigated among employees at individual (e.g., Paillé, 2013; Snape & Redman, 2010), unit (Ehrhart, 2004) and group level (Choi, 2009). However, such altruistic studies remain unclear in positioning their investigations towards altruism demonstrated by CEOs to their employees. Given the central role of CEOs in building and maintaining positive workplace relationships (Wang, Tsui, & Xin, 2011), CEO altruism is worthy of investigation as a scholarly endeavour to increase workplace relationship quality and to achieve improved employee performance.

The main aim of this paper is to investigate CEO altruistic behaviours and practices and the impact of such in explaining positive employee attitudes and behaviours. Grounded in the organizational citizenship behaviour (OCB) literature (Organ, 1988; Organ, 2016; Podsakoff, Mackenzie, Moorman, & Fetter, 1990), this study defines CEO altruism as CEO discretionary behaviours benefitting employees that are not prescribed by either employment contracts or firm policies but may contribute to effective firm functioning through influencing

employee attitudes and behaviours. To address the main aim of the study, this study used small and medium enterprises (SMEs) as an empirical setting.

SMEs are deemed to be a relevant setting to investigate these top leaders' behaviours for three reasons. The first reason is associated with the execution of firm strategy and day-to-day approvals. CEOs of SMEs commonly have direct involvement in the execution of firm strategies, as they have greater managerial discretion and freedom than those in larger enterprises (Ling, Simsek, Lubatkin, & Veiga, 2008). This managerial discretion and freedom in SMEs allow CEOs flexibility and adaptability in facing and executing new ideas (Messersmith & Guthrie, 2010; Wilkinson, 1999), including the flexibility to immediately respond to employees' need for help. The second reason is related to the direct nature of SME workplace relationships. Unlike CEOs in big organizations whose relationships with low level employees are developed via middle management (Papalexandris & Galanaki, 2009), SMEs' CEOs tend to have close personal and spatial relationships with their employees (Cardon & Stevens, 2004), and they tend to create employment relationships with an emphasis on "the social relations of production" (Marlow, 2006, p. 472). SME CEOs and managers tend to rely on personal relationships with employees (Guest, 2004), and this may generate SME employees perceiving their workplace relationships as the relationships with their CEOs and managers compared to the relationships with the organizations. Personal and spatial proximities between SME CEOs and employees, and employee perceptions of personal employment relationships with CEOs can facilitate CEOs to display their altruism. Employees can tell the CEO about their circumstances, which in turn invites CEO altruism.

The final way in which SMEs are relevant to initially investigate CEO altruism is related to the distinctiveness of SME management style. SME managerial policies and practices are characterised by informalities and simple bureaucracy (Wilkinson, 1999), compared to managerial policies and practices in large enterprises that tend to be formal and

bureaucratic (Pearson, 1989). For example, SMEs tend to apply informal and *ad hoc* human resource management practices (Mayson & Barrett, 2006). The informal mechanism guiding SMEs can be traced from the absence of systems as firm decisions tend to be made on a case-by-case basis (Nguyen & Bryant, 2004). This SME characteristic of informal and simple bureaucratic mechanisms provides more discretion for CEOs responding to employees' work-related and non-work-related issues. CEOs may quickly take direct action to help employees needing assistance.

Indonesian SMEs are selected to be the context of this study. Indonesia is categorized as high in collectivism (Hofstede, 2001), a cultural value that gives priority to in-group goals over personal goals (Schwartz, 1990). Indonesian businesses emphasize harmony among members of organizations, and the relationship between employers and employees tend to be grounded on moral basis rather than calculation (Habir and Larasati 1999). With this collectivistic nature of relationship, Indonesian SMEs are believed to provide the multifaceted pictures and rich dynamics of CEO-employee workplace relationships.

This paper makes three significant contributions to the understanding of altruism in organization. First, the study extends studies on altruism in organization from employee level to CEO level by exploring CEOs' altruistic behaviours directed at employees. Second, the study introduces some practices and categories of CEO altruism towards employees in organizational setting. Third, the study discusses CEO altruism role in predicting employees' positive attitudes and behaviours that may benefit organizations. This paper begins by conceptualising CEO altruism in organizations. Then, social support literature to identify the categories of CEO altruism is critically explored. The study proceeds to present interview investigations and findings and finally implications of CEO altruism in explaining employee attitudes and behaviours.

LITERATURE REVIEW

Altruism in Organizations

In organizational behaviour studies, altruism is an important dimension of OCB. Altruism is defined as “discretionary behaviours that have the effect of helping a specific other person with an organizationally relevant task or problem” (Organ, 1988, p. 8). Altruism encompasses employee behaviours such as helping colleagues who have been absent, orienting new employees voluntarily, helping colleagues with heavy workloads, assisting supervisors with their work (Smith, Organ, & Near, 1983), being ready to help people around oneself, and willingly helping others with work-related problems (Podsakoff et al., 1990). Beyond employee altruism, organizational behaviour scholars have treated altruism as an integral part of leadership (Barbuto Jr & Wheeler, 2006; Kanungo, 2001; Sosik, Jung, & Dinger, 2009). For instance, in refining servant leadership categories, Barbuto Jr and Wheeler (2006) argue that leaders with high levels of altruistic calling - “[a] leader’s deep-rooted desire to make a positive difference in others’ lives” (Barbuto Jr & Wheeler, 2006, p. 318)- will place others’ interests above their own. Kanungo (2001) claims that altruism provides a moral orientation for transformational leaders and is an effective tool to influence followers to realise collective goals. In the same vein, Fry (2003) establishes social or organizational culture based on altruistic love as an important foundation for spiritual leadership, and this spiritual leadership brings leaders and followers to demonstrate genuine care, concern, and appreciation for themselves and others.

However, literature on altruism is silent on CEO altruism towards employees. The role of CEO altruism towards employees in predicting employee-level outcomes remains unspecified, even though scholars firmly believe that CEO behaviours are critically important in influencing employee attitudes and firm performance (Wang et al., 2011). Altruism is a prosocial behaviour that can be considered an effective tool to reach firm goals (Kanungo,

2001) and may motivate organizational actors to engage in activities beyond what has been formally prescribed by organizations (Guinot, Chiva, & Mallén, 2015). Altruism was found to facilitate organizational learning capability (Guinot, Chiva, & Mallén, 2016), and organizational learning capability was found to influence firm performance (Alegre & Chiva, 2013). Hence, through behaving altruistically towards employees, CEOs may effectively facilitate positive organizational behaviour and workplace relationships to foster strong performance. To this end, CEOs play a crucial role in mobilizing their employees in reaching firm goals. Possessing strategic roles and positions, CEOs who behave altruistically towards employees may encourage those employees to feel obligated to return the CEO's favour by behaving positively towards the organization. This mutual altruism (Mendonca, 2001) or social exchange altruism (Sosik et al., 2009) adds to the organizational studies literature a concept that may practically benefit enterprises through improving employee performance.

Social Support

CEO altruism is about CEOs' provision of discretionary support related to work-related and non-work-related issues faced by employees. Social support refers to the availability and quality of helping relationships (Leavy, 1983) and interpersonal transactions involving one or more of three key components: affect, affirmation, and aid (Kahn & Antonucci, 1980). Affect in this context refers to expressions of liking, admiration, respect, or love. Affirmation refers to agreement or acknowledgement of the appropriateness or correctness of other people's acts, while aid refers to direct aid or assistance such as money, information, time, and entitlements. In a more reciprocal way, social support is considered to be resource exchanges between two people perceived by either benefactor or recipient as being for the deliberate intention of enhancing recipient well-being (Shumaker & Brownell, 1984).

Given that social support encompasses socio-emotional as well as tangible outputs, we identified three potential social support categories relevant for CEO altruism: emotional,

instrumental, and companionship (House, 1981; Krause, 1986; Langford, Bowsher, Maloney, & Lillis, 1997). These types of social support are identified as informing some research on social support in organizational context (Bamberger, 2009; Bowling, Beehr, & Swader, 2005; Ehrhart, 2018). Emotional support provides empathy, concern, affection, love, trust, acceptance, intimacy, encouragement, and caring (Krause, 1986; Langford et al., 1997). Instrumental support concerns the provision of physical goods and services or tangible help (House, 1981), while companionship support renders a sense of social belonging to an individual (Wills, 1991).

Social support is a popular way to signal many sources of aid and assistance provided by family members, friends, neighbours, and others (Barrera, Sandler, & Ramsay, 1981). In organizations, sources of support identified in the literature include co-workers, supervisors, and managers (Bowling et al., 2004; Bowling et al., 2005; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Karasek, Triantis, & Chaudhry, 1982). Social support providers give tangible and intangible benefits to employees that can meet employees' needs related to work and non-work-related issues. However, to our knowledge, there has been no discussion of the social support types provided by CEOs to employees. So far, CEO social support has been investigated in the context of CEOs who are willing to support their fellow CEOs experiencing serious individual problems (McDonald & Westphal, 2011). MacDonald and Westphal (2011) found that CEOs receiving support from other CEOs demonstrate higher engagement in important leadership behaviours and are more effective as corporate leaders compared to CEOs who do not receive support from other CEOs (McDonald & Westphal, 2011).

In the current study, to represent CEO altruism we use both “support”, which encompasses affect, affirmation, and aid (Kahn & Antonucci, 1980), and “help”, which encompasses work-related assistance (Podsakoff et al., 1990). Hence, both support and help

will be used to describe CEOs voluntarily sacrificing personal and firm resources to improve employee well-being. In this research, CEO altruism reflects CEOs' caring attitudes and behaviours toward employees' psychological, social and work-related issues.

Level Issues

Level issues related to CEO altruism studies in predicting positive employee attitudes and behaviours can be clarified through a discussion on levels of analysis and levels of management. For levels of analysis, scholars have emphasized the importance of specifying the level of analysis in a conceptual model in which constructs operate (Waldman & Yammarino, 1999). Constructs like CEO altruism are particularly associated with the behaviour of a single CEO or CEO individual level of analysis, and the effect of this construct is conceived at firm level of analysis. This mechanism is in line with Klein, Dansereau, and Hall's (1994) cross-level models whereby relationships between independent and dependent variables are tested at different levels of analysis. The important issue is on the route through which CEO altruism as an individual level behaviour explains employee attitudes and behaviours as a collective unit that reflects organizations (see Yammarino & Bass, 1991). One possible route in which CEO altruism may have a link with employees' attitudes and behaviours is through the idea of "shared values". Through personal characteristics, leaders play a determined role in forming what organizations will look like, and leaders' personal values have been the most influential characteristics (Berson, Oreg, & Dvir, 2008). Berson and colleagues further suggest that CEOs distribute their values to employees as a tool to shape employees' behaviours and direct their organizations. CEOs with altruistic personalities manifested in their altruistic behaviours are likely to shape the attitudes and behaviours of employees through employees developing common perceptions of shared values of helping which is influenced by CEOs' behaviours.

For levels of management, scholars emphasize the hierarchical echelons in the organizations as the basis of analyses for this level issues (Waldman & Yammarino, 1999).

For this study, the role of CEO altruism in explaining employee attitudes and behaviours can be seen from CEOs' position as top executives in the organizations. With this top management position, CEOs have a choice to maintain their leadership behaviour either close or distant to their followers. The leader distance with their followers can be described in terms of physical distance, interaction frequency and social distance, and the level of the leaders' influence on followers' behaviours vary dependent on to what extent 'close' or 'distant' followers are from their leaders (Antonakis & Atwater, 2002). Certain business context, like small and medium enterprises (SMEs) may largely provide CEOs relatively closer physical distance and higher interaction frequency with their employees than the context in large organizations. Hence, close interactions between CEOs and their employees in SMEs may encourage CEOs to maintain their leadership behaviour close to their employees that may contribute to CEOs' roles in influencing employees' attitudes and behaviours.

Given the scarcity of empirical investigations on CEO altruism, this study explores CEO altruism by taking SMEs as the empirical setting of the study. Previous research suggests that leader altruism within organizations favors organizational performance (Mallén, Chiva, Alegre, & Guinot, 2015) and that altruistic leaders whose behavior reflects altruistic value will be more effective than egotistic leaders (Kanungo & Mendonca, 1996; Yukl, 2012). The extent to which a CEO reflects altruistic values needs to be properly explored, and hence the first research question is "How do CEOs demonstrate altruistic behaviors?" Given the generally-accepted notion that people who receive favors may reciprocate with positive reactions as an exchange of gratification (Gouldner, 1960), this study then explores the impact of CEO altruism in predicting employee attitudes and behaviors. Hence, the second research question is "How do CEOs and employees perceive CEO altruism impacts employee attitudes and behaviors in SMEs?"

METHOD

To address the research questions, this study focused on CEOs' voluntary behaviours occurring in daily CEO-employee relationships in SMEs. This study used an in-depth interview design to CEOs and employees from eight SMEs. From four SMEs in each of two sectors, rural banking and furniture manufacturing, a total of twenty participants were interviewed.

Research Context and Participant Enterprises

Rural banks in Indonesia primarily serve small businesses and rural communities, while furniture manufacturers produce rattan household products for domestic and international markets. The selection of both rural banks and rattan furniture manufacturers was based on marked differences in their market orientation, market situation, and level of government supervision, factors that may explain differences in CEO altruism. In terms of market orientation, rural banks serve local market customers from microenterprises and SMEs, while furniture manufacturers provide products for both local and global markets such as Europe, the U.S., the UK, and Australia. In terms of market stability, rural banks had an increase of 4.5% of total assets at the national level during a six-month period (Bank Indonesia, 2016), while furniture manufacturers faced a depressed local and global market. In the local market, rattan furniture manufacturers reported competition among wood-based furniture products, while in the international market Indonesia-based furniture manufacturers face tough competition from China (Indonesian Ministry of Trade, 2017).

Government supervision differs between the two sectors. Rural banks are tightly supervised by government bodies like the Indonesian financial service authority or *Otoritas Jasa Keuangan* (OJK), labour agencies at the local government level, and banking professional bodies. Banking is typical of financial service firms in a structured organizational field (Deephouse, 1999) that frequently faces institutional pressures from government,

professions, and social networks (DiMaggio & Powell, 1983). In contrast, furniture manufacturers face relatively loose government and professional supervision due to product output characteristics and less stable markets. These macro-level differences may result in different CEO altruistic behaviours towards employees at the micro-level.

The particular SMEs for this study were selected using theoretical and purposive sampling strategies. Theoretical sampling was used to identify cases that may replicate or extend emergent theories or fill theoretical categories (Eisenhardt, 1989). A purposive sampling strategy was used to identify SMEs with 10 to 99 employees (Michie & Sheehan, 2008) having different characteristics such as ownerships, government supervision levels, supervision from professional bodies, SME employment relationships, and market stabilities. Purposive sampling was also used to select CEO and employee participants who captured a case's unique context (Miles, Huberman, & Saldana, 2014). CEOs who had experiences in dealing with employee issues and managed sound employee working relationships were identified. Industry association representatives from both sectors facilitated an access to CEOs who met such criteria. Assisted by CEOs, SME managers and employees from a range of departments and hierarchical levels with a minimum one-year tenure, assuming they would have witnessed CEO altruism were identified. These two strategies identified eight local government and privately-owned SMEs. Background information on each SME is reported in Table 1. We coded each bank (e.g., SasBank, PluBank) and manufacturer (e.g., IndCo and SamCo).

Table 1

Participating Small and Medium Enterprises

Enterprise	Sector	SME Age (years)	Ownership	Workforce size
SasBank	Rural bank	21	Private	80
PluBank	Rural bank	15	Local government-owned	27
CslBank	Rural bank	25	Local government-owned	28
RakBank	Rural bank	21	Private	37
IndCo	Furniture	37	Private	30
SamCo	Furniture	6	Private	60
AngCo	Furniture	29	Private	30
AksCo	Furniture	30	Private	85

Data collection

As part of a larger study, face-to-face semi-structured interviews between May and August 2017 to obtain a deep understanding of informants' views (Denzin & Lincoln, 2000) were conducted. Interviewees were eight CEOs overall and two employees from each SME, i.e. a total of 16 employees. Interviewing two employees for every single CEO was intended to confirm the information provided by the CEOs. Before each interview, participants were given a brief overview of the research, were asked permission to record the interviews, and signed an ethics consent form. Interviews were conducted in the native Indonesian language (Bahasa), lasted 30 to 120 minutes (mean: 60 minutes), and were transcribed verbatim by independent trained transcriptionists. Table 2 lists participant demographics.

Table 2

Participant Demographics

Enterprise	Research participant	Sex	Education	Tenure (years)
SasBank	Director	Male	Bachelor	3
	Head of operation	Female	Bachelor	7
	Funding staff	Female	Diploma	1
PluBank	Director	Male	Bachelor	1
	Head of internal control	Female	Bachelor	10
	Funding staff	Male	Senior high school	2
CslBank	Director	Male	Bachelor	18
	Head of operation	Male	Master	6
	Funding staff	Female	Senior high school	8
RakBank	Director	Male	Master	12
	Head of general affairs	Female	Junior high school	16
	Security staff	Male	Bachelor	8
IndCo	Owner-manager	Male	Senior high school	37
	Operation staff	Male	Elementary school	5
	Operation staff	Male	Elementary school	5
SamCo	Owner-manager	Male	Bachelor	6
	Head of finishing	Male	Senior high school	6
	Operation staff	Male	Elementary school	6
AngCo	Owner-manager	Male	Bachelor	12
	Operation staff	Male	Junior high school	10
	Operation staff	Male	Junior high school	10
AksCo	Owner-manager	Male	Senior high school	30
	Administrator	Female	Senior high School	1
	Administrator	Female	Diploma	12

In order to mitigate potential inaccuracies, we triangulated the interview data with participant observation accounts. Triangulating between interview and observation data sources is expected to reinforce the reliability of the case descriptions and hence increasing the robustness of research findings (Do, Lyle, & Walsh, 2019). The first author conducted participant observation by visiting SME locations and observing firm operations and CEO-employee interactions. Observations were conducted for every SME, and the phenomena captured were recorded on observational notes. Observations lasted 30 to 120 minutes, resulting in about 10 hours of direct observation. These observations were intended to check information and identify discrepancies between interview data and real practices (Becker &

Geer, 1957). Given that CEOs' altruistic behaviour events are occasional, the observations focused on the nature of relationships between CEOs and employees, as well as CEO and employee job characteristics. Despite some limitations, these participant observations yielded insights on the CEOs' employee relationship patterns.

Data Analysis

NVivo11 was used to manage and analyse the interview data and observation notes (Leech & Onwuegbuzie, 2011). Emerging themes were identified through coding the transcripts and notes (Miles, 1994) on CEO altruistic acts and identifying their impacts on employee attitudes and behaviours. Transcripts and notes were used to find CEO-employee workplace relationships, categories of CEO altruistic behaviours, CEO and employee perceptions of CEO altruistic behaviours, and organizational contexts in which CEO-employee relationship patterns occur. These categories were treated as *a priori* concepts in grouping the interview and observational data. Two qualitative data analysis steps were followed to identify final parsimonious themes. The first step was the constant comparative method whereby newly coded text was compared with previously coded texts and we incorporated similarly coded texts to form an integrated emerging category (Glaser, 1965). The next step was classical content analysis whereby codes from the interview dataset that emerged multiple times (Leech & Onwuegbuzie, 2011) were identified. For example, 12 references were identified for "emotional support" and hence that was regarded a theme for the CEO altruism categories.

FINDINGS

To address the research questions on how CEOs demonstrate altruistic behaviors towards employees and how CEOs and employees perceive CEO altruism in predicting employee attitudes and behaviors, this section focuses on categories of CEO altruism in both rural banks and furniture manufacturers. This study explores employment relationship

characteristics in each sector that may explain differences in CEO altruism followed by a discussion of the impact of CEO altruism in explaining positive employee attitudes and behaviours. In the sub sections of employment relationship and work-related help, the study presents the results of observation to triangulate the findings from the interview. For the subsection of CEO altruism categories, i.e. CEO instrumental, emotional and companionship supports, the study could not confirm the interview data with observation notes as the field observation could not observe moments when CEOs provided such supports to employees as these supports were provided only occasionally.

Employment Relationship

The degree of external pressures seems to influence employment relationships, including the employment contract, in both sectors. The Indonesian government requires all rural banks to formalise their employer-employee relationships. Banks, supervised by both the Indonesian financial service authority (OJK) and the local government labour agency, have high compliance with employment regulations and apply formal managerial practices. In contrast, furniture manufacturers under loose government supervision tend to apply informal managerial practices.

Despite marked differences in managerial formalisation, the workplace relationships developed in both sectors conform to collectivist ideas. In collectivist societies, group membership impacts self-definition (Hofstede, 1980) and results in a tendency to prioritise groups over personal preferences (Triandis, 1995). The collectivist emphasis on family integrity and conformity (Triandis, 1995) is evident in the family-like relationships identified by most CEOs and employees in rural banks and in two out of four furniture firms. The PluBank CEO, for instance, considered employees as family members and saw his firm as a big family:

My principle is that I consider myself as a parent and my employees as my children.

Outside my own house I have a family, here. When going home, my wife and children

are my family. I apply that principle here to create proximity [with employees] to reduce barriers to our workplace relationships.

The family-like relationship in rural banks was reinforced by a CslBank employee.

There is no distance between my CEO and his subordinates just like friends and family. Coincidentally, the operational director resigned in 2013, hence until now he [the CEO] has been the sole leader for all of us. All [issues] were directly handled by him.

The observation notes confirm the information provided in the interviews. In some companies of both rural banks and furniture manufactures, the relationship patterns between CEOs and employees follow a family-like relationship. For example, the way employees shake CEOs' hands by kissing the CEOs' hands is similar to that is conducted by children to their parents in Indonesian context. What's more, almost all employees call their male CEOs with *bapak* (Mr or Father) that shows a family-like relationship.

CEO Altruism Categories

Almost all CEOs from both sectors said they provided several categories of discretionary support to employees outside formal firm policies and employment contracts. For example, the majority of CEOs from both sectors allocated budget to help employees with firm donations, gift giving, financial loans and food sharing. Some CEOs said that this budget was not initially prepared to help employees. However, under CEOs' discretion, the budget was allocated to address employees' individual and family-related issues. The help CEOs provide to their employees partly conforms to family-friendly benefits which are formally provided by an organization that include interventions such as flexible work schedules, child-care referrals, and leaves of absence (Allen, 2001; Ollier-Malaterre, Haar, Sunyer, & Russo, 2019). A female employee from SasBank shares the experience of other employee and her own experiences in receiving flexible work schedules from her CEO due to family-related issues:

Once there was a female employee from marketing department whose child was sick.

She still came [to work] although her child was sick. My CEO asked her to go home

and took care of her child. I'm not married yet, but I if I had an important family issue

and asked permission to my CEO, my CEO easily permitted me to go home.

Overall, the interviews yielded the four CEO altruism categories of work-related help, instrumental support, companionship support and emotional support, each of them will be discussed and is summarised in Table 3.

Table 3

CEO Altruism Categories and Practices in Rural Banks and Furniture Manufacturers

	Rural banks	Furniture manufacturers
Work-related help	Handling employees' work	Handling employees' work
	Employee work schedule flexibility	Employee work schedule flexibility
	Voluntarily accompanying employees to visit clients	
	Encouraging helping behaviour among employees	
	Asking employees to handle absent employees' work	
Instrumental support	Gift giving or cash donation for employees who are bereaved, have babies, get married, or are sick	Gift giving or cash donation for employees who are bereaved, have babies, get married and are sick
	Self-donation	Self-donation
		Forgiving employee personal loans
		Food provision
Companionship support	Visiting bereaved employees	Visiting bereaved employees
	Visiting employees having babies	Visiting employees having babies
	Visiting employees getting married	Visiting employees getting married
	Visiting sick employees	Visiting sick employees
	Organizing other employees for such visits	
Emotional support	Providing work-related and personal consultation	
	Empathetic concern for sick and bereaved employees	

Work-related help. Given a tendency towards collectivist relationships, CEOs and employees in both sectors revealed some important CEO discretionary practices in helping employees with work-related issues. In this category, CEOs partly confirmed traditional altruism practices such as helping others who have heavy workload, helping others who have been absent and helping others who have work-related problems (Podsakoff et al., 1990) with some variations. In rural banks, CEO work-related help included some CEO practices such as voluntarily accompanying employees to visit clients (SasBank and PluBank), asking other employees to handle an absent employee's work (SasBank and CslBank), verbally encouraging helping behaviours among employees (SasBank, RakBank), and providing flexible working schedules for employees facing family and individual-related issues (SasBank, PluBank, and RakBank). Similarly, in furniture manufacturers, CEOs helped employees on work-related issues such as resolving employees' job-related problems (IndCo and SamCo) and guiding employees in particular job methods (IndCo). Two IndCo employees reported frequent CEO help in helping employees handling job-related problems. An IndCo employee said:

When the [workplace] electricity went out and I turned on a compressor by pulling back the rope of the machine, it did not work for two to three times. My boss came, greeted me and voluntarily offered me to pull the rope by himself. I think other CEOs [from other manufacturers around here] would not do what he did.

However, CEOs at two other furniture firms, AksCo and AngCo were reported to provide little help to employees with work-related issues. Two AngCo employees said that their boss barely provided work-related support unless the work was of the highest priority.

The field observation partly confirms the involvement of CEOs in helping employees' work-related issues. Many CEOs have their office rooms close with their employees' rooms or occupy the same spaces with their employees when conducting their jobs. CEOs in some

furniture companies conduct their jobs with occupying the same spaces with their employees. This CEO-employee spatial proximity increases the frequency of interactions between the CEOs and employees, and this allows CEOs to easily give help to their employees related to work-related issues.

Instrumental support. Regarding non-work-related help, CEOs and employees in both sectors reported various CEO altruistic acts to employees needing tangible help outside formal firm policies and employment contracts. Supports included firm donation, CEO personal donation, forgiving employee loans and gift giving. These supports were provided to employees when the employees experienced long periods of sickness or were bereaved, getting married or having babies. Forgiving employee personal loans were given for employees who experienced financial hardships, and this happened only in manufacturing sectors. Providing material support appears to be consistent with instrumental support, i.e., providing physical goods and services or tangible help (House, 1981). To provide this support, CEOs used both firm and personal resources. PluBank's CEO said:

Most of the tangible help for employees comes from my own personal resources, mostly, because our firm is just in a developing stage. We prioritize stabilizing our firm's financial condition. I have a salary that I can share with others as I think others have rights over what I have earned.

Companionship support. In addition to allocating firm and CEO personal resources, CEOs from both sectors mobilised resources from other employees to support employees who were sick, bereaved, married, or having babies. For example, most rural bank CEOs positively responded to employees' exceptional circumstances by encouraging other employees to visit, or collecting money to be donated as an empathetic expression. Four rural bank CEOs also visited such employees, together with other employees, on their own time. In some cases,

these CEOs asked employees to finish work earlier to allow time for visits. PluBank's CEO said:

Last week an employee's wife had a baby. I made an announcement to see his baby after office hours. I encouraged all employees to join and we went together using two cars. [Going together to visit employees] is also applied for sick employees and I encourage all employees to visit.

Like CEOs in rural banks, furniture CEOs have similar customs of visiting employees who get sick, are bereaved, get married, or have babies. The CEOs bring food or money and show empathy and concern during their visits. However, furniture CEOs rarely encouraged their employees to visit such employees. This discrepancy seems to indicate lower CEO companionship support from furniture firms compared to rural banks.

In light of the social support literature, the CEO behaviours of visiting employees who are sick, bereaved, married, or having babies and mobilizing resources for such employees are consistent with companionship support as CEOs generates a sense of belonging in individuals who accept the support (Wills, 1991). In this case, CEOs energise a sense of community among their employees by mobilizing employees to show empathy and concern to colleagues facing family and individual-related issues. CEOs visiting such employees with other employees may develop an additional sense of social belonging with co-workers.

Emotional support. Along with CEOs' discretionary practices by providing work-related help and instrumental and companionship support to employees, rural bank CEOs reported some occasions in which they acted as counsellors for their employees. For instance, when observing an employee's sharp change of attitude and behaviours, CEOs provided time for such an employee to express their issues. CslBank's CEO said:

I once observed an employee who kept silent and kept isolating himself. When he went home he looked sad. I invited him to have an (individual) discussion with me. I said if he had a problem and needed help, perhaps management could help, or I personally could help. It means if I can provide help with my personal resources I will. Such caring behaviour from a CEO, termed emotional support, provides employees with empathy, concern, affection, love, trust, acceptance, intimacy, and encouragement (Krause, 1986; Langford et al., 1997). Although emotional support may be provided as a response to non-work-related issues, emotional support is likely to exert a positive effect on employee work performance.

CEO emotional support seems to rarely exist in furniture firms, with low engagement of furniture CEOs in employees' emotional and personal issues. For example, when prompted to describe the frequency of conversations with employees related to non-work issues, SamCo CEO said:

I am reluctant to talk deeper with my employees about their personal and family issues as they may ask more [benefits, wages] and it would give me no good. Certainly, if I get more profit I will share it with them.

The low level of furniture CEO involvement with employees' personal issues was also evident during field observations. We did not see furniture CEOs in intensive interactions with employees, and they seemed to keep their distance with the majority of employees. In this sector, relatively intensive CEO-employee interactions occurred when the CEOs faced a new product development issue that brought the CEOs to work in a group with their employees.

Impact of CEO Altruism

To address the second research question on how CEOs and employees perceive the impact of CEO altruism in predicting positive employee attitudes and behaviors, we

encouraged CEOs and employees to express their ideas about the perceived outcomes of CEO altruism. Both CEOs and employees perceived that CEO altruistic behaviours seem to positively influence employee attitudes and behaviours, as these behaviours allow employees to feel they are valued and cared for and their efforts are appreciated, the perception which is consistent with Will's (1991) findings on the benefits of social support. An AngCo CEO, for example, mentioned extra role behaviour his employee demonstrated as the effect of his altruistic practices.

Obviously, my employees are loyal to the firm as they do not count their efforts. They work extremely full because they feel the ownership of the firm and think that if the firm helps him/her, he/she will reciprocate by helping the firm.

Furthermore, an IndCo employee mentioned the high retention of employees in his company due to his CEOs' altruism.

Employees who left their jobs here were rare, yeah rare. Employees who entered and left our workplace easily are those who left their past jobs due to the scarcity of the order. Hence, they worked here just in certain time until the order in their pervious jobs were back to normal.

Although majority of respondents from both CEOs and employees revealed the positive impacts of CEOs' altruism on employee attitudes and behaviours, an employee at SamCo explained that although some employees received help from their CEO, the employees still left their job during harvesting seasons or when they were asked to help their family who held social parties like weddings and religious gatherings. When prompted to estimate employees' organizational commitment, this SamCo employee said that around 50% of the total of 60 permanent and non-permanent workers in SamCo had weak organizational commitment despite their CEO's altruistic behaviours. Table 4 describes some examples of the outcomes of SME CEO altruism.

Table 4

Outcomes of CEO Altruism and Example Quotations

Employee outcomes	Example quotes from rural banking sector
Perception of being respected and valued and family-like feeling	“When I got sick I could not describe how excited I was as my boss and my colleagues visited me. I thought I was valued and was part of their family.” (PluBank female employee)
In-role and extra-role behaviours	“I was rarely absent from my work as I have dedicated myself to this firm... Even if other employees do not come and I was not told (to handle their jobs) I myself took the initiative. For example, if OB [office boy] did not come then I did the cleaning.” (RakBank male employee)
Helping behaviour	“As exemplified by our general director, if friends are overwhelmed with their jobs while others can help, why not? We help. So here we help each other... They use the language of heart, amazing.” (CsBank female employee)
High employee retention	“I don’t want to discuss it [impact of his altruism] in more detail as I am afraid of being proud but here during the last six years the number of employees who left the job are only four per cent.” (SasBank male CEO)
Example quotes from Furniture manufacturing sector	
Perception of CEO caring attitudes	“When I got married the firm donated money. [I was] happy as my boss cared for me.” (SamCo male employee)
Loyalty	“Thank God that this firm has operated for five years and all employees are loyal to the firm.” (SamCo male CEO)
Work motivation	“I was more motivated and happier. When I got sick my big boss visited me, wonderful. Hence, I had a desire to reciprocate his good action.” (AksCo female employee)
Employees’ high retention	“They rarely move from here. Once there were one or two employees working here and then they moved to a bigger firm as they might think working in bigger firms are comfortable. In fact, they came back (to work) here.” (IndCo male CEO)
Extra-role behaviours	“Yes, it is clear that my employees are loyal to the firm as they do not count their work efforts. They work extremely hard because they feel the ownership of the firm and think that if the firm helps them, they will help the firm.” (AngCo male CEO)
No influence	“Employees who received help [from the CEO] were happy. Unfortunately, due to their strong connection to their own culture, they will leave their jobs [in this firm] during harvesting seasons or when they were asked to help their family who hold social parties like marriage.” (SamCo male employee)

DISCUSSION

This study sought to explore CEO altruism by investigating CEOs' altruistic behaviours in the daily work environment of eight Indonesian SMEs in the rural banking and furniture manufacturing sectors. CEO altruism builds on the concept of altruism proposed in the OCB literature (Organ, 1988) showing that CEO behaviours benefiting employees are unspecifiable in either employment contracts or firm policies but may enhance firm effectiveness through improving employee performance. Employees perceive CEO altruism as firm-supportive behaviours, and this perception encourages employees to perform their work better. The current study may develop our understanding of the importance of CEOs' voluntary behaviours in reaching firm goals through influencing employee perceptions, attitudes, and behaviours.

It is important to note that some of the CEO altruistic practices related to non-work-related issues intersect with cultural norms in Indonesian context. For example, visiting employees who are bereaved, have a baby, get married and get sick in their homestay or in hospitals and giving support to them through providing foods or goods or money include social norms common in Indonesian society. Social norms serve as prevalent codes of conduct that encourage or discourage behaviours of the members (Lapinski & Rimal, 2005). Hence, as visiting employees facing individual and family-related issues include a social norm, individuals (e.g. CEOs) have choices to either follow or leave such practices. For this study, most CEOs discretionarily and voluntarily follow this social norm by visiting such employees and support them with the provision of goods or money. Although CEOs' choices to conduct this practice can be based on their willingness to follow the norm, employees perceive the practice as discretionary help CEOs provide to increase their welfare.

This study contributes to theoretical development in five ways. First, responding to the scarcity of studies into altruism demonstrated by CEOs, we introduce to the literature CEO

altruistic behaviours towards employees' work-related and non-work-related issues. Findings included some specific examples of altruistic behaviours that lend support to some types of support and help already described in the literature (Ehrhart, 2018; House, 1981; Krause, 1986; Organ, 1988). Consistent with Organ (1988) who introduces OCB altruism dimension that represents employees' help to other colleagues related to work issues, this study reports CEOs' behaviours in helping employees handling the employees' daily tasks. Furthermore, in line with Ehrhart (2018) and other researchers (House, 1981; Krause, 1986; Langford et al., 1997), this study further introduces some categories of CEO voluntary supports provided to the employees outside supports on employees' work-related issues. We consider that CEO altruism concept appears to be part of the OCB and social support discussions in the organization context, and hence reinforces OCB theory applied to CEO level.

Our second theoretical contribution is to extend the helping elements in CEO altruism towards employees to cover both work-related and non-work-related issues. So far, organizational altruism studies at the individual employee level include employee helping behaviours directed at co-workers and supervisors related to workload issues (Podsakoff et al., 1990). Consistent with previous studies on social support in workplaces (Bamberger, 2009; Bowling et al., 2004; Bowling et al., 2005), we found that CEOs provide three additional categories of social support that include instrumental, companionship, and emotional. These four types of support are essential to build employee's family-supportive organizational perception, employees global perceptions on the extent that the firm is family-supportive (Allen, 2001), which was found to reduce employee emotional exhaustion and cynicism (Ollier-Malaterre et al., 2019).

The third theoretical contribution of the study concerns what Johns (2001) refers to as contextual effects that surround the research entity. This contextual effect emanates from the external environment and most frequently emerges from different levels of analysis (Mowday

& Sutton, 1993). Two sector cases comprising eight different SMEs as mini-cases presented marked differences at the macro- and micro-level. At the macro-level, a decrease in market share, unstable market demands, and loose government supervision can be linked to the lower levels of CEO altruism in furniture manufacturing firms compared to rural banking firms, which have stable market demands, experience yearly profit growth, and receive relatively tight government supervision on employment relationships. CEOs in all the rural banks demonstrated most categories of CEO altruism (work-related help, instrumental, companionship, and emotional), while CEOs in furniture manufacturers seemed to demonstrate altruism in instrumental and work-related help, and less so in companionship and emotional support. At the micro-level, a CEO tendency to keep their distance from employees may explain lower levels of CEO altruism. CEOs in both banking and manufacturing sectors who mixed with their employees in daily work activities demonstrated more CEO altruism compared to those who maintained distance from employees. Concerns about employee pay raise demands may partly explain why one furniture CEO maintains a distant relationship with his employees and thus obviates himself from providing employee companionship and emotional support. Despite the differences, CEO work-related help and instrumental support seem to be equally practiced among firms in both sectors that may signify the generalisability of both CEO altruism categories in both rural banking and manufacturing sectors. Overall, it can be argued that the macro- and micro-level contexts play a pivotal role in encouraging rural bank CEOs to display all CEO altruism categories compared to furniture CEOs.

Finally, we suggest that CEO altruism may explain positive employee attitudes and behaviours through influencing employee perceptions of firm-supportive behaviours. Through the mechanism of mutual altruism (Mendonca, 2001) or social exchange altruism (Sosik et al., 2009), CEOs altruistic behaviours towards employees' work and non-work-related issues bring employees to feel obligated to compensate the CEO's favour with demonstrating

positive attitudes and behaviours towards the organization. The positive relationship between CEO altruism and employee attitudes and behaviours parallels previous findings indicating that leader supportiveness has a direct influence on employees' generalised compliance (Smith et al., 1983), job satisfaction (Eisenberger, Cummings, Armeli, & Lynch, 1997), organizational commitment (Eisenberger et al., 1986), and OCB (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009). In particular, as described in Table 4, CEOs' work-related, instrumental, companionship, and emotional supports are said to increase both employee satisfaction and retention and to encourage employees' in-role and extra-role behaviours. CEO altruism may play a role in influencing employee perceptions, attitudes, and behaviours along with other predictors of OCB and retention like perceived organizational justice (Moorman, 1991; Nadiri & Tanova, 2010) and high-performance human resources management practices (Sun, Aryee, & Law, 2007).

Practical Implications

This study offers practical implications for CEOs, owner-managers and shareholders. Not all firms have access to necessary resources. Engaging in altruistic practices does not involve CEOs in actions that are costly in an economic sense. CEO altruism does not require CEOs to allocate significant individual or firm resources, as this behaviour is voluntary and discretionary in nature. For example, to visit employees who are bereaved or have babies or get married or sick, CEOs mostly use their after-hour time. Nevertheless, CEO altruism may yield both economic and non-economic benefits. In the economic sense, helping individuals who need help may generate a sense of indebtedness. This pronounced perceived indebtedness can be moderated through reciprocation (Greenberg, 1980). Employees receiving CEO helps are likely to reciprocate through performing favourable behaviours that will be beneficial for both CEOs and organizations. Employee retention, in-role behaviours and helping behaviours towards colleagues reported in this study are among favourable

behaviours demonstrated by the employees. These positive behaviours were developed through employees perceiving that the firms provide support when they need help. Hence, through behaving altruistically, CEOs can encourage employees to demonstrate better work performance. In the non-economic sense, CEO helping behaviour can create positive workplace relationship through building the helping behaviour climate inside the organizations.

Limitations

This study has several limitations. Firstly, the findings of the study come from a qualitative investigation conducted in particular firm settings in a certain social and cultural context, which influences motives, actions and underlying reasons for CEO altruism. For instance, employees and CEOs going together on a visit to employees who are bereaved, get married, get sick, or have babies may be applicable for Indonesia as a collectivist country but may not be applicable for other countries with a more individualistic culture. Thus, particular attention should be paid to cultural aspects when investigating CEO altruism in other settings. Secondly, the study draws on interview data from eight SMEs. Although the literature on theoretical sampling strategy says eight cases fulfils the criteria for replicating or extending resulting theory (Eisenhardt, 1989), this sample size may not be generalisable to a wider population. Thirdly, asking CEOs regarding their own altruistic behaviours can be susceptible to social desirability bias. CEOs may feel like they have to say something positive about themselves. Finally, this study investigated the newly introduced concept of CEO altruism in SMEs with some distinctive characteristics compared to large enterprises. In large organizations, organizational tasks are more formally delegated, permanently established, and bureaucratically organised (Pearson, 1989). When investigated in large enterprises, CEO altruism research is likely to generate different CEO altruistic practices. Responses to

employees experiencing work-related and non-work-related issues are likely to be well integrated into formal firm policy and practice.

A path for future research is to conduct more research on SME CEOs' altruistic behaviours with different cultural norms and values. Such studies may obtain new insights on how the CEO altruism concept works in different cultures. Other research could investigate the impact of CEO altruism on employee attitudes and behaviours using a large sample of both employees and CEOs to enhance the generalisability of the results. Furthermore, conducting CEO altruism studies in large enterprises is needed for future research, through for example, focusing on CEOs' altruistic behaviours towards subordinate executives who have physical and relational proximity with CEOs, such as vice-presidents and functional executives. The study can continue to test the link, in large enterprises, between CEO altruism and both employee- and firm-level outcomes.

Conclusion

In conclusion, this study has demonstrated through interviews with CEOs, managers, and employees and field observations in eight SMEs from two contrasting sectors in Indonesia, that CEOs' altruistic behaviours towards employees may predict employee attitudes and behaviours. Through this study, it is concluded that CEO personal initiatives responding to employees needing help can generate employee perceptions of being respected and valued, promote positive in-role and extra-role behaviours, and foster altruism among employees, high employee retention, and employee loyalty and motivation. CEO altruism warrants further examination.

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Conclusion to Paper A

The findings of Paper A fully answer research question 1 of PhD thesis on how CEOs behave altruistically towards employees in organizations, and answer research question 2a and 3a on the extent to which CEO altruism explains employee attitudes and performance. Paper A confirms that CEOs behave altruistically towards employees in organizations. CEO altruism towards employees revolves around work-related and non-work-related issues. Consistent with employee helping behaviours in OCB altruism literature at an employee level, CEO altruism towards employees' work-related issues revolves around helping employees handle their complex tasks and accomplish their daily work. Further, consistent with the social support types provided in the firm context, CEO altruism towards employees' non-work-related issues revolves around the provision of instrumental, emotional and companionship support. Paper A revealed that CEO altruism is perceived to impact positive employee attitudes and performance.

To reinforce the findings from Paper A and given that the qualitative design in Paper A involves only a small number of samples, a further investigation is needed to investigate CEO altruism in predicting employee attitudes and behaviours. The findings in Paper A are further explored from employee perspectives in Paper B with a larger sample size to ensure potential generalisability.

**Chapter 4: Paper B. Achieving Employee Performance and Job Satisfaction through
CEO Altruism: A Mediating Role of Perceived Organizational Support**

Introduction to Paper B

The findings of Paper A indicate that chief executive officers (CEOs) perform altruism towards employees in organisations directed towards employees' work-related and non-work-related issues. CEO altruism was found to predict positive employee attitudes and behaviours. Drawing on CEOs' and employees' perspectives, Paper B investigates CEO altruism categories, continued with developing CEO altruism scales and testing the link between CEO altruism scales and employee attitudes and performance. Paper B attempts to answer research question 1 on how CEOs behave altruistically towards employees, research questions 2a and 2b on the extent to which CEO altruism explains employee attitudes and the mechanism through which CEO altruism impacts employee attitudes and research question 3a on the relationship of CEO altruism and employee performance. Paper B consists of three studies. Study 1 aims to develop CEO altruism categories and find the impact of CEO altruism on employee-level outcomes through interviews. Study 2 aims to develop CEO altruism scales through a scale development study, while Study 3 sets out to test the link between CEO altruism scales and employee job satisfaction mediated by perceived organizational support (POS). Through the theoretical lens provided by the social support and organizational citizenship behaviour (OCB) literatures, Paper B seeks to understand how CEO altruism predicts positive employee attitudes and behaviours. CEO and employee interview data analysed in Paper B are different from the interview data analysed in Paper A.

Paper B was presented at the Annual Meeting of the Academy of Management, Boston, Massachusetts, USA on August 12, 2019, as detailed on p. v. Reviewer feedback and feedback received at the conference presentation were incorporated into revisions to this paper. The initial version of Paper B was presented at Australian and New Zealand Academy of Management Conference in Auckland, New Zealand on December 6, 2018.

**Achieving Employee Performance and Job Satisfaction through CEO Altruism: The
Mediating Role of Perceived Organizational Support**

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ABSTRACT

Although altruistic leaders are believed to be able to mobilize employee actions towards firms' goals, little is known about how altruistic leaders can mobilize employee performance. This study investigates the relationship of chief executive officer (CEO) altruism directed at employees' work-related and non-work-related issues on employee attitudes and performance. Drawing on organizational support theory and taking small and medium enterprises (SMEs) as the empirical context of the study, this research examines CEO altruistic behaviour in predicting employee performance and job satisfaction in three related studies. In Study 1, seven CEOs and 15 employees of Indonesian-based SMEs were interviewed to reveal particular categories of CEO altruism and the extent to which CEO altruism explains employee attitudes and behaviours. In Study 2, a scale development survey was conducted in 308 rural bank employees to develop CEO altruism scales. In Study 3, the relationship between CEO altruism and employee job satisfaction mediated by perceived organizational support was investigated in 532 SME employees across different industries. The results of Study 1 demonstrate that CEO altruism predicts positive employee outcomes. Two CEO altruism scales of CEO general altruism and CEO work-related help were identified in Study 2. The positive relationship of CEO altruism-employee attitudes identified in Study 1 were significantly related to CEO general altruism and CEO work-related help found in Study 3. These findings introduce CEO altruism by emphasising CEOs' altruistic behaviours towards employees and their role in achieving employee performance.

Keywords: Altruism, CEO general altruism, CEO work-related help, employee attitudes, employee behaviours.

Achieving Employee Performance and Job Satisfaction through CEO Altruism: The Mediating Role of Perceived Organizational Support

Achieving employee performance as an immediate path towards the firm's goals is of critical importance for organisations. Owners or chief executive officers (CEOs) need employees who can perform their tasks effectively and collaborate with team members and across work groups. To this end, CEOs' altruistic behaviours towards employees can be an effective tool in mobilising employee actions towards firm goals (Kanungo, 2001). Altruism may help build trustful relationships inside firms, develop collective minds, and establish collaborations that facilitate employees to freely discuss their ideas and concerns (Yan & Yan, 2013). In a complex global market, altruism is believed to be able to inform organisational values, expectations, and socialization practices, firm strategic decisions, and day-to-day operations through facilitating interdependence and cooperation among personnel in organisations (Kanungo & Conger, 1993).

Understanding the dynamics of CEO altruism directed at employees is necessary to analyse the mechanisms through which CEO altruism can achieve firm performance. Altruism refers to the continuing tendency to think of the welfare and rights of others, to show empathy and concern for them, and to behave in a way that benefits them (Emmerik, Jawahar, & Stone, 2005). CEO altruism can be a tool for achieving employee performance. Employees receiving favour from their CEOs may demonstrate mutual altruism (Mendonca, 2001) by reciprocating their CEOs' sacrifices through performing better tasks. Through CEO modelling and mentoring, CEO altruism may encourage positive employee behaviours such as altruism among staff (Kanungo & Conger, 1993), trust, support, and autonomy, which facilitate innovation and performance (Mallén, Chiva, Alegre, & Guinot, 2015).

However, the role and the contribution of CEO altruism with respect to employees and their performance remain somewhat under-theorised. Literature on leaders in organisations

focuses on leadership behaviours (Ling, Simsek, Lubatkin, & Veiga, 2008; Xi, Zhao, & Xu, 2017; Zaech & Baldegger, 2017), leader altruism (Haynes, Josefy, & Hitt, 2015; Mallén et al., 2015; Singh & Krishnan, 2008) and helping behaviours among board members of directors in board rooms (Preston & Brown, 2004; Yoshikawa & Hu, 2017). These studies do not explicitly address CEOs' altruistic behaviours towards employees. We take it for granted that CEO altruism towards employees plays a significant role in achieving employee performance which in turn can lead to firm performance as the role of employee altruism for firm performance is significant.

Given the evidence that CEO altruism is beneficial for employee performance, this article explores the roles of CEO altruism in explaining positive employee attitudes and behaviours. Discussing these CEO helping behaviours is vital to inform the CEO behaviours required to reach effective firm functioning. Katz (1964) argued that the effective functioning and survival of firms require several behaviours from the majority of members beyond what has been formalised and prescribed. This paper argues that CEOs include members of organisations expected to demonstrate such discretionary behaviours. Drawing on the discretionary nature of organizational citizenship behaviour (Organ, 1988), this paper defines CEO altruism as CEO discretionary behaviours benefiting employees in organisations that are not prescribed by either employment contracts or firm policies but may contribute to firm effective functioning through influencing employee attitudes and behaviours.

To comprehensively investigate the relationship between CEO altruism and employee-level outcomes, the study investigated small and medium enterprises (SMEs). There are two underlying reasons for selecting SMEs as the empirical context of this study. First, SME CEOs have direct involvement in the execution of firm policy. Research has suggested SME CEOs are involved directly in executing SME strategies, as they have greater managerial discretion and freedom than CEOs in large enterprises (Ling et al., 2008). These elements of

CEO managerial discretion and freedom give CEOs flexibility and adaptability in developing and executing new ideas (Messersmith & Guthrie, 2010; Wilkinson, 1999) including taking a decision to help employees. Furthermore, SME CEOs have a direct relationship with their employees due to SME small size, and creates a CEO-employee relational contract that tends to anticipate emotional involvement (Ntalianis, Dyer, & Vandenberghe, 2015). This emotional involvement is likely to facilitate CEOs to behave altruistically towards employees when employees need help.

Following this introduction, organizational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986) to clarify a mechanism through which CEO altruism may influence positive employee attitudes and performance was discussed. Second, Study 1 was conducted, using interviews of CEOs and employees in Indonesian SMEs, to establish categories of employee-oriented CEO altruism continued with discussing the role of CEO altruism in predicting employee attitudes and performance. Based on those findings, CEO altruism scales in Study 2 were developed, and the relationship between employee perceptions of CEO altruism and employee job satisfaction mediated by perceived organizational support (POS) was tested (Study 3). Finally, implications, limitations, and directions for future research was presented.

THEORETICAL FRAMEWORK

Organizational Support Theory

In organisations, altruistic leaders are believed to have more effective leadership practices than egoistic leaders (Kanungo & Mendonca, 1996). Altruistic leaders are able to mobilise employee actions towards reaching the firm's goals (Kanungo, 2001). However, the mechanism through which altruistic leaders may mobilise employees to reach the firm's goals needs to be specified. For this study, to clarify the mechanism that transmits the effect of CEO

altruism to positive employee attitudes and behaviours is necessary, and organizational support theory (Eisenberger et al., 1986) can clarify this relationship.

Organizational support theory (OST) assumes employees hold a common belief regarding how the firm appreciates employees' contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The application of OST, called perceived organizational support (POS), enjoys strong meta-analytic supports from various literature (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002; Riggle, Edmondson, & Hansen, 2009) demonstrating that POS is strongly related with employee attitudes and behaviours. POS develops through employee perceptions that the firm is characterised as a human being (Eisenberger et al., 1986), an idea developed from Levinson's concept of the man-organisation relationship (Levinson, 1965). The actions of firm agents such as CEOs and supervisors are viewed by employees as the actions of the firm itself rather than expressing the agents' personal interests (Levinson, 1965). Under the assumption that firm agents' actions are the actions of organisations, it can be argued that if employees receive altruism from their CEOs, the employees are likely to build perceptions of firm altruism rather than merely CEO altruism. The employees' firm altruism perceptions can encourage employees to reciprocate their CEOs' individual altruism with better work quality and performance directed at the firm. This reciprocal employee behaviour is expected to create a mutually positive CEO-employee and firm-employee relationship.

The other important feature of OST is that employees greatly value resources received from discretionary decisions rather than from firm policies forced by external circumstances beyond the firm's control (Rhoades & Eisenberger, 2002). Firm rewards and favourable job conditions provide greater contributions to POS when employees believe such conditions emerge from the firm's deliberate actions rather than from forceful external powers like pressures from unions and government regulations (Eisenberger, Cummings, Armeli, &

Lynch, 1997; Rhoades & Eisenberger, 2002). Employee POS will further increase when employees perceive an increased level of discretionary positive treatment and an increased level of employee identification and personification of supervisors with organisations (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Based on this argument, CEO discretionary behaviours, by providing help to employees, are likely to increase employees' perceptions that the firm voluntarily provides them discretionary supports. The fact that the help is provided by a firm's top leaders may further increase employee POS as employees develop a greater personification of CEOs with organisations. Hence, CEO altruism can immediately build employees' perceptions of deliberate support from the firm and hence increase employee POS. The next section, Study 1, will explore some categories of CEO altruism and how these CEO altruism categories predict employee performance directed at organisations.

Social Exchange Theory

SET posits that positive and advantageous actions that firms or their representatives perform to employees may lead to firm-employee high quality exchange relationships that generate employee perceived obligations to equally reciprocate with positive actions (Settoon, Bennett, & Liden, 1996). The interactions in the exchange process are viewed as interdependent and dependent on the responses of another actor (Blau, 1964). This exchange process necessitates a mechanism through which the performed actions or behaviours can be properly reciprocated. Reciprocity or repayment in kind is likely to represent this mechanism. Reciprocity is a moral norm (Gouldner, 1960) that guides much research in organizational studies in analysing interactions among organizational members (Cropanzano & Mitchell, 2005). Social exchange emphasis on reciprocity and perceived obligation makes this exchange differ significantly from economic exchange. Economic exchange requires a formal contract that specifies exact obligations for another party receiving favours to reciprocate the

favours they received. Social exchange involves virtue that creates obligation for future returns, but at what time the virtue will be reciprocated and in what form the return will be provided are not precisely specified (Blau, 1964; Eisenberger et al., 1986). As obligations are not specific, trust plays an essential role in maintaining the long-term feasibility of benefactor-beneficiary relationship (Snape & Redman, 2010).

Drawing on the organization-employee exchange process, SET includes a relevant perspective to explain the CEO altruism-employee attitude relationship. Under SET, advantageous actions of firm representatives, like CEOs' actions to improve employee welfare, are likely to generate a firm-employee high quality exchange relationship as employees may perceive obligations to reciprocate with positive actions whose benefits return to organizations. CEO behaviours benefiting employees are valuable actions for employees while positive employee actions directed at other colleagues and organizations are valuable properties for CEOs to reach organizational goals.

STUDY 1: INTERVIEW STUDY

Overview of the Study

Study 1 aims to explore categories of CEO altruism in SMEs and determine how CEO altruism explains employee performance. In particular, CEOs' altruistic practices directed at employees' work-related and non-work-related issues, and the outcomes of such CEO altruistic practices in predicting positive employee attitudes and behaviours towards organisations were investigated. In this interview-based study, the focus was on some CEO help directed at employees' work-related issues (such as helping employees manage their routine tasks) and non-work-related issues (such as supporting employees in handling their personal and family issues).

Altruism in Organisational Settings

Altruism has attracted considerable scholarly attention in organisational settings and is reputed to be beneficial for organisations. Organ (1988) and Podsakoff, Mackenzie, Moorman, and Fetter (1990), for instance, introduced elements of employee altruism in OCB that include helping other employees who are absent, orienting new people when it is not required, helping other colleagues with heavy workload, assisting supervisors tackling their work, always being ready to help people, and willingly helping others facing work-related issues. This employee altruism is found to increase firm effectiveness through increasing firm and work team productivity (MacKenzie, Podsakoff, & Ahearne, 1998; Podsakoff, Ahearne, & Mackenzie, 1997; Podsakoff & MacKenzie, 1997). Other scholars focused on some behavioural elements for altruistic leaders, such as putting people's interests ahead of their own, doing things they can do to help people, sacrificing their own interests to meet others' needs, and going beyond the prescribed duty to help others (Barbuto Jr & Wheeler, 2006). These behavioural elements of altruistic leaders have a relationship with organisational performance mediated by organisational learning capability (Mallén et al., 2015).

However, such studies did not detail the altruistic behaviours of CEOs towards employees. It is true that helping behaviours in organisational settings are commonly related to work issues. Yet providing support to employees related to non-work issues can be relevant in organisations to help employees achieve their work performance targets. CEO altruism is expected to capture CEO altruistic behaviours directed at employees' work-related and non-work-related issues. In non-work-related issues, CEOs' helping behaviours towards employees can revolve around the provision of some types of social support. Social support is defined as interpersonal transactions that involve one or more of three key components: affect, affirmation, and aid (Kahn & Antonucci, 1980). Given that social support elements consist of socio-emotional as well as tangible output, our extensive literature review found three important social support categories relevant for CEO altruism namely instrumental,

companionship, and emotional (House, 1981; Krause, 1986; Langford, Bowsher, Maloney, & Lillis, 1997). Instrumental support concerns the provision of physical goods and services or tangible help (House, 1981). Companionship support refers to support that renders a sense of social belonging to an individual (Wills, 1991). Emotional support is defined as providing empathy, concern, affection, love, trust, acceptance, intimacy, encouragement, and caring (Krause, 1986; Langford et al., 1997). All these social support categories are relevant for a CEO-employee helping relationship pertaining to non-work-related issues. These types of social support were identified in the literature surrounding occupational social support and helping in organisations (Bamberger, 2009; Bowling, Beehr, & Swader, 2005; Ehrhart, 2018). Thus, to determine categories of CEO altruism directed towards employees related to both work-related and non-work-related issues, this study propose the first research question:

Research question 1. What altruistic behaviour categories are demonstrated by CEOs towards their employees?

The following part of this paper describes the possible impact of CEO altruism categories on employee attitudes and performance. Positive employee attitudes and behaviours have been a concern for all organisations to achieve firm goals (Kinnie, Hutchinson, Purcell, Rayton, & Swart, 2005; Motowidlo, 1984; Ostroff, 1992). For example, employee good mood plays a key role in facilitating positive behaviours such as employees' willingness to care and help others (Motowidlo, 1984). Furthermore, employee attitudes (i.e., perceived job influence/discretion) and behaviours (i.e., employee organizational citizenship behaviour) were associated with human resource management practices conceptualised at the workplace level (Snape & Redman, 2010). Firms with higher mean levels of employee job satisfaction show better performance than firms with lower mean levels of employee job satisfaction (Ostroff, 1992). Researchers have investigated the antecedents of employee attitudes and behaviours from organisational perspectives such as human resource practices

(Kinnie et al., 2005; Snape & Redman, 2010), distributive (Folger & Konovsky, 1989) or procedural justice (Sweeney & McFarlin, 1997), organisational culture (MacIntosh & Doherty, 2010), and leadership style (Chen & Silverthorne, 2005; Wang, Tsui, & Xin, 2011). However, to our knowledge, the role of CEO altruism in explaining positive employee attitudes and behaviours has not yet been investigated. Thus, we propose our second research question:

Research question 2. *To what extent does CEO altruism explain positive employee attitudes and behaviours?*

Method

CEOs and employees from rural banking and furniture manufacturing SMEs in Indonesia were interviewed. Indonesia is considered high in collectivism (Hofstede, 2001), Collectivist society tend to prioritise groups over personal preferences and put an emphasis on family integrity and conformity (Triandis, 1995). In the business areas, Indonesian people tend to emphasize harmony among organizational members, and the relationship between employers and employees tend to base on morality rather than calculation (Habir and Larasati 1999). Given the collectivist nature of relationship, Indonesian SMEs are expected to provide an intriguing dynamic of CEO-employee workplace relationship. Furthermore, rural banks and furniture manufacturers were selected as the SME sectors for this paper due to differences in employment relationships and the provision of employee welfare. Employment relationships in rural banks tend to be formal and well-documented while in furniture manufacturers, the employment relationships tend to be informal and less documented. The provision of employee welfare was better for employees in rural banks compared to furniture manufacturers. Rural banks pay more in monthly payment to employees compared to furniture manufacturers. These differences appear to impact the frequency of CEO altruism in both sectors.

In rural banks, the interviews were conducted to four CEOs from four rural banks, and ten employees including managers from six rural banks. In furniture manufacturers, the interviews were conducted to three CEOs from three furniture manufacturers, and five employees from four furniture manufacturers. Overall, these CEOs and employees come from 12 SMEs from two sectors. Due limited access to interviews with both CEOs and employees in each SME, some SMEs have different number of participants who took part in this study. Five SMEs have only employee participants who participated in interviews, and three SMEs have only three CEO participants (i.e. one for each SME) who took part in interviews. Participant demographics and the number of participants in each SME are described in Table 1. These participants were selected from SMEs that employ 11 to 99 people. This firm size is consistent with SME criteria used in previous SME empirical research (Michie & Sheehan, 2008) and ensures that CEOs have direct contact and relationships with their employees. The CEOs included owner-managers and general directors, while managers and employees included those who worked in positions such as operations, head of department, administration and customer service, and in a variety of work status categories such as permanent employees, casual employees, and contract workers. Average tenure was nine years for CEOs and five years for managers and employees. The semi-structured interviews lasted 40 to 114 minutes (average 55 minutes) and were conducted between May and August 2017.

Interviews were conducted in the native Indonesian language (Bahasa), audio recorded and transcribed verbatim by independent and trained transcriptionists, and translated by the first author, who comes from Indonesia. Interviews started by exploring workplace relationship patterns common in SMEs, outlining some SME informal practices of employee support provisions and continuing with exploring some CEOs' altruism practices towards employees. Both CEO and employee interviewees included CEO helping behaviours that are

not prescribed in formal firm policies or employment contracts. Background information on each SME and its naming system are presented in Table 1. A code was used at the beginning to name each bank and manufacturer, and at the end to name each CEO or employee: e.g. DipBank CEO and DipBank Emp. 1 for rural banks, RidCo CEO and HbmCo Emp. 1 for manufacturers.

Table 1

Participant Demographics

Enterprise	Code	Title/Position	Sex	Education	Firm ages (years)	Work-force size
DipBank	DipBank	Director	Male	Bachelor	21	35
	DipBankEmp. 1	Customer service	Female	Bachelor	21	
	DipBankEmp. 2	Customer service	Female	Diploma	21	
KapBank	KapBank CEO	Director	Male	Bachelor	25	25
	KapBank Emp. 1	Funding	Male	Bachelor	25	
	KapBank Emp. 2	Customer service	Female	Bachelor	25	
ArsBank	ArsBank CEO	Director	Male	Bachelor	25	34
	ArsBankEmp. 1	Head of branch office	Female	Diploma	25	
	ArsBank Emp. 2	Credit administration	Female	Bachelor	25	
CiwBank	CiwBank CEO	Director	Female	Bachelor	n.a.	97
BonBank	BonBank Emp. 1	Head of operation	Male	Bachelor	32	40
	BonBank Emp. 2	Account officer	Male	Bachelor	32	
CirBank	CirBank Emp. 1	Customer services	Male	Bachelor	n.a.	78
	CirBank Emp. 2	Customer services	Female	Bachelor	n.a.	
ArhCo	ArhCo CEO	Owner-manager	Male	Bachelor	15	15
	ArhCo Emp. 1	Operation	Male	Elementary school	15	12
RidCo	RidCo CEO	Owner-manager	Male	Junior high school	6	10
SakCo	SakCo CEO	Owner-manager	Male	Senior high school	20	
AdCo	AdCo Emp. 1	Operation	Male	Senior high school	14	40
	AdCo Emp. 2	Operation	Female	Elementary school	14	
MulCo	MulCo Emp	R&D	Male	Senior high school	n.a.	70
InrCo	InrCo Emp	Administration	Female	Junior high school	n.a.	30

n.a. = not applicable

The study used NVivo 11 to manage and analyse the interview data. The interview transcripts were reviewed to identify emerging themes through coding. To develop categories of CEO altruism, a constant comparative method of qualitative analysis (Glaser, 1965) and classical content analysis were used whereby codes from the interview dataset that emerged multiple times were identified (Leech & Onwuegbuzie, 2011). The interview data were firstly coded to find categories of CEO altruistic behaviours and perceived impacts of CEO altruism. While coding an incident to be selected for a category, the study compared the incident with previous incidents coded for the same category. This method allowed the study to find the grouping of CEO altruistic behaviours and the impact of CEO altruism on employee attitudes and behaviours. In the first order codes, 35 codes that indicated CEO voluntary help towards employees were found and were grouped into the potential categories of CEO altruism. In the second order themes, these codes were then grouped into four categories of CEO altruism that consist of instrumental, companionship and emotional support and work-related help. Similarly, in the first order codes 14 codes were found that indicated the perceived impact of CEO helping behaviours. In the first order themes, these 14 codes were grouped into employees' feeling of excitement, retention and work performance.

Results

Results demonstrated four categories of CEO altruism including instrumental support, companionship support, work-related help, and emotional support. Examples of each CEO altruism category are provided in Table 2.

Table 2

Categories and Practices of CEO Altruism

Categories	Practices
Instrumental support	Financial help beyond salary Gift giving
Companionship support	Organising employees for visits Visiting bereaved employees Visiting employees having babies

Work-related help	Visiting married employees
	Visiting sick employees
	Asking employees to handle absent employees' work
	Helping employees handling employees' work
Emotional support	Encouraging helping behaviour among employees
	Work flexibility help
	Providing work-related and personal consultation
	Empathetic expressions for sick and bereaved employees
<hr/> <i>Instrumental support</i>	

Instrumental support was the most frequent emerging theme of CEO altruistic behaviours. CEOs provided employees with instrumental support by providing both goods and services. Some employees' circumstances such as long sickness, bereavement, getting married or having children were compelling situations that mostly attracted CEOs to behave altruistically towards the employees. CEOs allocated their personal funds in cash donations or material goods to support employees who experienced such circumstances. Another form of CEO instrumental support was the provision of interest-free loans to employees in furniture manufacturers. This interest-free loan practice did not exist in rural banks as rural bank employees had to pay interest when they borrowed money from their workplaces. The fact that furniture CEOs could not provide high pay and other welfare benefits to their employees seem to motivate furniture CEOs to provide the interest-free loan. Furniture CEO discretionary decisions in determining the amount of the loans, payment mechanism and loan terminations varied from case to case. For example, the ArhCo CEO released one employee from paying the rest of the loan.

Companionship support

The second most commonly emerging theme of CEO altruistic practices was related to CEO companionship support. The majority of CEOs positively responded to employee circumstances such as long sickness, bereavement, having babies, and getting married by encouraging their employees to visit, and by collecting money to be donated as an empathetic expression. Many CEOs gave their own time to visit the employees:

Recently, there was an employee whose daughter got married. All employees and the CEO were invited to the wedding. My CEO encouraged all employees to visit and he also attended the event. He enthusiastically invited all employees to ride his car with him. [AdCo Emp.1]

Although CEOs encouraged their employees to visit the employees, the analysis of interview data did not find an indication that the CEOs forced other employees to visit the employees.

Work-related help

CEOs provided help related to supporting employees' work accomplishments. CEOs deliberately asked employees to handle an absent employee's work, helped their employees in accomplishing their work, encouraged helping behaviours among their employees and provided flexible working schedules for employees who faced family and individual issues. The most frequent theme in CEO work-related help was CEOs allowing employees flexible work scheduling, especially for female employees facing family issues:

I get a lot of flexibility here. My colleagues in my division are all men and thank God they all understand me that my husband is away [working] in Malaysia. When my son was sick, I took an hour or two to go to the doctor, provided him medicines and then left him with my closest relatives to be taken care. Then I just went to work. My boss was very flexible. [CirBank Emp. 2]

Emotional support

In the emotional support category, empathy, caring, love, and trust were provided by CEOs through time allocated to listen to employee work and personal issues. Some CEOs found their employees appeared to have personal issues, encouraging the CEO to approach the employee:

I saw an employee who seemed to be very depressed following her husband's death.

She kept crying remembering her husband. I approached her and offered advice to her.

[CiwBank CEO]

Another example of CEO emotional support was CEO empathetic expressions when visiting sick employees who were absent for more than three days. MulCo Emp. 1, a male permanent employee of a manufacturing firm, said when his CEO visited him due to his long sickness, "I was advised to take a rest and not to go to work or think of the work I left until recovered." [MulCo Emp. 1]

CEO altruism implications

Employee responses to CEO altruism may be immediate or long-term. Immediate responses were expressed through showing excitement. Sick employees visited by their CEOs often expressed their happiness: "I cannot say a word, I was really touched" [ArsBank Emp. 1]. Meanwhile, long-term responses to CEO altruism varied among employees. Although furniture employees relatively received low pay, ArhCo's CEO said his employees reciprocated his altruism by showing high retention. InrCo Emp. 1 said employees in her workplace had high employee retention evidenced by long tenure despite the firm location moving further away. Another employee, MulCo Emp. 1, said his CEO altruism motivated him to work and perform his tasks better.

Discussion

Study 1 investigated CEOs' altruistic behaviours and their impact on employee attitudes and behaviours conducted in SMEs as the empirical setting. Four CEO altruism categories of instrumental support, companionship support, work-related help, and emotional support were identified. Despite different number of participants in each SME, whereby five SMEs have only employee participants who participated in interviews, and three SMEs have only CEO participants who took part in interviews, Study 1 found similar experiences among

employees in receiving their CEOs' altruism with or without interviewing their CEOs. The similarity of employees' experiences may provide an extra validation for the reliability of employee interview data. Furthermore, Study 1 found that CEO altruism appears to have a positive relationship with employee attitudes and performance, as employees expressed positive feelings and motivation to perform in-role behaviours and also demonstrated high retention. In-role behaviours is an indication of employee task performance that establish the domain of employee job performance (Borman & Motowidlo, 1997; Rotundo & Sackett, 2002). These impacts indicate that the virtue employees perceive from CEOs' individual behaviours may relate to positive employee attitudes and performance. This finding is consistent with social exchange theory, which states that virtue performed towards others may encourage the recipients to equally reciprocate the virtue according to the rules of exchange (Blau, 1964). Nevertheless, the results of Study 1 may not be generalisable in that Study 1 only investigated CEO altruism in a small sample. In the following sections, we report a scale development study in Study 2 to measure employee perceptions of CEO altruism followed by Study 3's examination of the relationship between CEO altruism scales with employee-level outcomes.

STUDY 2: SCALE DEVELOPMENT

Overview of the Study

Study 2 aims to develop a CEO altruism scale to measure employee perceptions of CEOs' altruistic behaviours directed at employees. As an interrelated study, Study 2 contributes to a comprehensive mixed-method study by providing a refined scale of CEO altruism using a scale development approach (Hinkin, 1995). The qualitative interview results in Study 1 accompanied with literature review of OCB altruism are used as the basis for developing a CEO altruism scale to test the relationship between CEO altruism and employee-level outcomes in Study 3.

Item Development

The paper refers to the four categories of CEO altruistic behaviours found in Study 1 considered relevant for CEO altruism that include instrumental support, companionship support, work-related help, and emotional support. The combination of a deductive approach through an extensive literature review on social support and altruism in OCB and an inductive approach through interviewing CEOs and employees of SMEs has resulted in CEOs' altruistic behaviours identified in Study 1. To provide an initial assessment of CEO altruism generated in Study 1, 21 items that represented four categories of CEO altruism were developed. All 21 items were then distributed for content validity assessment to 15 panellists of faculty members and PhD students in both Indonesian and Australian universities. The items initially developed in English were back translated to Indonesian language (Bahasa) for Indonesian panellists (Brislin, 1970). Based on feedback, we revised some lengthy, ambiguous or awkwardly phrased items. The revised items were again back-translated to Bahasa, with two bilingual Indonesian-English experts providing feedback on the revised items.

To assess readability of the items in Bahasa we conducted a pilot survey. The 21 CEO altruism items were distributed to nine employees of a rural bank. Respondents were encouraged to identify and provide feedback on any unclear phrases, ambiguous wordings, or technical errors. Based on feedback, the items considered unclear and ambiguous were revised.

Item Reduction and Refinement

Study 2 conducted a pilot survey to refine the measure and explore its reliability and dimensionality. The 21 items were administered in February 2018 through a paper-based survey to 390 employees of 10 Indonesian rural banks whose ten employees (2.6% of the total 390 employees) from four rural banks were interviewed for Study I, and received 337 completed surveys, an 86.4% response rate. In each rural bank, surveys were given to a

nominated employee who coordinated the survey distribution and collection. Respondents were given the choice to return the survey either directly to the researcher or to the appointed staff member. In appreciation, each survey envelope contained two small merchandises of nail clipping and an Australian printed pen (value \$0.75). Both small merchandises were considered acceptable for Indonesian context given its usefulness. We excluded 29 responses due to missing data, leaving 308 usable surveys. Respondents were aged 20 to 56 years (mean: 34 years, $SD = 8.33$) with tenure ranging from one month to 32 years (average 7.15 years, $SD = 6.36$). There were 67% male and 67% permanent employee respondents. The 21 items reflected four dimensions of CEOs' altruistic practices towards employees. Six items were identified as instrumental support, four as companionship support, seven as work-related help, and four as emotional support items. Respondents indicated their agreement with each of the 21 items on a 1 "not at all" to 5 "to a large extent" response scale.

To identify the factor structure, an exploratory factor analysis was conducted using principal axis factoring with varimax rotation. The Kaiser-Meyer-Olkin (KMO) estimate for the data set was 0.88, indicating the sample was adequate and factor analysis was appropriate. Following a minimum level of 0.50 for a loading factor (Hair, Black, Babin, & Anderson, 2014), four items were dropped. One item from instrumental support and two items from work-related help were removed as they were not grouped into subscales with at least three items (Hinkin, 1995). 14 items in two factors were retained and labelled CEO general altruism (7 items) and CEO work-related help (7 items). Table 3 presents factor loadings and cross-loadings of initial 21 items of CEO Altruism.

Table 3

Factor Loadings and Cross-loadings of Initial 21 Items of CEO Altruism

	Items	General altruism	Companion-ship support	Emotional support	Work-related help	Remark
1	Instrumental support 1	.614			.312	
2	Instrumental support 2	.663				
3	Instrumental support 3	.503				
4	Instrumental support 4				.492	Removed, low factor loading
5	Instrumental support 5				.597	Removed, less than 3 factors
6	Instrumental support 6		.342		.517	Removed, low factor loading
7	Companionship support 1	.781				
8	Companionship support 2	.608				
9	Companionship support 3	.682				
10	Companionship support 4	.578	.453			Removed, cross loading
11	Emotional support 1	.675				
12	Emotional support 2	.342	.614			
13	Emotional support 3		.661			
14	Emotional support 4	.383	.543			Removed, cross loading
15	Work-related help 1			.906		Removed, less than 3 factors
16	Work-related help 2			.728		Removed, less than 3 factors
17	Work-related help 3		.630			
18	Work-related help 4		.714			
19	Work-related help 5		.666	.301		
20	Work-related help 6		.508			
21	Work-related help 7		.531			

Using AMOS 25.0, a one-factor congeneric model for each scale was developed. The revision of modified indices resulted in the removal of one item from CEO general altruism and two items from CEO work-related help. Cronbach's alphas for both CEO general altruism with six items ($\alpha = 0.84$) and CEO work-related help ($\alpha = 0.80$) with five items were satisfactory. To assess the discriminant validity of CEO general altruism and CEO work-related help, confirmatory factor analyses (CFAs) for each of two- and one- factor solutions were performed. Results of the first CFA show that the chi-square value for the two-factor model ($\chi^2 = 229.98$, $df = 53$, $p < .01$) was significantly lower ($\Delta\chi^2 = 187.36$, $\Delta df = 1$, $p < 0.01$) than for the one-factor model ($\chi^2 = 417.34$, $df = 54$, $p < .01$). All fit indices showed a better fit for the two-factor model (TLI = 0.90, CFI = 0.92, RMSEA = 0.08) than the one-factor model (TLI = 0.67, CFI = 0.73, RMSEA = 0.15).

Following Robert and Wasti (2002), in an attempt to improve construct breadth and reliability for CEO work-related help, two additional items were added to the work-related help scale resulting in seven items of work-related help for this study. These items were generated through a series of internal research team discussions combined with an intensive literature review of OCB altruism scales. The research team suggested a need of two additional items to increase the breadth of CEO work-related help construct based on literature review of OCB altruism. To strengthen the content validity assessment, all 13 items of CEO general altruism and CEO work-related help were submitted to three CEOs and three SME employees. Based on CEO and employee comments on the applicability of overall items in the SME contexts, the resulting seven CEO general altruism items and six work-related help items represented the scales analysed in the present study.

Table 3 presents the final items of CEO general altruism and CEO work-related help including item sources. The referent for the items is to individual employees' perceptions of CEO altruism and is aimed to obtain the most objective information of CEO altruism that comes from employees' personal experiences as direct beneficiaries of their CEOs' altruism. The other way of developing the referent for the items is through asking employees' responses when seeing CEO altruistic behaviours towards other employees. However, the question that may arise is that can employee attitudes be influenced by simply observing or hearing about CEO altruistic behaviors towards colleagues. With this consideration in mind, the referent to individual employees' experiences in receiving their CEOs' altruism was selected for this study.

Table 4

CEO Altruism Scale Items after Item Reduction and Refinement

Items	Source upon which item is based
<i>CEO general altruism</i>	
Stem: While not required by firm policy, when I was sick or bereaved or got married or had a baby, my CEO:	
1. Donated firm money	CEO and employee interviews
2. Personally gave me his/her own money or gifts	CEO and employee interviews
3. Encouraged employees to visit me	CEO and employee interviews
4. Encouraged employees to collect money for me	CEO and employee interviews
5. Delegated firm representatives to visit me	CEO and employee interviews
6. Visited me and showed empathy and concern during the visit	CEO and employee interviews
<i>CEO work-related help</i>	
Stem: While not required by firm policy, my CEO	
1. Verbally offered me and other employees to have consultations related to individual issues	CEO and employee interviews
2. Did orientation his/herself to me when I was new in this firm	CEO and employee interviews
3. Guided me in accomplishing specific tasks	CEO and employee interviews
4. Individually trained me in certain skills	CEO and employee interviews
5. Gave me discretionary and individual help in managing my workload	CEO and employee interviews
6. Helped me when I had heavy workloads	Adapted from altruism in OCB (Podsakoff et al., 1990)
7. Was always ready to help me	Adapted from altruism in OCB (Podsakoff et al., 1990)

Note. All items use a 5-point scale with anchors of 1 = *not at all* and 5 = *to a large extent*.

STUDY 3: HYPOTHESISED RELATIONSHIP TEST

Overview of the Study

This study examines the relationship between CEO altruism and employee outcomes. We examined the relationship of CEO altruism with employee job satisfaction mediated by perceived organizational support (POS). To this end, we begin study 3 with a literature review of CEO altruism, POS, and job satisfaction followed by a test of the model of CEO altruism relationship with job satisfaction, mediated by POS.

CEO Altruism and Job Satisfaction

Job satisfaction is an important antecedent of employee performance (Organ, 1988b). Employees who satisfied with their jobs tend to demonstrate pro-social behaviour (Puffer, 1987), high engagement in organizational citizenship behaviour (Motowidlo, 1984), in-role behaviours (Williams & Anderson, 1991) and better performance in their routine tasks (Babin & Boles, 1996). Scholarly inquiry on job satisfaction has noted some predictors of job satisfaction including leader supportiveness (Smith, Organ, & Near, 1983), human resource practices (Ileana & Simmons, 2008) and organisational climate (Pritchard & Karasick, 1973). Furthermore, meta-analysis studies (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002) have discussed a mechanism that transmits these predictors to job satisfaction. Drawing on social exchange perspective, these meta-analysis studies found that supervisor support, leadership, employee–organization context, human resource practices, and working conditions are strongly related with perceived organizational support (POS), and this POS is associated with job satisfaction.

This study focuses on individual CEOs' altruistic practices in predicting employee job satisfaction. Studies in leadership have investigated the links between some leadership types— such as transformational leadership (Braun, Peus, Weisweiler, & Frey, 2013), servant leadership (Mayer, Bardes, & Piccolo, 2008), and democratic leadership (Kushell & Newton, 1986)—and employee job satisfaction. From these three leadership types, servant leadership (Sendjaya & Sarros, 2002) and transformational leadership (Kanungo, 2001) capture altruism as a behavioural tendency for leaders. Given the influence of altruism in explaining job satisfaction in both servant and transformational leadership, CEO altruism is expected to facilitate employee job satisfaction. Also, consistent with the behaviours of transformational (Walumbwa, Orwa, Wang, & Lawler, 2005) and servant (Mayer et al., 2008; Sendjaya & Sarros, 2002) leaders, altruistic CEOs attempt to display personalised consideration and thus

are able to identify, respond to, and satisfy each employee's basic needs. The employees' needs that CEOs attempt to help with revolve around handling work- and non-work-related issues. Hence, employee job satisfaction may have a relationship with both CEO altruism scales.

Hypothesis 1a. CEO general altruism is positively associated with employee job satisfaction.

Hypothesis 1b. CEO work-related help is positively associated with employee job satisfaction.

CEO Altruism and Perceived Organizational Support

Despite studies on the antecedents of job satisfaction in the leadership literature, there is limited theoretical understanding of the mechanisms that transmit job satisfaction from CEO behaviours. Leader supportiveness is an environmental factor that may contribute to employee satisfaction (Smith et al., 1983). Rhoades and Eisenberger's (2002) and Kurtessis et al.'s (2017) meta-analyses found that leadership styles are important antecedents of POS and that POS is related to employee job satisfaction. However, the mechanisms that transmit job satisfaction from CEO behaviours is rarely discussed. We argued that CEO altruism may facilitate employee satisfaction through employees perceiving the discretionary and voluntary nature of CEOs' helping behaviours.

Organizational support theory suggests that employees view actions from firm agents like CEOs and supervisors as the action of the firm itself rather than expressions of the agents' personal interests, and that employees tend to value the resources they receive from discretionary decisions rather than from policies under external pressures (Rhoades & Eisenberger, 2002). This employee perception provides significant contributions to employee perceived organizational support (POS). Employee POS will further increase when employees perceive an increased level of discretionary positive treatment and the increased level of their

identification and personification of supervisors with organisations (Eisenberger et al., 2002). Thus, when employees receive CEOs' discretionary help in fulfilling employees' personal or work-related needs, the employees may associate that help with firm altruism rather than purely the CEOs' personal altruism. CEO behaviour around altruism reflects Eisenberger et al.'s (1986) perceived organizational support in action. Hence, CEO altruism may be related to job satisfaction through employees perceiving that their firms value their contribution and care for their wellbeing -known as POS. To know whether the CEO altruism-job satisfaction relationship is mediated by POS, the next hypotheses were formulated.

Hypothesis 2a. Perceived organizational support mediates a positive relationship between CEO general altruism and job satisfaction.

Hypothesis 2b. Perceived organizational support mediates a positive relationship between CEO work-related help and job satisfaction.

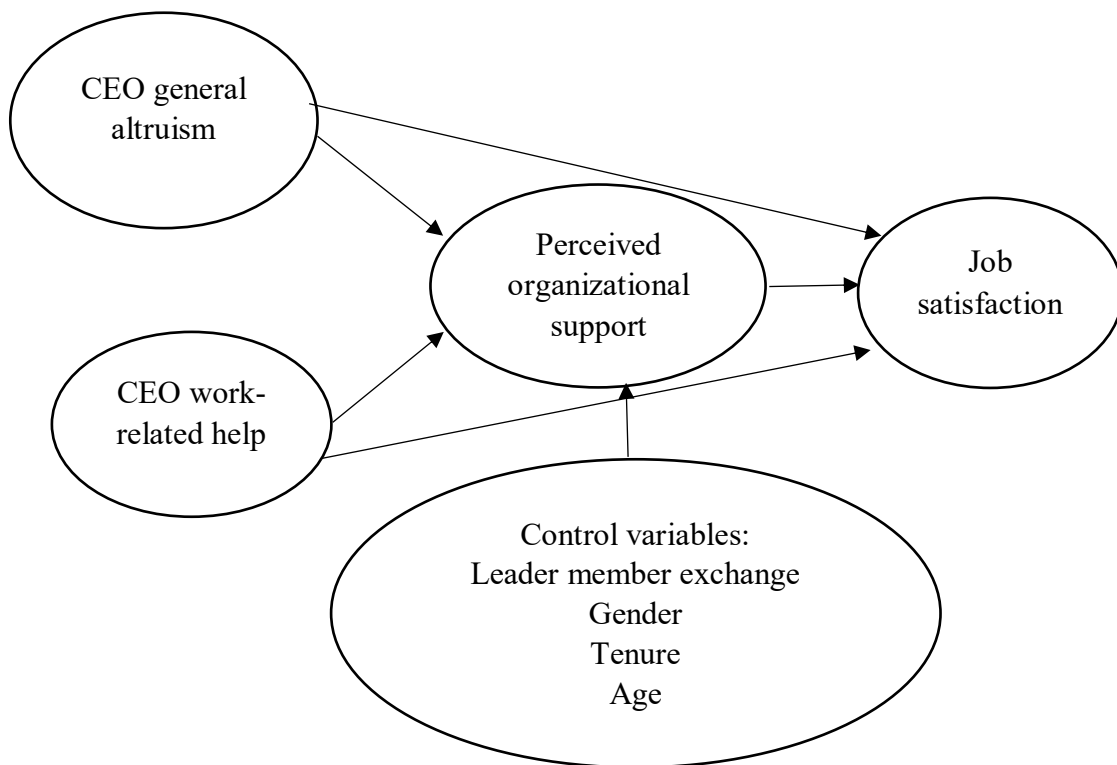


Figure 1. Theoretical model of CEO altruism, perceived organizational support and job satisfaction

Method

Sample and procedure

Data was collected in Indonesian SMEs across different sectors including the financial service, health service, professional service, manufacturing, and transportation sectors in February to April 2019. Access to employees was obtained through personal contact with CEOs and key employees, as well as a snowball technique using contacts. Similar to another research context in obtaining access to participants (Sun, Aryee, & Law, 2007), this approach is applicable in an Indonesian context as personal contacts considerably facilitate firm access. Prior to survey distribution, the CEO and a nominated employee from 25 participating SMEs were contacted for their agreement to conduct employee surveys in their firms. After obtaining the approvals, a survey team distributed employee survey packages to a nominated employee who coordinated the survey distribution. A consent page attached to each survey explained the survey objectives and assured respondents of the confidentiality of their responses and the voluntary nature of their participation in the study. Employees were given the choice of either returning sealed envelopes to the nominated employee of each participating SME or sending stamped self-addressed envelopes to researchers through the post office. Of the 665 employees in various positions invited to participate in the study, 546 completed surveys were returned, a response rate of 82%. After removing incomplete surveys due to missing data, 532 surveys were usable. Most participants were male (66.3%), permanently employed (76.3%), aged between 18 and 65 (mean: 34 years, $SD = 8.6$) with tenure ranging from one month to 35 years (mean: 7.65 years, $SD = 6.4$).

Measures

CEO general altruism. The CEO general altruism scale developed in Study 2 was used to measure employee perceptions of CEO altruistic behaviours related to non-work-related issues. The six items reflect CEO helping behaviours directed towards employee-related personal and family issues. An example item is “While not required by firm policy, when I

was sick or bereaved or got married or had a baby, my CEO personally gave me his/her own money or gifts.” Respondents used a 5-point scale ranging from 1 = not at all to 5 = to a large extent. Cronbach’s alpha was 0.86.

CEO work-related help. Similar to the CEO general altruism scale, the CEO work-related help scale developed in Study 2 was used to measure employee perceptions of CEOs’ altruistic behaviours related to employee work issues. The seven items reflect CEO discretionary help related to employee work accomplishments. An example item is “While not required by firm policy, my CEO helped orient me when I was new in this firm.” Respondents used a 5-point scale ranging from 1 = not at all to 5 = to a large extent. Cronbach’s alpha was 0.90.

Perceived organizational support. Employees indicated their perception of organizational support by responding to the eight-item scale developed by Eisenberger, Cummings, Aemeli, and Lynch (1997). These items represent employee wellbeing (e.g. “the organisation really cares about my well-being”), firm contribution (e.g. “the organisation cares about my opinions”), and firm helping (e.g. “my organisation is willing to help me if I need a special favour”). Each item was scored on a seven-point scale from 1 (strongly disagree) to 7 (strongly agree). Cronbach’s alpha was 0.72.

Job satisfaction. Employees indicated their job satisfaction by responding to Taylor and Bowers’ (1974) seven-item scale. This job satisfaction scale is used to assess overall job satisfaction by combining employee responses to single items that describe the degree of employee satisfaction with the work, co-workers, supervision, promotional opportunities, pay, progress, and the organization. An example item is “All in all, how satisfied are you with this organization compared most?” Each item was scored on a seven-point scale from 1 (strongly disagree) to 7 (strongly agree). Cronbach’s alpha was 0.86.

Control variables. Drawing on best practices regarding control variables (Bernierth & Aguinis, 2016) and following the POS and job satisfaction literature, we took a theory-driven and wide ranging approach to control variables (Cooper, Kong, & Crossley, 2018). Job satisfaction has been associated with leader member exchange (LMX) (Gerstner & Day, 1997) and hence we used a Liden and Maslyn's (1998) LMX 12-item scale as a control variable. Consistent with prior research on POS (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009), we included control variables for gender (1 = male, and 0 = female), job status (1 = permanent, 0 = contract), age, and tenure. Given the meta-analysis finding that the relationship between POS and job satisfaction was reduced among older worker (Kurtessis et al., 2017), we included age as a control variable.

Results

Descriptive statistics, correlations, and Cronbach's alphas are presented in Table 4. All variables including LMX have significant correlations. Cronbach's alphas for CEO general altruism and work-related help and the outcome variables used in the analysis are all satisfactory. Cronbach's alphas coefficients range from 0.72 to 0.90 exceeding the minimum accepted value of 0.7 (Nunnally, 1978). The psychometric properties of the measurement scales were evaluated following some practices in previous research (Anderson & Gerbing, 1988) that consist of the analyses of dimensionality and reliability, and content, convergent and discriminant validity (Mallén et al., 2015). A series of CFAs were conducted to confirm the factor structure of the four constructs, i.e., CEO general altruism, CEO work-related help, POS and job satisfaction. The hypothesised four-factor model demonstrated an acceptable fit for four-factor solution ($\chi^2 = 557.22$, $df = 203$ $p < .001$, CFI = 0.94, RMSEA = 0.06). This four-factor model was better than any alternative models, including a three-factor model in which CEO general altruism and CEO work-related help were loaded on a single factor ($\chi^2 =$

1310.89, $df = 206$, $p < .001$, CFI = 0.80, RMSEA = 0.10); a two-factor model in which CEO general altruism and CEO work-related help were loaded on a single factor, and POS and job satisfaction were loaded on the second factor ($\chi^2 = 1839.19$, $df = 208$, $p < .001$, CFI = 0.70, RMSEA = 0.12), and a one-factor model in which all four factors were set to load on a single factor ($\chi^2 = 2438.21$, $df = 209$, $p < .001$, CFI = 0.59, RMSEA = 0.14).

Table 5

Means, Standard Deviations, Alphas and Correlation Coefficients

		Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender	1.33	0.47									
2	Age	34.2	8.6	.20**								
3	Work status	1.2	0.42	-.03	.29**							
4	Tenure	7.6	6.4	-.00	.68**	.43**						
5	LMX	4.8	0.97	.14**	-.01	.05	-.04	(.93)				
6	POS	4.6	0.70	.09*	.12**	.13**	-.00	.57**	(.72)			
7	Job satisfaction	3.7	0.60	.05	.03	.06	-.05	.50**	.49**	(.86)		
8	CEO general altruism	3.3	0.92	-.00	.09*	.17**	.03	.28**	.38**	.42**	(.86)	
9	CEO work-related help	3.2	0.86	.09*	-.00	-.09	-.08*	.45**	.47**	.46**	.49**	(.90)

Notes: N = 532

** Significant at the .01 level (2-tailed)

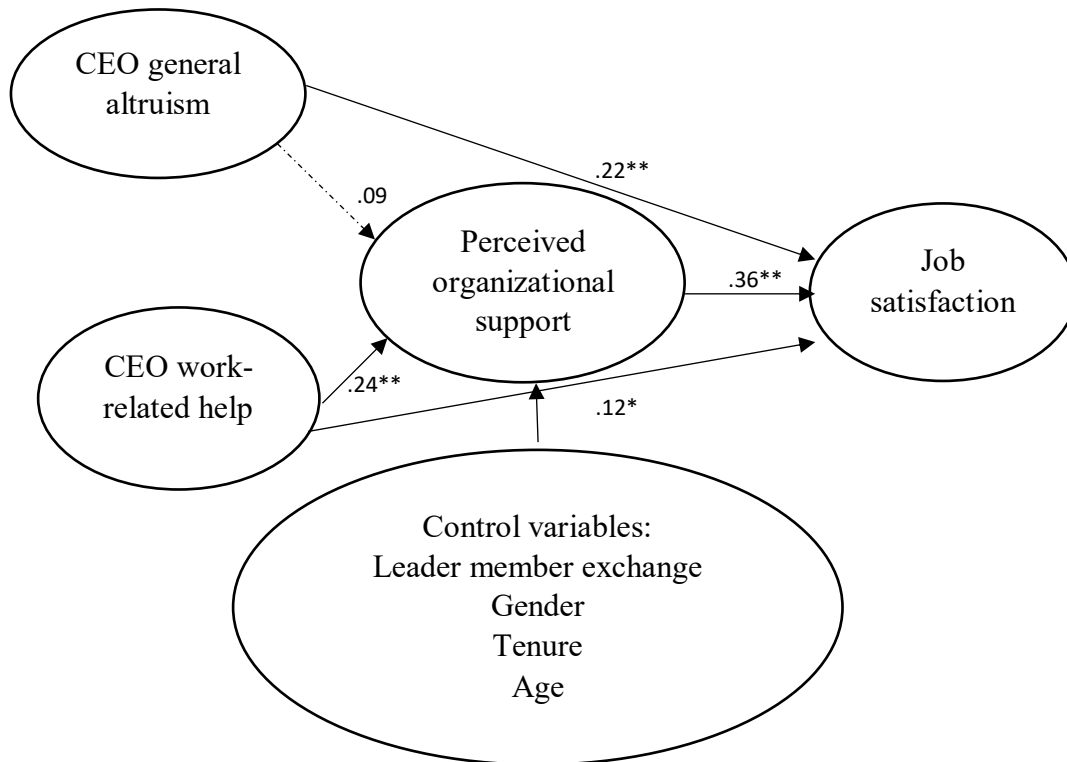
* Significant at the .05 level (2-tailed)

Content validity was established using validated and well-established scales. CEO general altruism and CEO work-related help scales were developed through a literature review and an interview study in Study 1, continued with a pilot test and exploratory and confirmatory factor analysis in Study 2. The POS items were taken from a previously validated scale (Eisenberger et al., 1997) and used in the other study, such as Wang et al. (2011). The job satisfaction items are also well used (Larwood, Wright, Desrochers, & Dahir, 1998; Singh, 1994).

Convergent and discriminant validity were evaluated. If the average variance extracted (AVE) for a factor is below 0.50, its convergent validity is questionable (Fornell & Larcker, 1981). In all constructs, the average variance extracted shows values greater than or very close to the recommended minimum of 0.5 (Nunnally, 1978). Although job satisfaction AVE

in this study is 0.49, the other three constructs (CEO general altruism, CEO work-related help and POS) showed values above 0.50. Discriminant validity was assessed by the AVE in each construct above the squared correlation coefficients between constructs (Fornell & Larcker, 1981). All correlations between constructs are significant and below 0.90. The AVE for each construct is above the square of the correlation of a construct with the others that make up the measurement scale. The scales meet the criteria for convergent and discriminant validity.

The hypotheses of the study were tested using two models. First, the study modelled the proposed direct relationship between CEO general altruism and CEO work-related help and job satisfaction. This framework of workplace relationships established the direct model supporting Hypotheses 1a and 1b. Employees are more likely to develop positive job satisfaction when perceiving their CEO displays general altruism and CEO work-related help. Second, a mediation model was tested by incorporating POS as a variable mediating the relationship of CEO general altruism and CEO work-related help with job satisfaction. Figure 2 shows the results of this model. The global fit indexes were acceptable, indicating the data were consistent with the model ($\chi^2 = 768.20$, $df = 269$, $\chi^2/df = 2.85$, $p < .01$, CFI = 0.92, RMSEA = 0.06).



Note. ** $p < .01$, * $p < .05$; $N = 308$

Figure 2. Structural equation modelling results: mediation model

The relationship test between CEO work-related help and POS revealed a significant relationship, while the path from CEO general altruism to POS was non-significant.

Consistent with past research (Rhoades & Eisenberger, 2002), the relationship of POS with job satisfaction was positive and significant, providing preliminary support for POS to mediate a relationship between CEO work-related help and job satisfaction (Hypothesis 2a).

However, the study needs to conduct a complete mediation test in which both the direct and indirect paths are tested simultaneously (Baron & Kenny, 1986). Specifically, POS variable mediates the relationship between two CEO altruism variables (CEO general altruism and CEO work-related help) and employee job satisfaction. Baron and Kenny's (1986) three-equation test was used, with the results shown in Table 6. Step 1 of the approach requires that the independent variables (CEO general altruism and CEO work-related help) statistically affect the mediating variable (POS). As shown in Table 6, this condition is met for the CEO work-related help-POS relationship but not for CEO work-related help-general altruism relationship. Step 2 of the approach requires that the independent variables (CEO general

altruism and CEO work-related help) directly and statistically affect the dependent variable (job satisfaction). This condition is met as shown in Table 5. Step 3 allows the mediator (POS) and independent variables (CEO general altruism and CEO work-related help) to influence the dependent variable (job satisfaction) with an emphasis on the mediator variable (POS) statistically influencing the dependent variable (job satisfaction). This condition is met as shown in Table 6. Step 4 compares the second and third set of regressions. The requirement is that the influence of the independent variables (CEO general altruism and CEO work-related help) on dependent variable (job satisfaction) declines substantially. This condition is met for CEO work-related help as its beta coefficients drops from 0.12 to 0.9 (CEO work-related help: total effect = 0.21, direct effect = 0.12, indirect effect = 0.09, $p < .05$) but not for CEO general altruism as the relationship between CEO general altruism and POS was non-significant (direct effect = 0.03, n.s.). All four conditions are met for CEO general altruism, indicating that POS mediates the CEO general altruism-job satisfaction relationship. Hence, Hypothesis 2a that POS partially mediates the relationship between CEO work-related help and job satisfaction was supported, while the proposed mediation by POS for the CEO general altruism-job satisfaction relationship is not supported (Hypothesis 2b).

Table 6

Mediation Results

Hypotheses	Dependent variable	a IV to POS	b POS to Job Sat	c IV to Job Sat	c* IV to Job Sat (mediator controlled)	Type of mediation
POS mediates CEO GA-job sat relationship	job sat	.09	.36**	.22**	.04	No mediation
POS mediates CEO WH-job sat relationship	job sat	.24**	.36**	.12**	.09*	Partial mediation

Notes. ** $p < .01$, * $p < 0.05$; N = 532

IV = independent variable, CEO GA = chief executive officer general altruism, CEO WH = chief executive officer work-related help, POS = perceived organizational support, job sat = job satisfaction.

Discussion

The results of Study 3 partially support our hypotheses. Both CEO general altruism and CEO work-related help were significantly and positively related to employee job satisfaction. Findings show that CEO general altruism, CEO work-related help, and POS explain 48% of variance in job satisfaction. These results confirm that CEO discretionary help directed at individual employees' work-related and non-work-related issues can explain employees job satisfaction.

Study 3 supported a partially mediating role for POS in the CEO general altruism-satisfaction relationship (Hypothesis 2a). This corresponds to the results of a meta-analytic study (Kurtessis et al., 2017) showing that employees strongly interpreted support from higher-level firm members as organizational support, and that POS is strongly related to job satisfaction. That POS partially mediates the relationship between CEO work-related help and job satisfaction shows that employees seem to interpret CEO work-related help as support from both firms and individual CEOs. Study 3 did not support the mediating role of POS in the CEO general altruism-job satisfaction relationship (Hypothesis 2b). The fact that POS failed to mediate this relationship may indicate that employees perceive CEOs' general altruism towards employee individual issues merely as part of the CEO's roles. Help provided by CEOs to employees in the form of support to employees when employees get sick, are bereaved, get married or have babies seems to be perceived by employees as merely CEO personal support and is not associated with firm-level support.

GENERAL DISCUSSION

The aim of this study is to investigate how CEOs behave altruistically towards employees and how these CEO altruistic behaviours may explain positive employee attitudes and behaviours. We conducted the investigation in SME contexts, as SMEs provide feasible context to study the relationship between CEO altruism and employee-level outcomes due to

the physical proximity between CEOs and employees. Drawing on the organizational citizenship behaviour and social support literature, CEOs' altruistic behaviours and the implications of such behaviours on employee attitudes and behaviours were firstly explored in an interview study. Using employee survey data, employee perceptions of CEO altruistic behaviours were then analysed to establish the two factors of CEO general altruism and CEO work-related help. Subsequently, the relationship between employee perceptions of CEO general altruism and CEO work-related help and employee job satisfaction was tested. Of particular interest is the role of perceived organizational support (POS) in mediating the relationships of CEO work-related help with employee job satisfaction.

Study 1 shows that CEO altruism explains some positive employee attitudes and behaviours, partly confirmed by Study 3, which shows that perceptions of both CEO general altruism and CEO work-related help were related to job satisfaction. POS was found to partially mediate the CEO work-related help-job satisfaction relationship but failed to mediate the CEO general altruism-job satisfaction relationship. Benefits achieved by employees from CEO altruistic help related to work issues seems to play an important role in building employee positive perceptions towards firm supportiveness that leads to employee job satisfaction. POS seems to be an important mechanism that transmits the CEO's altruistic help to job satisfaction. This mechanism is consistent with Kurtessis et al.'s (2017) finding on the high relationship coefficient of various types of leadership that generate positive assessment from employees and hence employees' POS. The key aspect that contributes to POS from CEO altruism seems to be the CEOs' degree of CEO supportiveness and concern for employee well-being.

The fact that POS failed to mediate the CEO general altruism-job satisfaction relationship can be analysed from group prototypicality. Group prototypicality is defined as a set of attributes that captures the essence of the group in particular context, and the more

individuals identify themselves in terms of the group identity, the more their beliefs, attitudes, and behaviour are governed by the group membership (Pierro, Cicero, Bonaiuto, van Knippenberg, & Kruglanski, 2005). Employees' beliefs, attitudes, and behaviour in this study appear to be guided by the essence of their organization's task, i.e. doing activities related to businesses to generate profit. Thus, CEO work-related help seems to be perceived as support from the organization in the accomplishment of their routine tasks while CEO non-work-related help (i.e. CEO general altruism) seems to be perceived as part of the CEO's individual and personal choices.

Contribution to Research

The central contribution of this study is its introduction of a completely new construct of CEO altruism in organizational behaviour grounded in OCB elevated to CEO level. Consistent with Colquitt's and Zapata-Phelan's (2007) taxonomy of empirical research theoretical contribution, this study develops a new construct and its relationships, and grounds the predictions with existing theories. The study theoretically and empirically extends employee-level altruism related to work issues (Organ, 1988; Podsakoff et al., 1990) to CEO-level altruism in organisational contexts related to both work-related and non-work-related issues. Our findings lend support to previous findings suggesting types of social support and helping related to non-work issues in organisational context (Bamberger, 2009; Bowling et al., 2005; Ehrhart, 2018). Furthermore, our findings introduce the CEO altruism categories of instrumental, emotional, companionship, and work-related help in Study 1 and two CEO altruism categories of CEO general altruism and CEO work-related help in Study 2, plus the positive relationship of both CEO general altruism and CEO work-related help with job satisfaction, mediated by employees' POS, in Study 3. The results of Study 3 support the conceptualisation of CEO altruism as a construct that explains employee job satisfaction mediated by POS. CEO altruism adds to the literature the antecedent of job satisfaction from a

leader behaviour perspective, consistent with previous research on leadership such as transformational leadership (Braun et al., 2013), servant leadership (Mayer et al., 2008) and democratic leadership (Kushell & Newton, 1986).

Practical Implications

The present study offers insights for practical interventions. Many firms (especially SMEs) have limited access to ample resources, but SMEs can develop CEO altruism given its valuable property in a relational sense. CEO altruism can increase employees' positive emotional and welfare conditions. Employees' positive emotional and welfare experience is pivotal in that it increases employee emotional well-being, develops positive experiences with the job, and creates positive workplace relationships. CEO altruism is instrumental to organisational effectiveness in that it builds a CEO-employee exchange relationship. Hence, CEO altruism may provide an effective tool for CEOs to motivate employees to achieve firm goals (Kanungo, 2001). As favourable treatment serves as an antecedent of positive outcomes, it is important for CEOs to focus on their altruistic actions that may impact employee positive perceptions and satisfaction. Finally, consistent with other research (Cooper et al., 2018), we suggest SME CEOs to use altruism as a cost-effective and enriching leadership instrument.

Limitations and Future Directions

This study has several limitations that could be addressed in future research. First, the quantitative study i.e. Study 3 follows a cross-sectional design and is susceptible to common method variance. Survey data for Study 3 were collected from a single source i.e. employees at one time with a single survey distribution. This is a major limitation of the study, and hence strong conclusions about causality cannot be made. Future research could conduct multi-source, multi-level and time lagged survey using a longitudinal design to overcome the potential common method variance. Second, the interview study asked participants about CEO altruism practices common in Indonesian SMEs. Hence, only CEO altruistic behaviours

common in Indonesian SME contexts were articulated. Future research could explore more CEO altruism practices in different contexts and regions to enrich CEO altruistic practices. Third, some constructs such as human resource practices, leader member exchange, organisational climate, leadership, and firm justice serve as predictors of POS and job satisfaction. This study only included leader member exchange as a control variable in the CEO altruism-job satisfaction relationship. Future research could introduce a more comprehensive model of CEO altruism relationship that includes other control variables. Fourth, the other discriminant and convergent validity tests were not conducted for the resulting CEO general altruism and CEO work-related help scales after the addition of two items for CEO work-related help in Study 2. This omission may reduce the validity of CEO altruism construct. Future research could use more validation steps to increase the CEO altruism construct validity. Fifth, this study tested the CEO altruism-outcome relationship in SMEs with less than 100 employees. Although this employee number is acceptable to determine an SME category, studying slightly larger range of SMEs (i.e., 100-500 employees) in future research can produce an interesting comparison that may lead to insights on whether the impact of CEO altruism weakens as the organization size is larger. Finally, we used CEO altruism scales that have not been validated elsewhere. Future studies could further test the construct validation of the CEO altruism scales.

Conclusion

This research extends knowledge of altruism in firms by investigating CEO altruism directed at employees' work-related and non-work-related issues. We examined the relationship of CEO altruism with the outcome variables in the SME context in three studies and found CEO altruism partially induced employees' perceptions of both CEO and firm support, which led to employee job satisfaction. Given the discretionary nature of the behaviour studied, CEO altruism indicates CEOs who voluntarily help employees beyond formal firm policies and employment contracts. CEOs should consider CEO altruism an

important resource for handling employees' work-related and non-work-related issues, developing positive work relationships and fostering employee job satisfaction. These results make theoretical and practical contributions to the altruism literature and underline some research problems that need to be addressed in future studies. Thus, we hope this research motivates further investigations.

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Conclusion to Paper B

Paper B extends the results of Paper A. In Study 1, four categories of CEO altruism were identified and were found to predict positive employee attitudes and performance. Through a scale development study, Study 2 found two categories of CEO altruism - CEO general altruism and CEO work-related help-. In Study 3, both CEO altruism factors were found to enhance employee job satisfaction. Perceived organizational support (POS) mediates the positive relationship between CEO work-related help and employee job satisfaction but fails to mediate the relationship between CEO general altruism and job satisfaction. Overall, Paper B provides answers to research question 1 of this PhD thesis on how CEOs behave altruistically towards employees (Study 1), research question 2a and 2b on the relationship between CEO altruism and employee attitudes, and the mechanism through which CEO altruism may impact employee attitudes (Study 3) and research question 3a on the relationship between CEO altruism and employee performance (Study 1). Paper B also lends support to the use of organizational support theory in explaining the mechanism through which CEO altruism predicts employee job satisfaction. The impact of CEO altruism in explaining employee performance to answer the third research question will be discussed further in Chapter 5 that presents Paper C.

**Chapter 5: Paper C. CEO Altruism, Manager Altruism and Organizational Citizenship
Behaviour: A Social Learning and Social Exchange Perspective**

Introduction to Paper C

Findings from Papers A and B show that chief executive officer (CEO) altruism towards employees' work-related and non-work-related issues is related to positive employee behaviours. Drawing on interview data, Papers A and B found that CEO altruism can be linked to positive employee behaviours such as in-role behaviour, organizational citizenship behaviour (OCB) and retention. Paper C extends those findings by quantitatively testing the link between CEO general altruism and employee OCB directed at individuals (OCBI) and employee OCB conscientiousness. Paper C integrates managers' perceptions on altruism from their peer, lower and upper managers into the model. Manager altruism is expected to mediate the link between perceived CEO general altruism and OCBI and between CEO general altruism and employee OCB conscientiousness. Paper C aims to answer the third research question of this PhD thesis on the role of CEO altruism in predicting employee performance and the mechanism through which CEO altruism impacts employee performance. To better understand the mechanism through which CEO altruism impacts employee performance, Paper C draws on organizational learning theory and social exchange theory. Paper C analysed managers' data from dataset different from the dataset analysed in Paper B.

Paper C was presented at the Australian and New Zealand Academy of Management, Cairns, Australia on December 5, 2019, as detailed on p. vi.

CEO Altruism, Manager Altruism and Organizational Citizenship Behaviour: A Social Learning and Social Exchange Perspective

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ABSTRACT

This study examines the relationship between managers' perceptions of chief executive officer (CEO) altruism and employee organizational citizenship behaviour (OCB). This research investigates the link between perceived CEO altruistic behaviours towards employees' non-work-related issues and employee OCB directed at individuals (OCBI) and OCB conscientiousness. Perceived manager altruism is expected to mediate the link between perceived CEO general altruism and OCBI, and between perceived CEO general altruism and OCB conscientiousness relationships. The study draws on two possible explanations for the relationship namely social learning theory and social exchange theory. Data were collected from 103 managers in 26 small and medium sized enterprises in Indonesia. The study suggests a positive link between perceived CEO altruism and employee OCBI through an effect on manager altruism. The mediating effect of manager altruism was not found in the relationship between CEO altruism and employee OCB conscientiousness. These findings lend support for CEO role modelling and provide an explanation of CEO altruism effects on employee behaviours.

Keywords: Chief executive officer (CEO) altruism, OCB conscientiousness, manager altruism, organizational citizenship behaviour individuals (OCBI).

CEO Altruism, Manager Altruism and Organizational Citizenship Behaviour: A Social Learning and Social Exchange Perspective

Organizations need employees who can demonstrate discretionary and spontaneous behaviours. This combination of the two behaviours is essential for firm survival and effectiveness, without which an organisation is vulnerable to failure in achieving organisational goals (Katz, 1964). As such, organizational citizenship behaviour (OCB) plays a significant role in maintaining a firm's competitive advantage (Detert & Burris, 2007). Defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4), OCB impacts a number of individual and firm outcomes, including employee turnover intention, profitability, productivity, product quality, and efficiency (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Leader role modelling has been found to be an effective tool in clarifying the mechanism that transmits leaders' behaviours to employee level and group level OCB (Ehrhart, 2018; Ullrich, Wieseke, Christ, Schulze, & Van Dick, 2007; Yaffe & Kark, 2011). As role models, supportive leaders may foster subordinates' OCB (Ullrich et al., 2007). Leaders who demonstrate OCB may directly and indirectly impact group OCB by improving group belief in the value of OCB (Yaffe & Kark, 2011). In upper-level leaders, leader role modelling is indicated in the positive link between top manager transformational leadership and group-level helping (Choi, 2009), and between top management ethical leadership and group-level helping via supervisor ethical leadership (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). These studies emphasise role modelling as a clarifying mechanism that links leaders' positive behaviours to individual- and group-level OCB.

In addition to leader role modelling, the concept of exchange relationship has been used to clarify the link between treatment from organisations or organisation representatives

and employee OCB. For example, drawing on social exchange theory (Blau, 1964), studies found human resource management practices positively impact employee OCB directed at individuals and organisations (Snape & Redman, 2010) and negatively impact employee turnover intention (Lam, Chen, & Takeuchi, 2009). Furthermore, leader member exchange, a dyadic and social exchange type of relationship between leaders and followers (Graen & Uhl-Bien, 1995), has been found to affect employee OCB and in-role behaviour (Settoon, Bennett, & Liden, 1996). Similarly, using the social exchange lens, there is a positive link between top management and supervisory ethical leadership and group-level OCB (Mayer et al., 2009).

Although much research has examined role modelling and social exchange in clarifying the link between predictors and employee OCB, few attempts have been made to specifically integrate CEO role modelling and CEO-employee exchange in predicting employee positive performance. More importantly, despite the recognition that CEO behaviours do matter in influencing employee-level outcomes (Wang, Tsui, & Xin, 2011), knowledge as to how CEO behaviours may explain positive employee performance through role modelling and social exchange mechanisms remains limited. We address this gap by presenting a relationship model that links CEO altruism with employee performance manifested in employee OCB -a group of behaviour that constitutes employee contextual performance (Borman & Motowidlo, 1997; Rotundo & Sackett, 2002). Grounded in OCB literature (Organ, 1988b), this study defines CEO altruism as CEO discretionary behaviours to increase the welfare of employees that are not required by either employment contracts or firm policies, and that may contribute to firm effectiveness through influencing employee attitudes and behaviours. This definition signifies CEOs demonstrating their OCB altruism towards employees that may explain positive employee performance i.e. employee OCB. Similar to charismatic leadership concept in explaining employee and firm level outcomes (Waldman & Yammarino, 1999), CEO altruism paradigm is expected to explain employee

and firm level outcomes across hierarchical echelons and levels of analysis. In other words, CEO OCB altruism towards employees is expected to predict employee OCB at firm level. We add to studies of role modelling (e.g. Mayer et al., 2009; Ullrich et al., 2007; Yaffe & Kark, 2011) and social exchange (e.g., Graen & Uhl-Bien, 1995; Settoon et al., 1996; Snape & Redman, 2010) the effects of perceived CEO altruism on employee OCB. We examine whether employee OCB directed towards individuals (OCBI) (Williams & Anderson, 1991) can be explained via the role modelling of CEO altruistic behaviours, and OCB conscientiousness (Organ, 1988) can be explained via social exchange.

To conduct a thorough discussion on the CEO altruism-employee outcome relationship and to present a less complex model for the relationship test, Study C focuses on CEO altruistic behaviours towards employees' non-work-related issues -called CEO general altruism- in predicting employee OCB through role modelling and social exchange mechanism. Employee OCBI and OCB conscientiousness were selected as the outcomes of perceived CEO altruism because these constructs are suitable with the proposed research model. OCBI consists of some items that represent employees' behaviours that benefit individuals in organizations (Williams & Anderson, 1991). The items of OCBI represent some employees' helping behaviours directed at both colleagues' work-related issues such as helping others who have heavy workloads and colleagues' non work-related issues such as taking time to listen to co-workers' problems and worries (Ehrhart 2018). Employee OCBI can be learn socially from their CEOs and other firm leaders through a role modelling mechanism. Furthermore, OCB conscientiousness was selected as the outcome of perceived CEO altruism because it represents some employee discretionary behaviours that go beyond the minimum role prescription of the organization (Organ, 1988). Employees going beyond the call of duty can be associated with their dyadic exchange relationships with their leaders (Podsakoff et al. 1990). Hence, given social exchange nature of CEO altruism-employee

outcome relationship, employee OCB conscientiousness was considered appropriate to represent the outcome of CEO altruism.

People may argue that the most logical counterbalance to OCBI would be OCBO. However, this study selects OCB conscientiousness as the outcome of CEO general altruism. The fundamental reason is that OCB conscientiousness includes a type of OCBO that has two OCB conscientiousness items that are quite relevant to measure the employee performance for Indonesian context, a country identified with low level of trust in non-kin relationship (Rademakers, 1998). The items ‘my subordinates believe in giving an honest day's work for an honest day's pay’, and ‘my subordinates obey company rules and regulations even when no one is watching’ demonstrate that managers are invited to rate their trusts to their subordinates performing their own tasks honestly and following the regulations in the absence of those who directly supervise their tasks.

Justification of the Study

The underlying logic of CEO role modelling in influencing manager altruism and employee OCB revolves around the significant influence CEOs may exert on firms and employees. CEOs are the most powerful members of modern organisations (Eisenhardt & Bourgeois III, 1988), as they have strong impacts on firms’ strategic directions, structures, and internal processes (Beatty & Zajac, 1987; Davidson III, Worrell, & Cheng, 1990; Roth, 1995). CEOs or top management play a central role in affecting both firm and employee outcomes by developing and communicating visions and forming organisational cultures (Shin, 2012). CEOs are leaders of corporations that have the capacity to “set the tone for the entire corporation” (Wheelen & Hunger, 2012, p. 69). Some CEOs may have superior organisational positions due to their exceptional contribution as firm founders (Jayaraman, Khorana, Nelling, & Covin, 2000). As the founder, CEOs may have even more managerial discretion (Hambrick & Finkelstein, 1987), and hence founder CEOs have a significant role in

directing their organisations, serving as a main reference for other decision makers, and establishing their leadership values via recruiting, retaining and socialising firm members who identify themselves with the CEO's own values (Ling, Simsek, Lubatkin, & Veiga, 2008).

Due to CEOs' designated roles, status and success in the firm, and their power to influence behaviours and outcomes of other firm members (Brown, Treviño, & Harrison, 2005), these top organisational members may serve as important role models for their managers and employees. Most people in organisations look at others outside themselves for ethical guidance (Trevino, 1986), and ideally leaders including CEOs are central sources of such guidance (Brown et al., 2005). Leaders play roles not only as caretakers but also as role models for others by demonstrating appropriate examples that can encourage others to pursue the shared interest (Van Dierendonck, 2011). We argue that CEOs may serve as role models of altruistic behaviours for managers and employees in organisations. Although SME CEOs may have close relationships with employees, the relationship between SME CEOs and managers is likely to be closer than the relationship between CEOs and employees. This intimate CEO-manager workplace relationship may allow managers to frequently observe CEOs' altruistic behaviours, thus facilitating managers' modelling of CEO altruistic behaviours. When managers model their altruistic behaviours after their CEOs, employees may model themselves directly after their CEOs or indirectly through their managers. With two altruistic models, employees may ultimately develop their own altruistic identities when they interact with colleagues. This study develops this proposition by incorporating research on social learning (Bandura, 1977, 1986) to clarify the process through which CEO altruism role modelling explains employee OCBI. For this CEO role modelling, this study responds to Ehrhart's (2018) call for research on upper-level leaders' behavioural role modelling.

The underlying logic of the relationship between CEO altruism and employee OCB conscientiousness can be best explained by the motivational processes of social exchange

theory (Blau, 1964). Well-established research grounded in SET have demonstrated that employees' positive actions towards organisations were developed from employees' perceptions that their employers take care of and support them (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Snape & Redman, 2010; Whitener, 2001). Firm actions such as human resource management practices (Snape & Redman, 2010) and firm discretionary treatment for employees' welfare (Eisenberger et al., 1990) are indicative of firms' commitment to employees, and hence employees may respond through increased commitment to their organisations (Whitener, 2001). CEOs' altruistic behaviours towards employees may result in employees' perceptions that their firms value their contribution and are committed to taking care of their well-being. As a result, employees may reciprocate perceived firm support with discretionary behaviours benefiting the firms beyond their role requirements through performing OCB conscientiousness.

To provide a relevant context for testing the potential relationship between CEO altruism and employee OCB, we selected small and medium enterprises (SMEs) as an empirical setting in this study. The simpler and more fluid characteristics of the SME context (Ling et al., 2008) provide CEOs a greater chance to physically interact with their employees. In addition to ratifying and directing organisations' strategies, SME CEOs directly engage in executing firm policies and strategies, which is a role generally handled by operational managers in larger organisations (Lubatkin, Simsek, Ling, & Veiga, 2006). SME circumstances provide CEOs an opportunity to closely interact with managers and employees at all levels, which may allow managers and employees to directly observe CEO behaviours. Given such a firm context, we argue that SMEs provide an especially advantageous circumstance for CEOs to demonstrate positive behaviours and to act as role models for their employees.

This study makes several important contributions to altruism in organizational behaviour literature. First, this study provides a relationship model expected to inform future studies on the importance of CEO altruism and its practical benefits in developing desirable employee performance, including potentially feasible avenues for future exploration. Second, in the present study, CEO altruism attempts to predict employee performance in the form of employee OCB. Third, this paper discusses a role modelling and social exchange mechanism through which CEO altruism predicts employee performance. In the next sections, we discuss the theoretical foundation of our propositions, provide evidence that supports our hypotheses, and discuss the implications of our findings.

Social Learning Theory

Social learning theory (SLT) puts an emphasis on learning from others (Davis & Luthans, 1980). SLT suggests that individuals learn most human behaviours through modelling, a type of vicarious learning that holds a significant place in social learning theory (Bandura, 1977; Manz & Sims Jr, 1981). Modelling occurs when individuals observe others' actions that leads them to form an idea about how to perform certain behaviours, and this coded information guides individuals' future actions (Bandura, 1977). In this feature of social learning, individual actors do not have to learn experiences by engaging in the experiences, making mistakes, and receiving consequences, but rather they learn from observing and imitating certain behaviours from role models (Winkler, 2010). To put it simply, "people guide their actions by prior notions rather than by relying on outcomes to tell them what they must do" (Bandura, 1977, p. 35). Through observing behaviours of role models and the results of such behaviours, individuals obtain knowledge of fundamental relationships between behaviours and outcomes which guide them to imitate certain behaviours (Bai, Lin, & Liu, 2017).

In organisations, employees learn certain behaviours through modelling their colleagues and supervisors, while supervisors learn organisational behaviours from their peer supervisors and more experienced and higher-ranking leaders through observing their individual experiences (Sims Jr & Manz, 1982). Although leaders can be a source of modelled behaviours, Brown and colleagues (2005) propose that being an ethical role models requires certain conditions. Leaders, to be perceived as ethical role models, must be attractive, credible, and legitimate, partly through engaging in behaviours considered as normatively appropriate and guided by altruistic instead of egoistic motivations. To increase the attractiveness and credibility of ethical role modelling, leaders need to demonstrate honesty and fairness and treat others with respect. These leader behaviours are believed to increase the efficacy of role modelling (Brown et al., 2005). We suggest that altruistic CEOs serve as role models who stimulate middle and line managers and employees to imitate their behaviours. Through role modelling by CEOs, middle and line managers and employees may develop their own altruistic behaviours which may lead them to engage in altruistic practices towards others in the organisation.

In the SME context, observations of CEOs' ethical or unethical conduct are amplified by relatively intensive interactions among CEOs, middle and line managers and employees. By virtue of small workplace areas and close personal and spatial interactions, CEO altruistic behaviours may gain a wide exposure to both SME middle and line managers and employees. CEO altruistic behaviours may attract direct attention from all managers and employees and may serve as guides for their altruistic performance. Bandura (1977, 1986) proposed the four component processes of attention, retention, behaviour production and motivation, that govern observational learning. These four components may hold an important role in strengthening CEO role modelling for managers and employees. Attention is the first necessary condition for modelling behaviours, as individuals cannot much observe behaviours

“unless they attend to and perceive accurately the significant features of modelled behaviours” (Bandura, 1977, p. 24). SMEs are likely to provide opportunities for CEOs, middle and line managers and employees to pay attention to each other. CEO, manager and employee day-to-day interactions allow many CEO altruistic behaviours to be displayed to middle and line managers and employees. The nature of CEO-manager-employee interactions in SMEs provides a proper chance for managers and employees to store the coded information of CEOs’ altruistic behaviours in their memory. These CEO-employee relationship characteristics relate to retention as the second component necessary for observational learning. Modelled activities are required to be retained in memory in symbolic forms. Repeated exposures allow modelling stimuli “to produce enduring, retrievable images of modelled performance” (Bandura, 1977, p. 25). The repeated exposures to SME CEOs’ altruistic behaviours towards SME middle and line managers and employees strengthen the image of altruistic CEOs and may give rise to altruistic behaviour through role modelling even in the physical absence of CEOs.

The third component of observational learning relates to behaviour production. Behavioural production concerns transforming observational learning into practice. A gap may occur between the modelled behaviours and the real practice, particularly in learning a complex skill, and this gap may indicate that correction is necessary (Bandura, 1977). Altruistic behaviours include ethical conduct deeply rooted in concerns for others’ interests. Hence, practicing such behaviours may not involve great complexity that needs a serious rehearsal process. SME middle and line managers and employees may easily model CEO altruistic behaviours by integrating concern towards others’ interests into their own core values.

Motivation, the fourth element of behavioural learning, relates to the motivational process involved in translating the learning into performance. If the outcome of modelled

behaviours is more likely to result in rewarding rather than unrewarding outcomes, the actors are more likely to imitate the behaviours and translate the learning into practice (Bandura, 1977). Altruistic behaviours give positive psychological effects to people who receive the virtuous action, and they may effectively contribute to ethical relationships. SME middle and line managers and employees who are committed to building positive workplace relationships are likely to be motivated to display altruistic behaviours and OCB directed towards individuals (OCBI) as the outcomes of the learning process initiated by their CEO's altruistic behaviours.

CEO Altruism, Manager Altruism and Employee OCBI

SME CEOs may serve as role models of altruistic behaviours for managers and employees in organisations. SME context is likely to allow CEOs to have relatively close workplace relationships with their managers and employees, and hence provides managers and employees opportunities to frequently observe their CEOs' altruism. The frequency of both managers and employees in observing their CEOs' altruism may facilitate managers' and employees' modelling of CEO altruistic behaviours. Moreover, for collectivist societies like Indonesia, CEOs are, like parents in households, important figures whose behaviours are observed and adopted (Wang et al., 2011). The outcome of the managers' and employees' modelling of CEO altruism is that both groups may develop their own altruism or OCBI, behaviour aimed at helping other individuals in the workplace (Williams & Anderson, 1991). Given the SME context and the nature of the altruistic behaviours relevant for CEOs to become role models for middle and line managers and employees, we propose the following research hypotheses:

Hypothesis 1a: Perceived CEO altruism has a positive relationship with manager altruism.

Hypothesis 1b: Perceived CEO altruism has a positive relationship with employee OCBI.

CEO Altruism and Employee OCB Conscientiousness

Social exchange theory (Blau, 1964) can be used to explain the relationship between CEO altruism and employee OCB conscientiousness. Social exchange is one of the most dominant conceptual paradigms for understanding behaviours in organisations (Cropanzano & Mitchell, 2005; Rafferty & Restubog, 2011). Social exchange differs significantly from economic exchange. Economic exchange requires a formal contract that specifies the exact obligation expected for recipients to reciprocate favours they received. Meanwhile, social exchange involves virtue that creates obligation for future returns, but at what time the virtue will be reciprocated and in what form the return will be provide are not precisely specified and thus rest on the recipients' discretion (Blau, 1964; Eisenberger, Huntington, Hutchison, & Sowa, 1986). As obligations are not specific, trust plays an essential role in maintaining the long-term feasibility of the benefactor-beneficiary relationship (Snape & Redman, 2010).

Many empirical studies of employment relationships have used social exchange as a theoretical basis to clarify the exchange nature of relationship between employers and employees (e.g. Allen, Shore, & Griffeth, 2003; Moorman, 1991; Sun, Aryee, & Law, 2007). For example, human resource management practices in the form of training and development and reward strategies are perceived as signals of support and benefit that organisations provide to employees, and employees may reciprocate this organisational virtue through organisational commitment, low turnover intention and performance (Allen et al., 2003; Rhoades & Eisenberger, 2002). In terms of workplace circumstance, employees who perceive the workplace conditions as positive may reciprocate with positive work attitudes (Haar, 2006). Similarly, social exchange conceptualises employees' discretionary behaviours that benefit organisations, such as OCB, as forms of reciprocation for positive treatment that

employees receive from their employers (Snape & Redman, 2010). Conscientiousness is an OCB dimension wherein employees engage in behaviours that go beyond the prescribed level of job through being adherence to firms' rules, regulations and procedures, being committed to attendance above the norm and being wise in the use of firm resources (Organ, 1988). More conscientious employees tend to be well-informed, with updated knowledge about the products or services firms provide (Yen & Niehoff, 2004).

Positive treatment provided by employers to employees, and employees' reciprocal actions towards organizations as exchanges of the benefit received, can be explained by organizational support theory (OST) (Eisenberger et al., 1986). OST posits that employees view the actions of firms' important agents such as CEOs, top management teams, and supervisors as the actions of the firm itself rather than expressions of the agents' personal interests (Eisenberger et al., 1986). Furthermore, OST argues that employees appreciate resources received from discretionary decisions rather than from organizational policies forced by external power beyond the organisations' control (Rhoades & Eisenberger, 2002). Employee attribution of firm agents' actions to the firm itself and high employee preference for the voluntary nature of organisations' decisions in improving their welfare may strengthen employee perceptions of firms' supportive behaviour (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Employee perception of organisational support has been found to predict employees' extra-role performance (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009), risk taking (Neves & Eisenberger, 2014), job satisfaction (Eisenberger, Cummings, Armeli, & Lynch, 1997), and OCB (Kurtessis et al., 2017). The meta-analytic study from Kurtessis et al. (2017) provides the strongest support to the relationship between POS and employee OCB oriented towards organizations like OCBO and OCB conscientiousness. Using the results from 558 studies, Kurtessis and colleagues found that POS was positively associated with employees' efforts on behalf of organization

compared to their efforts intended to aid their colleagues. Based on the above, we propose the following hypothesis:

Hypothesis 2: perceived CEO altruism has a positive relationship with employee OCB conscientiousness.

Mediating Role of Manager Altruism

There are two strands of research regarding the role of top management and supervisors in influencing employee behaviours (Mayer et al., 2009). The first line of research argues that top management personnel have greater influence over employees compared to supervisors, in that firms are a reflection of top management (Schneider, Goldstein, & Smith, 1995). Given the greater influence top managers have over subordinates, they tend to be more influential and transformational than supervisors (Grojean, Resick, Dickson, & Smith, 2004; Lowe, Kroeck, & Sivasubramaniam, 1996). In contrast, the second stream of research argues that immediate supervisors exert a greater influence on employee behaviours, as they have more direct interactions with employees (Lowe et al., 1996).

For this study on CEO altruism, it is assumed both top management and supervisors have their own roles in influencing employee behaviours. On one hand, because of the relatively small workplace, both SME CEOs and managers are likely to have direct contact with employees. The CEO-employee proximal distance allows CEO altruistic behaviours to be clearly observed by employees and hence CEO altruism role modelling may occur. On the other hand, managers serve as a link between CEOs and employees, coordinate daily operations, and provide daily work direction and mentoring for firm members (Mayer et al., 2009). Close interaction due the nature of supervisors' job definition allows supervisors to display their behaviour to employees. Although SME CEOs may have close relationships with employees, the relationship between CEOs and managers is likely to be more intimate than the relationship between CEOs and employees. This intimate CEO-manager workplace

relationship may allow managers to frequently observe CEOs' altruistic behaviours, thus facilitating managers' modelling of CEO altruistic behaviours. Observing CEOs' altruistic behaviours can result in managers performing altruism towards employees in their departments. Furthermore, when managers in organizations imitate their CEOs' altruistic and behaviours, employees may be exposed to two exemplary altruistic role models—CEOs and leaders—and this may predict employees' OCB. Based on this argument, we provide the following hypothesis:

Hypothesis 3: Manager altruism mediates a positive relationship between perceived CEO altruism and employee OCBI.

Organizational support theory suggests that employees consider the actions of firm agents like supervisors to be the actions of the firm itself rather than reflections of supervisors' personal interests (Eisenberger et al., 1986). In this case, when managers demonstrate their altruistic behaviours to employees, employees may attribute the manager's altruistic behaviours to altruistic actions from the firm to improve employees' welfare. Moreover, Shanock and Eisenberger (2006) found that subordinates' perceptions of support from the supervisor mediated positive relationships between supervisors' perceived organizational support (POS) and subordinates' performance. Empirical research further indicates that leaders' supportive behaviour is a predictor of OCB conscientiousness (Organ & Ryan, 1995). Based on the theoretical argument and empirical evidence, we propose the next hypothesis:

Hypothesis 4: Manager altruism mediates a positive relationship between perceived CEO altruism and employee OCB conscientiousness.

The conceptual model based on the above hypotheses is as depicted in Figure 1.

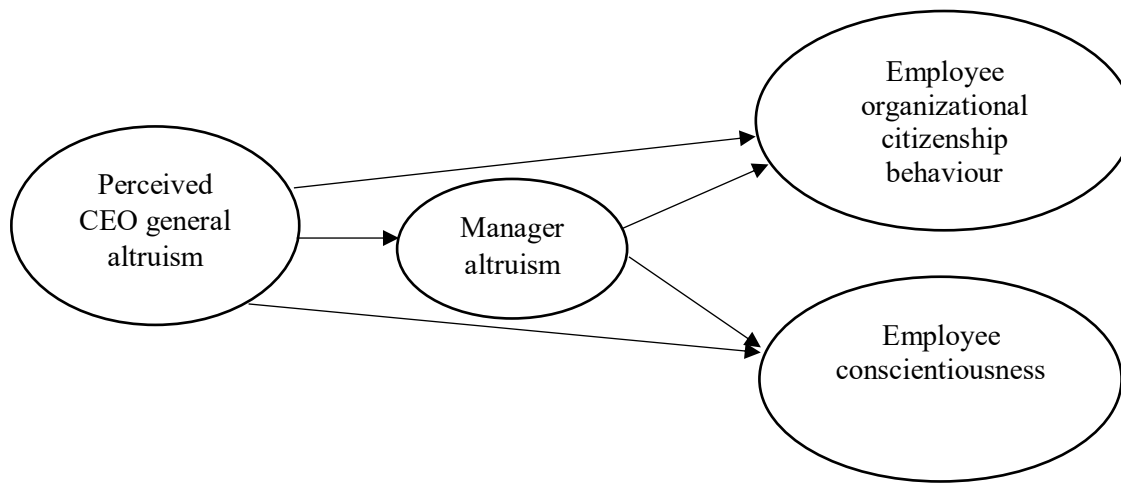


Figure 1. Perceived CEO general altruism and employee organizational citizenship behaviour mediated by manager altruism

METHOD

Sample and Procedures

Data were collected through surveying middle and line-level managers in 26 small and medium enterprises (SMEs) in three provinces in Indonesia. Items related to CEO altruistic behaviours, manager altruism and employee OCB were assessed using managers' perspectives. Items were in Bahasa (Indonesian language) but were originally constructed in English, and were translated using a conventional translation and back-translation method (Brislin, 1970). We consulted with a bilingual English-Bahasa expert to assess the readability of the items in Bahasa to avoid ambiguous or unfamiliar terms, vague concepts, double-barrelled items, and complicated syntaxes. Although SME settings allow employees at all levels to directly observe CEO altruistic behaviours, managers may have more intimate and proximal relationships with CEOs than lower-level employees as managers serve roles in linking CEOs to employees (Mayer et al., 2009). As a result, managers observe CEO altruistic behaviours more closely and more frequently. Furthermore, managers are also expected to produce an objective assessment on their followers' OCB. In this case, middle managers

assessed line managers' OCB while line managers assessed low level employees' OCB. In this study, low-level managers were those who received reports from low level employees, while middle managers were those who received reports from low level managers. As low-level managers received reports from low level employees, they are very likely to have direct and daily interactions with the employees. Finally, managers assessed their peer and low or upper level manager altruism. This manager assessment is expected to produce more complete picture of manager altruism from managers at all levels.

The SME sectors surveyed include financial, manufacturing, transportation, medical, and hospitality employing 10 to 99 employees. Access to firms was obtained through professional contacts. A nominated staff member in each SME was identified by the researcher through personal networking. After obtaining permissions from the CEO, the researcher visited the firm and asked the nominated staff member to administer surveys to every middle and line manager in the SME. The nominated staff member informed the researcher that CEOs in the firms studied have relatively frequent interactions with their employees. Respondents were guaranteed confidentiality of their responses. We included a stamped postage envelope in each survey to return the completed survey.

We received a total of 112 managers' responses out of 136 distributed surveys (82% response rate). Due to missing values and outliers, we removed nine manager responses. Our final sample comprises responses from 103 managers from 26 SMEs, an average of 4 managers per firm. Each SME was represented by one until 15 managers. These 26 SME managers assessed 103 CEOs from 103 SMEs. Managers were mostly male (68%) compared to female (32%), aged between 22 and 63 (average 39 years, $SD = 8.2$) with tenure from one to 35 years (average 12.2 years, $SD = 8.2$).

Consistent with Podsakoff et al. (2003), we conducted three-step remedies to avoid common method variance in our survey administration. First, the survey cover letter indicated

that all respondents' responses and identities would be kept confidential. Second, information in the cover letters indicated that responses would only be used for research purposes. Third, in line with previous research (Resick, Hargis, Shao, & Dust, 2013), we psychologically separated the constructs of perceived CEO altruism, manager altruism, OCBI, and OCB conscientiousness through repeating the survey instructions and incorporating constructs for other studies after each of four constructs to create a sense that CEO altruism as the predictor is not associated with manager altruism as the mediator or OCBI and OCB conscientiousness as the outcomes.

Measures

CEO altruism. Perceived CEO altruistic behaviour was measured with the six-item measure of CEO general altruism developed by Siddiq et al. (2019). The scale measures a manager's perceptions of CEO helping behaviours directed at all employees' individual and family issues. In order to present a thorough discussion of CEO altruism-employee outcome relationship mediated by manager altruism and to present a relatively simple relationship model, this study focuses on CEO general altruism in predicting employee OCB through role modelling and social exchange mechanism. For this end, managers were asked to rate the frequency of CEOs' helping behaviours with statements such as "While not required by firm policy, to employees who were sick, bereaved, got married or had babies, my CEO personally gave his/her own money or gifts" and "While not required by firm policy, to employees who were sick, bereaved, got married or had babies, my CEO visited the employees and showed empathy and concern during the visit" using a five-point response from 1 (not at all) to 5 (to a large extent). Cronbach's alpha was 0.77.

Manager altruism. Managers assessed the altruistic behaviours of their peers and lower and upper level managers using Barbuto and Wheeler's (2006) five items of altruistic calling. This scale has been used in previous research (Mallén, Chiva, Alegre, & Guinot,

2015) that tested the relationship between leader altruistic behaviour and firm performance. An example item is “The managers of this firm put the interest of the employees ahead of their own.” Each manager assessed other managers’ altruism both lower and upper level managers excluding CEOs. Each item was scored on a five-point scale from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s alpha was 0.71.

Organisational citizenship behaviour individuals (OCBI). Managers indicated their perceptions of their followers’ OCBI by responding to the seven-item scale developed by Williams and Anderson (1991). An example item is “My subordinates help other colleagues who have been absent.” Each item was scored on a seven-point scale from 1 (strongly disagree) to 7 (strongly agree). Cronbach’s alpha was 0.87.

OCB Conscientiousness. Finally, managers assessed their followers’ OCB Conscientiousness by responding to the seven-item scale developed by Podsakoff et al. (1990). An example item includes “My subordinates’ attendance at work is above the norm.” Each item was scored on a seven-point scale from 1 (strongly disagree) to 7 (strongly agree). Cronbach’s alpha was 0.80.

Control variables. We considered several potentially relevant control variables from respondents’ demographic information such as gender, age, and organisational tenure. Previous empirical research (Jepsen & Rodwell, 2012) suggests a relationship between gender and perceptions of treatment from firms as well as firm authority figures. Hence, we controlled for gender differences (1 indicates male, and 0 female). Another study (Dahling, Chau, & O’malley, 2012) suggests a positive relationship between age and leader member exchange, a dyadic relationship between leaders and followers (Graen & Uhl-Bien, 1995) assessed by measuring members’ perceptions of the extent to which their leaders are reliable and likeable (Liden & Maslyn, 1998). Given that perceived CEO altruism is associated with subordinate perceptions towards the subordinates’ leaders, and that older workers tend to have

more favourable people-based attitudes such as satisfaction with co-workers and supervisors (Ng & Feldman, 2010) we controlled for manager age. Finally, subordinate tenure has been found to relate to perceived interactional justice (Rafferty & Restubog, 2011), defined as subordinates' fairness perceptions of interactions with their leaders (Moorman, 1991). As tenure may affect managers' perceptions of CEO helping behaviour, we controlled for manager tenure.

Measurement Model

Using Amos v. 22, We conducted a series of CFAs to ensure the distinct factor structure of the four constructs, i.e. perceived CEO general altruism, manager altruism, OCBI, and OCB conscientiousness. The hypothesised four-factor model demonstrated an acceptable fit for four-factor solution ($\chi^2 = 198.07$, $df = 129$, $p < 0.00$, CFI = 0.91, RMSEA = 0.07). This four-factor model was also better than any alternative models, including a three-factor model in which perceived CEO general altruism and manager altruism were loaded into a single factor ($\chi^2 = 287.58$, $df = 13$, $p < 0.001$, CFI = 0.79, RMSEA = 0.11), a two-factor model in which perceived CEO general altruism and leader were loaded into a single factor while OCBI and OCB conscientiousness were loaded into a second factor ($\chi^2 = 349.08$, $df = 13$, $p < 0.001$, CFI = 0.70, RMSEA = 0.12), and a one-factor model in which all four factors were set to load on a single factor ($\chi^2 = 381.72$, $df = 13$, $p < .001$, CFI = 0.66, RMSEA = 0.13).

RESULTS

Preliminary Analysis

Descriptive statistics and correlations are presented in Table 1. Manager altruism ($r = 0.23$, $p < 0.05$), OCBI ($r = 0.42$, $p < 0.01$), and OCB conscientiousness ($r = 0.34$, $p < 0.01$) were significantly and positively related to perceived CEO general altruism. OCBI ($r = 0.52$, $p < 0.01$) and conscientiousness ($r = 0.22$, $p < 0.05$) were also related to manager altruism. These correlations provide initial support to the proposed relationships in Figure 1.

Table 1

Means, Standard Deviations, Alphas and Correlation Coefficients

	Mean	SD	1	2	3	4	5	6	7
1. Gender	.68	.46							
2. Age	39	9.8	-.02						
3. Tenure	12.2	8.2	-.11	.55**					
4. CEO general altruism	3.5	.81	-.04	.22*	.19	(.77)			
5. Manager altruism	3.4	.66	.07	.01	.16	.23*	(.71)		
6. OCBI	5.3	.83	.00	.08	.11	.42**	.52**	(.87)	
7. OCB Conscientiousness	5.6	.78	.16	.20*	.19	.34**	.22*	.53**	(.80)

** Significant at the .01 level (2-tailed)

* Significant at the .05 level (2-tailed)

Hypothesis Testing

We used a hierarchical multiple regression to analyse the relative effects of perceived CEO general altruism on employee OCB. We entered the control variables (gender, age, and organisational tenure) in step 1. To test Hypothesis 1a and 1b and Hypothesis 2, we introduced perceived CEO general altruism in step 2. Results are presented in Table 2.

Hypothesis 1a and 1b predicted positive relationships between perceived CEO general altruism and manager altruism (Hypothesis 1a) and between perceived CEO general altruism and employee OCBI (Hypothesis 1b). Results indicate that perceived CEO general altruism is a significant predictor of manager altruism ($\beta = 0.22$; $p < 0.05$: Hypothesis 1a) and employee OCBI ($\beta = 0.42$; $p < 0.01$: Hypothesis 1b). Thus, the data support Hypothesis 1a and 1b.

Hypothesis 2 stated that perceived CEO altruism was a predictor of employee OCB conscientiousness. Results indicate perceived CEO general altruism is a significant predictor of employee OCB conscientiousness ($\beta = 0.31$; $p < 0.05$; Hypothesis 2). Thus, Hypothesis 2 was fully supported. Employees are likely to reciprocate their CEO's altruistic behaviours through engaging in activities that benefit their organisations.

To test the mediation model for Hypotheses 3 and 4, the study followed Baron and Kenny's (1986) three-step procedure. with the results demonstrated in Table 2. Step 1 of the approach requires that the independent variable (CEO general altruism) statistically affects the

mediating variable (manager altruism). As shown in Table 2, this condition is met. Step 2 of the approach requires that the independent variable (CEO general altruism) directly and statistically affects the dependent variables (OCBI and OCB conscientiousness). This condition is met as shown in Table 2. Step 3 allows the mediator (manager altruism) and the independent variables (CEO general altruism) to relate with the dependent variables (OCBI and OCB conscientiousness) with an emphasis on the mediator variable (manager altruism) statistically influencing the dependent variables (OCBI and OCB conscientiousness). This condition is met for the manager altruism-OCBI relationship but not for the manager altruism-OCB conscientiousness relationship, as shown in Table 2. Step 4 compares the second and third set of regressions. The requirement is that the influence of the independent variable (CEO general altruism) on the dependent variables (OCBI and OCB conscientiousness) declines substantially. This condition is met for CEO general altruism-OCBI relationship as its beta coefficients drops from 0.42 to 0.32 but not for CEO general altruism-OCB conscientiousness relationship as the relationship between the mediator (manager altruism) and OCB conscientiousness was non-significant. All four conditions are met for CEO general altruism-OCBI relationship, indicating that manager altruism partially mediates the CEO general altruism-OCBI relationship. Hence, Hypothesis 3 that manager altruism mediates the CEO general altruism-OCBI relationship was supported, while the proposed mediation by manager altruism for the CEO general altruism-OCB conscientiousness relationship is not supported (Hypothesis 4) as the relationship between manager altruism and OCB conscientiousness is not significant when the independent variable, i.e. perceived CEO general altruism, is controlled for in the model.

Table 2

Hierarchical Regression Analyses

	Model 1	Model 2	Model 3	Model 4	Model 5
	Manager altruism	OCBI	OCB Conscien- tiousness	OCBI	OCB Conscien- tiousness
	β	β	β	β	β
Step 1					
Gender [^]	.09	.02	.18	.02	.18
Age	-.16	.03	.13	.03	.13
Tenure	.24	.09	.14	.09	.14
R	.21	.12	.29	.12	.29
R ² (adjusted R ²)	.04 (.01)	.01 (-.01)	.08 (.06)	.01 (-.01)	.08 (.06)
F	1.48	.47	2.99	.47	2.99
Step 2					
Gender [^]	.09	.03	.191	-.017	.18
Age	-.15	-.04	.08	.032	.09
Tenure	.21	.06	.11	-.040	.08
R	.29	.43	.42	.61	.44
R ² (adjusted R ²)	.09 (.05)	.18 (.15)	.17 (.14)	.37 (.34)	.19 (.15)
F	2.40	5.46	5.19	11.42	4.59
ΔF	.92	4.99	2.19	10.95	1.6
CEO general altruism	.22*	.42**	.31*	.32**	.28*
Manager Altruism				.45**	.14

Note. Ordinary least square regressions; N = 103

[^] = 1 coded for men, 0 coded for women.

* $p < .05$, ** $p < .01$

DISCUSSION

This study aims to understand how CEOs' altruistic behaviours may explain employee citizenship behaviours. The findings of the study support the hypotheses that perceived CEO altruism may predict manager altruism and employee OCB towards individuals in organisations. One way through which CEO altruism may influence manager altruism and employee OCBI is through role modelling. The findings indicate that manager altruism and employee citizenship behaviours towards colleagues and supervisors can be learned socially through role modelling from their CEOs. Manager altruism indicated by managers performing tasks beyond the call of duty to meet people's needs and being ready to help people (Barbuto Jr & Wheeler, 2006), as well as employee OCBI indicated by employees voluntarily helping

other colleagues and supervisors with work-related issues, providing time to listen to co-workers' problems and worries and taking a personal interest in other employees (Williams & Anderson, 1991) can be explained through role modelling from CEO behaviours. CEOs' discretionary actions that show concern towards employees' individual and family issues appear to develop employee perceptions that these CEO behaviours are normatively appropriate (Brown et al., 2005). This perception is likely to encourage managers and employees to demonstrate altruistic behaviours towards others in organizations. This finding is consistent with support to social learning theory (Bandura, 1977), which emphasises the importance of vicarious learning through role modelling in acquiring certain skills and behaviours. These results lend support to the contention that altruism is not only a psychological mechanism but also a sociological mechanism which is built through norms and developed within social interactions (Simmons, 1991). Managers' behaviours intended to increase others' welfare can be considered an initial mechanism that can encourage followers to engage in similar behaviours (Choi & Mai-Dalton, 1998).

Furthermore, perceived CEO general altruism was found to predict employee OCB conscientiousness, and this positive association can be explained by the exchange relationship. Virtuous actions that employees receive from their CEOs when they experience individual and family-related hardships are likely to be reciprocated through their performing their role conscientiously, having work attendance above the norm, and obeying firm rules and regulations even if no one is watching. This finding is consistent with social exchange theory (Blau, 1964), which posits that virtue received by certain people will encourage the recipient to reciprocate the virtue as a signal of a social exchange relationship. Moreover, individuals who experience hardships and need the help from others are likely to develop feelings of indebtedness when they receive the help they need from others. These individuals can moderate their feelings of indebtedness through reciprocation (Greenberg, 1980). When

CEOs help employees who need help, the employees may develop the perceived indebtedness. This perceived indebtedness may produce employees' strong motivation to reciprocate through performing actions favourable for both CEOs and organisations. The mechanism through which perceived CEO altruism has a link with employee OCB conscientiousness can be explained by organizational support theory (Eisenberger et al., 1986). Since employees may identify CEOs with organisations, CEOs' voluntary altruistic behaviour beyond the employment contract and formal policy is likely to be translated by employees as altruistic actions from the firm. Hence, employees may reciprocate CEO altruistic actions with improved performance towards organisations.

The results of this study found support for the mediating role of manager altruism in the perceived CEO altruism-OCBI relationship but failed to support the perceived CEO altruism-OCB conscientiousness link. The findings that support Hypothesis 3 is consistent with Mayer et al. (2009), who proposed that ethical leadership from top management was related to group OCB through supervisory ethical leadership. Mayer and colleagues (2009) suggested that the relationship between an immediate supervisor and lower-level employees tends to be more proximal and intimate than the relationship between an upper-level manager and low level employees. Hence the influence of top managers' ethical leadership on lower-level employees' ethical behaviour will occur through top managers' ethical leadership influence on supervisors' ethical behaviour. In the context of SMEs, employees have greater exposure to both CEOs' and managers' behaviours. These circumstances provide employees with two models of altruistic behaviour from CEOs and managers. This study suggests these two models are likely to reinforce employees' citizenship behaviours towards other members in the organisation. The unsupported mediating role of manager altruism on CEO altruism-OCB conscientiousness may indicate more the powerful stance of CEOs in influencing employees, who associate CEOs' voluntary actions with firm discretionary actions compared

to associating manager actions with firm actions. This finding partly lends support to the results of a meta-analytic study (Kurtessis et al., 2017) demonstrating that employees strongly interpreted support from higher-level organisational members as firm support compared to support from lower-level organisational members.

Theoretical Implications

Our research contributes to the OCB literature by demonstrating the essential role of altruistic CEO and manager behaviours as predictors of employee OCB. Following previous research on predictors of OCB from leadership (Choi, 2009; Mayer et al., 2009) and leader behaviours (Mallén et al., 2015; Ullrich et al., 2007; Yaffe & Kark, 2011), this study adds another predictor of OCB to the literature by investigating CEO altruistic behaviours. Ehrhart (2018) suggested inquiry into role modelling from upper-level leaders in influencing employee helping behaviours. This study focuses on CEOs' altruistic behaviours that theoretically can play an important role as a facilitator of employee OCB through a role modelling mechanism. The study contributes to the OCB literature on altruism from top firm members. Currently, OCB altruism studies at the leadership level revolve around discussions of altruism from leaders in general (Haynes, Josefy, & Hitt, 2015; Mallén et al., 2015; Singh & Krishnan, 2008) and helping behaviours among board directors (Preston & Brown, 2004; Yoshikawa & Hu, 2017). This study moves further by investigating CEO altruism grounded in OCB directed at employees to explain positive employee behaviours.

Practical Implications

From the practical perspective, this study yields two implications. Although CEO altruism should involve CEO self-sacrifice behaviours above and beyond formal firm prescriptions, firms with high degree of CEO altruistic behaviours might achieve better performance through increasing employee OCB. Previous research (Podsakoff & MacKenzie, 1997) has demonstrated the important role of OCB in achieving firm performance through

improving employee and managerial productivity, saving resources to be used for more productive aims, minimizing the allocations of scarce resources for purely maintenance purposes, increasing a firm's ability to attract and retain the best employees and increasing the stability of the firm's performance. CEO altruism may encourage helping behaviours among managers and employees in the day-to-day workplace relationship. Therefore, CEOs should consider the importance of behaving altruistically toward employees and should be aware that doing good to employees may result in employees performing well towards other organisational members and to the organisation.

Furthermore, some CEOs have limited access to ample economic resources to develop their businesses. This study offers insights to CEOs who may encounter a resource shortage. CEO altruistic practices such as supporting employees who suffer from personal issues can be considered social resources that are economically cheap but worthwhile in building a CEO-employee relational interaction. CEO altruism can develop a stronger CEO-employee relationship, and consequently, as reciprocity norms and social exchange theory suggest (Blau, 1964; Whatley, Webster, Smith, & Rhodes, 1999), employees may reciprocate CEO helping behaviours by discretionarily helping their colleagues and firms. Thus, we recommend that CEOs use altruism as an effective and efficient way in developing the quality of workplace relationships.

Limitations and Future Research

Despite the finding on the relationship between perceived CEO altruism and employee OCB this study has several limitations. Firstly, this study uses a cross-sectional design based on one source of data i.e. 103 managers' responses and one-time survey that hinders the causal attributions. This includes a major limitation that causes the relationships tested in this study reflects only a moment in time. Although CEO altruistic behaviours may exist across several instances, the change of CEO behaviours from altruistic to egoistic may happen that can alter the managers' and employees' positive perceptions towards their CEOs. Therefore,

future studies may consider a multi-level, multi-source, time-lagged survey with a longitudinal strategy that can permit a causal interpretation of perceived CEO altruism and employee OCB. Secondly, the present study draws on managers' responses in measuring organisational members' perceptions of CEO and manager altruism, and using only managers' responses is susceptible to common method variance (CMV). Given that CMV is a potential problem in all behavioural studies (Podsakoff et al., 2003), future studies may take remedies by involving multi-source, multi-level and time lagged data through taking employee responses in assessing their managers' altruism at T1 and taking manager responses in assessing their employees' OCB at T2. Thirdly, the correlation coefficient between perceived CEO general altruism and manager altruism in the model is low (.23). Although the correlation of 0.23 is deemed acceptable (Cohen, 1988), it may suggest that both constructs are not in the same nomological network. Future studies may consider testing both perceived CEO general altruism and manager altruism using relevant items that may demonstrate that both constructs are strongly correlated. Finally, the present study used CEO altruism measure which reflects CEOs' altruistic practices towards employees in Indonesian context. Future studies may consider adapting this scale to be applicable in the other context.

Conclusion

This study has demonstrated that altruistic CEOs can serve as role models for their managers and employees by demonstrating altruistic behaviours. Altruistic CEOs can also encourage employees to reciprocate their altruistic behaviours by performing better towards the organisation. Through this study, altruistic CEOs may bring their firms better performance through influencing employee OCB via the effect of manager altruism. When managers imitate their CEOs' altruistic behaviours, employees can be exposed to two exemplary altruistic role models of CEOs and managers, and these examples may strongly encourage them to demonstrate their OCB. Thus, CEO altruism warrants further investigations.

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Conclusion to Paper C

Paper C extends the results of Papers A and B. CEO altruism was found to be a factor that predicts employees' organizational citizenship behaviour towards individuals (OCBI) and OCB conscientiousness. It can be further interpreted that CEOs' helping behaviours towards employees regarding non-work-related issues can predict both employee helping behaviours towards colleagues and employee discretionary behaviours towards organisations. Managerial altruism appeared to mediate the positive relationship between perceived CEO general altruism and OCBI but failed to mediate the positive relationship between CEO general altruism and OCB conscientiousness. Paper C provides an answer to research question 3a and 3b of this PhD thesis on the relationship between CEO altruism and employee performance and the mechanism through which CEO altruism impacts positive employee behaviours. CEO general altruism is found to have a positive link with positive employee performance that manifests in OCBI and OCB conscientiousness. Paper C also provides further support for the use of social learning and social exchange theory in explaining the relationship between CEO altruism and employee behaviour. Through the lens of social learning theory, Paper C proposes that employees appear to socially learn helping behaviours through role modelling from their altruistic CEOs and managers. Furthermore, through the lens of social exchange theory, Paper C proposes that employees reciprocate their CEOs' helping behaviours by demonstrating positive behaviours towards organisations. The results of all three papers, including practical and theoretical implications, are further discussed in Chapter 6, which presents a general discussion.

Chapter 6: General Discussion

Introduction to General Discussion

The purpose of this PhD thesis is to investigate CEO altruism towards employees and its relationship with employee attitudes and behaviours. Three papers address the gap in the organizational behaviour literature related to altruism demonstrated by CEOs towards employees in organizations. This chapter synthesises findings across all papers by presenting how the findings contribute to the body of knowledge and managerial practice. Chapter 6 commences with an overview of the research. The overview revisits an important reason underlying this thesis: filling the gap in the OB literature on CEO altruism in organizations. This overview is followed by three discussions in different sections discussing CEO altruistic practices, CEO altruism and employee attitudes, and CEO altruism and employee behaviours. Furthermore, theoretical implications from this thesis are identified, followed by practical implications and limitations. The chapter finishes with future research directions and a conclusion.

Overview

Organisational behaviour studies researchers propose that employee altruism that manifests in discretionary helping towards colleagues related to firm-relevant tasks and problems has the potential to improve firm effectiveness and performance (Organ, 1988; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Podsakoff, Ahearne, & Mackenzie, 1997). Such employee altruism, whether performed individually (Podsakoff et al., 2009) or among members in work units or teams (Choi, 2009; Ehrhart, 2004), is likely to benefit firms so long as it is collectively demonstrated by a significant number of employees (Organ, 1988; Organ, 2016). Organisations were said to be able to develop employee altruism through a range of firm-level interventions such as human resource management (Lam, Chen, & Takeuchi, 2009; Snape & Redman, 2010) and firm fair treatment (e.g., Gupta & Singh, 2013; Moorman, 1991; Nadiri & Tanova, 2010), or individual-level interventions such as chief executive officer

(CEO) leadership behaviours (Shin, 2012; Wang, Tsui, & Xin, 2011) and other leader behaviour (Babcock-Roberson & Strickland, 2010; Wayne & Green, 1993).

While a number of studies have investigated relationships between CEO behaviours and various employee-level outcomes (e.g., Huang, Cheng, & Chou, 2005; Shin, 2012; Wang et al., 2011), relatively little effort has been made towards investigating CEOs' altruistic behaviours towards employees. CEOs are acknowledged to have a significant role in shaping employee attitudes and behaviours (e.g., Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Wang et al., 2011). However, there is not much empirical evidence regarding the role of CEO altruistic behaviours in influencing employee attitudes and behaviours. Hence, this thesis aims to fill this gap by introducing CEO altruism towards employees in organizations to the literature. In this thesis, the influence of CEO altruism in predicting positive employee attitudes and behaviours was examined. Grounded in the organizational citizenship behaviour literature (Organ, 1988; Organ, 2016; Podsakoff, Mackenzie, Moorman, & Fetter, 1990), CEO altruism is defined as CEO discretionary behaviours to increase the welfare of employees that are not prescribed by either employment contracts or firm policies but may contribute to firm effective functioning through influencing employee attitudes and behaviours. The thesis has explored how and in what ways CEOs perform their altruistic practices, and the mechanisms through which CEO altruism influences employee attitudes and behaviours. To address the research questions and test hypotheses, the study used small and medium enterprises (SMEs) as its empirical setting. Although the concept of CEO altruism is expected to shed light on employee-oriented CEO altruistic behaviours in all firm sizes, SMEs are deemed to be a relevant setting to investigate these top leaders' behaviours due to the relative spatial and social proximity between CEOs and employees. This concluding chapter provides a discussion of findings from the three studies in this thesis.

Subsequently, a discussion of the theoretical and practical implications is explored, while the chapter continues with limitations and recommendations for future research directions.

CEO Altruistic Practices

The first aim of this thesis was to find out how and in what ways CEOs demonstrate altruism towards employees and investigate the implications of CEO altruism in predicting positive employee attitudes and behaviours. In Paper A, as detailed in Chapter 3, CEO altruism was investigated using the perspectives of CEOs themselves, managers, and employees of Indonesian-based SMEs. An investigation of eight Indonesian SME rural banking and furniture manufacturing cases was conducted. Eight CEOs, five managers, and 11 lower-level employees from eight SMEs were interviewed. Participant observations were collected in these SME cases to produce data in the form of interview transcripts. With a qualitative interview and observation design, this study provides richness to the understanding of employee-oriented CEO altruism. Drawing on the social support and organizational citizenship behaviour literatures, the four categories of CEO altruism identified were instrumental support, companionship support, emotional support, and work-related help. CEO altruism seems to a large extent to be comprised of individually CEO-driven behaviours, in which individual CEOs proactively engage in four CEO altruism categories under their own discretion. Yet two sectors under study demonstrated some variations in discretionary help offered by their CEOs. CEOs in the banking sector perform more altruistic practices than their counterparts in the furniture manufacturing sector. A decrease in market share, unstable market demands, and loose government supervision can be linked to the lower levels of CEO altruism in furniture manufacturing firms compared to rural banks. CEOs' help provided to employees across these organisations is not differentiated based on employee status or gender. All participants, either permanent or non-permanent status and either male or female,

perceived similar treatment from CEOs when they needed help with work-related or non-work-related issues.

In terms of impact, CEOs, managers, and employees perceive that employee-oriented CEO altruism results in positive attitudes and behaviours from employees through influencing employee perceptions of firm supportiveness. Employee attitudes and behaviours such as job satisfaction, retention, and in-role and extra-role behaviours are among the identified outcomes of CEO altruism. Overall, the findings suggest that CEOs demonstrate altruism towards employees in both work-related and non-work-related issues. Employee-oriented CEO altruism may benefit organizations through increasing positive employee attitudes and behaviours. Although generalisations could not be drawn from Paper A due to the relatively small sample size, the findings do provide evidence of the existence of CEO altruism and lend preliminary support to the notion that CEO behaviours may predict employee attitudes and behaviours that benefit organizations (Huang et al., 2005; Ling, Simsek, Lubatkin, & Veiga, 2008; Shin, 2012; Wang et al., 2011).

CEO Altruism and Employee Attitudes

The second aim of this thesis was to examine the role of CEO altruism in predicting employee attitudes in a larger sample. Social exchange theory (Blau, 1964) and organizational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986) propose that employees reciprocate positive treatment provided by firms or firm representatives through demonstrating positive attitudes and behaviours themselves. The employee-driven positive attitudes and behaviours are achieved through employees' general belief that their firms value their contributions and care for their well-being (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Paper B, as detailed in Chapter 4 and consisting of Studies 1, 2, and 3, further broadened the understanding of how CEOs perform employee-oriented altruism and how CEO altruism impacts employee-level outcomes. In Study 1, CEOs, managers, and

employees were interviewed about their perceptions of CEO altruism and its impact on employee attitudes and behaviours. The same four CEO altruism categories were confirmed in Study 1. Study 2 was a scale development study to measure employee-oriented CEO altruism. Drawing on 308 employees' survey data, Study 2 identified two major categories of CEO altruism, CEO general altruism and CEO work-related help. CEO general altruism contains some items from CEO instrumental support, companionship support, and emotional support. In Study 3, data from 532 employees and managers of SMEs were analysed to confirm the relationship between CEO altruism and employee job satisfaction. Consistent with what has been hypothesised, findings from Study 3 confirmed that both CEO general altruism and CEO work-related help are associated with employee job satisfaction. Perceived organizational support (POS) was found to partially mediate a positive relationship between CEO work-related help and job satisfaction, but POS failed to mediate a positive relationship between CEO general altruism and job satisfaction. Overall, Paper B confirms that CEOs behave altruistically towards employees in the four categories found in Paper A, and that CEO altruistic behaviours may explain employee attitudes and behaviours. Results also indicate a partial mediation of CEO altruism's effects on job satisfaction via POS. This mediation relation suggests a mechanism of CEO altruism in predicting employee job satisfaction and provides an important avenue for future research. Jobs satisfaction is an important variable that has a strong correlation with OCB (Organ and Ryan, 1995), a group of employee behaviour that contributes to enhanced firm performance (Podsakoff et al., 1997).

Together, findings from Papers A and B highlight the importance of CEO altruism towards employees in predicting employee-level outcomes. Three key contributions are made about CEO altruism. Firstly, these findings underline some types of CEO altruistic practices towards employees' work-related and non-work-related issues. Prior research into altruism tended to focus on employee helping behaviour towards colleagues related to

organizationally-relevant tasks and problems (Organ & Ryan, 1995) and has discussed altruism as an individual employee- (Podsakoff et al., 2009) and group-level phenomenon (Chen, Lam, Naumann, & Schaubroeck, 2005). The current study further extends altruism studies in organizations to a CEO-level phenomenon. The extension of OCB altruism studies to different levels of analysis partially answers Organ and Ryan's (1995) call for further investigations on the conceptualization of OCB at all levels of analysis that can positively contribute to organizational theories and human resource management.

Secondly, these findings confirm that CEOs performing altruistic behaviours towards employees may benefit organizations through enhancing positive employee attitudes and behaviours. Papers A and B explain the mechanism through which CEO altruism may impact employee motivation, retention, and job satisfaction through social exchange mechanisms as well as through employees' perceived organizational support. These mechanisms indicate that both CEOs and employees hold something that the other values. When CEOs generate value for employees by volunteering work and non-work-related help, employees may perceive a duty to reciprocate through creating value that benefits the organization. The implicit or explicit duties that either employees or CEOs have to perform in the exchange is intended to generate benefit for each actor that both actors cannot obtain alone (Lawler, 2001).

Thirdly, these findings highlight the importance of CEOs in using their discretion to help employees handle their work and non-work-related issues. Discretion refers to individuals' legitimate right to take choices based on their authoritative assessment of situations (Feldman, 1992). CEOs' high discretion potentially enhances their impact on firm outcomes, as under conditions of high discretion CEOs find less severe constraints in managing organizations (Finkelstein & Boyd, 1998). CEOs' individually driven behaviours benefiting employees that are not prescribed by either firm policy or employment contract are among the output discretions that CEOs hold as part of their privilege. Furthermore, these

findings lend support to the claim that the effective functioning and survival of firms requires several behaviours from the majority of members that go beyond what has been formalised and prescribed (Katz, 1964). CEOs are among the members of organizations expected to demonstrate discretionary behaviours to sustain the survival of organizations they manage.

CEO Altruism and Employee Behaviour

The third aim of this thesis was to examine the link between perceived CEO altruism and employee behaviour manifested in employee OCB. In Papers A and B, through qualitative interviews, it was concluded that CEOs, managers and employees perceived that CEO altruism has a relationship with employee retention and positive employee performance demonstrated by employee engagement in helping their colleagues. Paper C further examined the relationship of CEO altruism and employee performance through analysing data from a managerial survey. The focus in Paper C in Chapter 5 was on CEO altruism as positive behaviour modelled by managers and employees. Paper C aimed to quantitatively investigate the effect of CEO altruism on employee OCB mediated by manager altruism by drawing on social learning theory (Bandura, 1977) and social exchange theory (Blau, 1964). Social learning theory proposes that individuals learn certain behaviours through role modelling (Bandura, 1977). In organizations, role modelling is manifested through employees who emulate the behaviours of peers and leaders whom they perceive appropriate to be role models (Bai, Lin, & Liu, 2017). Leaders learn behaviours through observing and emulating their peer leaders and more experienced upper-level leaders (Sims Jr & Manz, 1982). Using the CEO altruism items developed in Paper B, the study tested the relationship of perceived CEO general altruism and OCB directed at individuals in organizations (OCBI) and OCB conscientiousness. Manager altruism was expected to mediate the relationships between CEO general altruism and OCBI and between CEO general altruism and OCB conscientiousness.

Paper C focuses on CEO general altruism to provide a comprehensive understanding of CEOs' altruistic behaviours beyond organizationally relevant tasks. CEO general altruism contains items that represent CEO social support categories such as instrumental support, companionship support, and emotional support. Analysis of 103 manager responses found CEO altruism has a positive relationship with manager altruism, and manager altruism has a positive relationship with both employee OCBI and OCB conscientiousness. Similarly, CEO general altruism has a positive relationship with employee OCBI and OCB conscientiousness. The findings also demonstrate a partial mediation of CEO altruism's effects on OCBI via manager altruism. However, a mediating role of manager altruism on the CEO general altruism-OCB conscientiousness relationship is not supported.

The results of Paper C suggest that altruistic CEOs may serve as role models for both managers and employees of organizations. CEO helping behaviours in addressing employees' individual and family issues appear to be answered by managers and employees through demonstrating helping behaviours to their peers and colleagues as indicated by the positive relationships between CEO altruism and manager altruism and between CEO altruism and OCBI. The CEO altruism-OCB conscientiousness positive relationship found in Paper C also suggests the exchange processes between CEOs and employees. CEO general altruism appears to encourage employees to perform discretionary behaviours directed at organizations. These findings reinforce the results from Papers A and B about the important role CEO altruism has in predicting positive employee performance. Analysis of interviews and observations in Papers A and B identified that altruistic CEOs played a role in predicting positive employee behaviours such as role performance, OCBI, and employee motivation and retention. Paper C reinforced these findings by demonstrating that altruistic CEOs predict managers and employees' behaviours manifested in OCBI and OCB conscientiousness.

Together, these findings from Papers A, B, and C highlight the importance of CEO altruism in predicting positive employee attitudes and behaviours. A key contribution from Paper A was that CEO altruistic behaviour directed at employees beyond that prescribed in formal firm policies and employment contracts could be considered a phenomenon deserving of attention in organizational contexts. The contention that CEO altruism is an organizationally relevant phenomenon that merits further investigations was further reinforced in Paper B. In Paper B CEOs' individually driven behaviour was found to be statistically significant in predicting employee job satisfaction via employees' perceived organizational support. An important but surprising finding in Paper B was that POS failed to mediate the link between perceived CEO general altruism and job satisfaction. The possible explanation of this unsupported mediation is that employees may consider CEO general altruism as CEOs' individual and personal help that is not related to firms' helps. CEO general altruism consists of CEO altruistic practices such as visiting and donating personal money to employees who are sick, bereaved, get married or have babies, as well as encouraging other employees to visit. These practices are parts of social expectations in the Indonesian context. Hence, employees may perceive these CEOs' practices as CEOs' attempts to meet social expectations rather than perceiving these practices as firm deliberate support. Findings from the three papers address the research questions and indicate that CEO altruism may positively predict employee attitudes and behaviours.

Theoretical Implications

These findings provide several potential contributions to theory. First, responding to the relative scarcity of CEO altruism studies, through a mixed-methods design with a large number of participants for both qualitative and quantitative studies, this PhD study brings to the literature an investigation of CEO altruism towards employees in firm contexts. Papers A and B found that CEOs perform altruistic practices towards employees that revolve around

employees' work-related and non-work-related issues. These CEO altruistic practices manifest in the four CEO altruistic categories of CEO instrumental support, companionship support, emotional support, and work-related help, and these categories were revised into the two CEO altruism categories of CEO general altruism and work-related help. These findings are consistent with prior studies (Bamberger, 2009; Bowling et al., 2004; Bowling, Beehr, & Swader, 2005; Ehrhart, 2018) arguing that helping in organizations is not only associated with work-related issues but also with non-work-related issues. In non-work-related issues, types of helping in organizations are related to emotional help (i.e., concerning personal and less task-related issues) (Bowling et al., 2004; Ehrhart, 2018), informational support (i.e., the provision of knowledge and advice) and emotional (i.e., facilitating problem-solving related to more personal issues) support (Bamberger, 2009). So far, the focus of altruism studies at the individual employee level tends to be on work-related help (Ehrhart, 2018). For instance, the most frequently cited OCB altruism dimension (Podsakoff et al., 1990) specifies helping with organizationally-relevant tasks or problems (see Williams & Anderson, 1991, for an exception).

Second, CEO altruism dimensions were identified as potential measures to guide future research into CEO altruism. The results of a scale development Study 2 of Paper B identified two dimensions of CEO altruism: CEO general altruism and CEO work-related help. Each dimension indicates some CEO altruistic practice items found in interviews and a scale development survey. Although both scales consist of some items that represent CEO altruistic practices found in Indonesian-based SMEs, these CEO altruism scales may lay the groundwork for the development of future CEO altruism dimensions. These two scales may inform future CEO altruism studies that attempt to investigate CEO altruism and its association with employee-level outcomes. Together, the CEO altruism categories found in Paper A and CEO altruism categories found in Paper B provide a valuable opportunity to

achieve a comprehensive understanding of altruism in organizational studies, confirming that altruism towards other organizational members is not merely an employee and supervisor phenomenon but also a phenomenon relevant to CEOs.

Third, CEO altruism can be regarded as an important predictor of positive employee attitudes. Paper B supports the conceptualisation of CEO altruism as a predictor of employee job satisfaction mediated by POS. CEO altruism adds to the literature an antecedent of job satisfaction stemming from CEO behaviours. Prior research has highlighted the impact of leader behaviour such as transformational leadership (Braun, Peus, Weisweiler, & Frey, 2013), servant leadership (Mayer, Bardes, & Piccolo, 2008), and democratic leadership (Kushell & Newton, 1986) on employee job satisfaction, and employee job satisfaction is an important antecedent of employee performance of OCB. Organ and Ryan's (1995) meta-analytical study found a positive link between job satisfaction and OCB, and this link was stronger than the link between job satisfaction and in-role performance. Hence, this study contributes to organizational behaviour study by predicting employee job satisfaction that may lead to positive employee performance indicated by employee OCB.

Fourth, CEO altruism includes another predictor of employee performance manifested in employee OCB. Paper C identified that CEO altruism towards employees' non-work-related issues positively relates to manager altruism, employee OCBI, and OCB conscientiousness. Drawing on social learning theory (Bandura, 1977), Paper C shows that manager altruism and employee OCB directed at individuals in organizations can be socially learned through role modelling towards CEOs. Manager altruism through managers performing behaviours that go beyond the call of managers' duty to meet people's needs and being ready to help people (Barbuto Jr & Wheeler, 2006) can be explained through managers modelling towards CEO altruistic behaviours. Similarly, employee OCBI demonstrated by voluntarily helping other colleagues and supervisors with work-related issues, providing time

to listen to co-workers' problems and worries, and taking personal interest in other employees (Williams & Anderson, 1991) can be socially learned through role modelling of employees towards CEOs' behaviours. Ehrhart (2018) suggests the study of role modelling of upper-level leader behaviours in influencing employee helping behaviours. The study responds to Ehrhart's call by focusing on CEOs' altruistic behaviour role modelling and found a positive relationship between perceived CEO altruism and employee OCBI. Furthermore, by drawing on social exchange theory (Blau, 1964), and through conducting empirical qualitative investigations (Papers A and B) and quantitative assessment (Paper C), this PhD study found that CEO altruism towards employees is reciprocated through employees demonstrating OCB in-role behaviours, OCB conscientiousness, and high retention. CEOs' voluntary acts in helping with employees' work-related and non-work-related issues may explain employees' high attendance rate, obedience to firm rules and regulations, and low turnover rate.

Finally, social exchange theory (Blau, 1964), organizational support theory (Eisenberger et al., 1986), and social learning theory (Bandura, 1977) were identified as relevant theoretical paradigms to examine the relationship between CEO altruism and employee-level outcomes. Across three studies in Papers A, B, and C, it has been highlighted that SET holds a significant role in clarifying the link between CEO altruism and employee outcomes. Through analysing qualitative interview and observational data, Paper A identified that employees reciprocate CEOs' altruistic behaviours through demonstrating loyalty and extra-role behaviours. This finding is reinforced by findings from Paper B that employees reciprocate CEOs' altruistic behaviours through increased motivation and retention. The employer-employee exchange relationship was again reinforced in Paper C, which confirmed that CEO general altruism predicts employee OCB conscientiousness. Another relevant theoretical paradigm, organizational support theory clarifies the mechanism through which CEO altruism predicts employee attitudes and behaviours. Employees who attribute their

CEOs to organizations seem to develop the perceptions that may impact their responses to the organizations. When employees receive help from CEOs, they may perceive that their organizations value their contributions and care about their well-being (Eisenberger et al., 1986; Eisenberger et al., 2002). As a result, employees reciprocate through performing positive behaviours beneficial for organizations. Social learning theory, another relevant theoretical framework, plays a significant role in explaining the mechanism that transmits CEO altruistic behaviours to employee helping behaviours via manager altruism. As leaders in organizations serve as a source of guidance, employees learn acceptable behaviours that may result in rewards and unacceptable behaviours that may result in sanction through role modelling from their leaders (Brown, Treviño, & Harrison, 2005; Trevino, 1986). Due to their strong influences on firms' strategic directions, structures, and internal processes (Beatty & Zajac, 1987; Davidson III, Worrell, & Cheng, 1990; Roth, 1995), CEOs play a central role in role modelling for all managers and employees. Thus far, it can be argued that SET and OST are useful theoretical concepts for the study of CEO altruism and employee-level positive attitudes and behaviours as supported by the findings of Paper A, B, and C. Additionally, SLT can be considered a useful theoretical concept to explain the relationship between CEO altruism and employee OCBI as supported by the findings of Paper C.

Practical Implications

The current findings offer several insights for CEOs, owner-managers, and shareholders. First, CEO altruism may increase an employee's positive emotional and welfare condition, which is essential to enhance employee emotional well-being, to develop positive experiences with the job and to create positive workplace relationships. For CEOs who wish to develop more positive CEO-employee relationships, CEO altruism manifested in work-related and non-work-related help can be taken into consideration as a practical strategy.

Second, CEO altruism is instrumental to organizational effectiveness in that it builds a CEO-employee exchange relationship. This relationship may motivate employees to “go above and beyond” the call of duty to help their colleagues, supervisors, and organizations. Hence, CEO altruism may provide an effective tool for CEOs to mobilise employee actions towards reaching the firm’s goals (Kanungo, 2001).

Third, not every CEO or owner-manager has access to ample economic resources. This PhD study offers several insights for top leaders, particularly those who may have limited access to resources. Engaging in altruistic practices does not involve CEOs in actions that are costly in an economic sense, but these practices may yield both economic and non-economic benefits. Voluntarily helping employees who suffer from work-related and non-work-related issues does not require CEOs to allocate significant individual or firm resources. This helping is voluntary and discretionary in nature. In what form the CEO help will be provided, and the economic value of the help are not specified. However, individuals who receive help at the time when they need such help may develop the perceptions of indebtedness towards those who give help. These individuals can moderate their perception of indebtedness through reciprocation (Greenberg, 1980). Employees receiving help from their CEOs at a time when they need help may develop the feelings of indebtedness. As an attempt to moderate the feelings of indebtedness, the employees may reciprocate with performing actions that benefit both CEOs and organizations.

Fourth, since altruistic leaders are believed to engage in more corporate citizenship behaviours (Haynes, Josefy, & Hitt, 2015), CEOs through displaying altruistic behaviours may serve as role models for both firm leaders and employees in performing OCB. Also, through CEO modelling and mentoring, CEO altruism may encourage the positive employee behaviours such as altruism among staff (Kanungo & Conger, 1993), trust, support, and autonomy that may facilitate innovation and performance (Mallén, Chiva, Alegre, & Guinot,

2015). When leaders in organizations imitate their CEOs' altruistic and citizenship behaviours, employees may be exposed to two exemplary citizenship role models—CEOs and leaders—and this may strongly encourage employees to demonstrate OCB. Although the phenomenon of employees modelling leaders' behaviours in organizations has been widely acknowledged (Brown et al., 2005; Sims Jr & Manz, 1982; Van Dierendonck, 2011), the discussion of how employees model their CEOs' altruistic behaviours by performing employee OCB remains limited.

Fifth, some elements of CEO altruism encompass social support-related interventions. It has been strongly argued that social support holds the function of buffering effects of stressful events and increasing well-being (Beehr, King, & King, 1990; Cohen & McKay, 1984; Viswesvaran, Sanchez, & Fisher, 1999). Some people experiencing highly stressful events do not fall ill, while others experiencing relatively minor stress do experience sickness, and this difference may be explained at least partly by the role of social support (Leavy, 1983). Literature identifies that bereaved people have been the object of social support intervention programs, as social support has possible protective effects in dealing with psychosocial stressors (Cohen & McKay, 1984). A CEO-specific practice introduced in this study concerned CEOs visiting bereaved employees and encouraging other employees to show empathy to employees through visiting them or collecting money to be donated. This practice is consistent with companionship support, a form of social support that renders a sense of social belonging to an individual (Wills, 1991). Companionship support is a strong predictor of social satisfaction and plays a significant and diverse role in enhancing people's emotional well-being (Rook, 1987). Thus, this CEO altruistic practice is practically beneficial for employees' emotional well-being and may improve their satisfaction. CEOs need employees with a healthy psychological condition even in the face of stressful events due to bereavement, sickness, and a lack of tangible support in dealing with employees' family-

related events. The involvement of CEOs in providing discretionary support is likely to prevent employees from experiencing stress-related symptoms that may prevent employees from conducting their job-related tasks properly.

Finally, taking into consideration all practical implications, hiring altruistic CEOs can be an important consideration for shareholders or boards of directors. Given the importance of altruistic behaviours for a CEO in developing positive relationships with employees, shareholders or a board of directors may wish to consider pro-social value, a motivational basis for altruistic behaviour (Rioux & Penner, 2001), as an important criterion for assessing someone for a CEO position. In many organizations, CEOs are employees who hold the top positions. They are hired to implement some firm strategic frameworks developed by a board of directors or shareholders. Motives conforming to pro-social values were found to be strongly related to OCB directed at individuals (Rioux & Penner, 2001), and hence CEOs with pro-social value motives are likely to demonstrate altruism towards employees. As a voluntary or discretionary behaviour, CEO altruism indicates that CEOs intentionally invest effort into relationship building with their employees, which is beyond their prescribed task-related roles. Shareholders may consider pro-social motives that include altruism as a signal that the hired CEO can nurture positive emotions among organisational members and build positive relationships with subordinates.

Limitations of the Current Thesis

The overall aim of this PhD thesis was to examine the role of CEO altruism in predicting positive employee attitudes and behaviours. In this thesis, CEOs appear to perform a range of altruistic practices to help employees addressing work-related and non-work-related issues. The findings demonstrate the potential role of CEO altruism in predicting positive employee attitudes and performance. However, the studies were not without limitations. First, and perhaps most notably, the studies identified CEO altruistic practices and

investigated the implications of those altruistic practices in SME contexts. These practices may not be representative of CEO altruistic behaviours towards employees in enterprises with larger numbers of employees. In large organizations, organizational tasks are more properly delegated, permanently established, and bureaucratically organised. Hence, in larger contexts, responses to employees experiencing work-related and non-work-related issues may have been well integrated into formal firm policy and practice.

Second, some CEO altruistic practices related to non-work issues intersect with and reflect cultural norms and practices relevant for certain context. These findings come from investigations in Indonesian-based organizations with specific social and cultural backgrounds. For instance, CEOs and employees going together for a visit to employees who are bereaved, get married, get sick, or have babies and provide goods and money for the employees include social norms applicable and common for Indonesian social and firm contexts, but may not be generalizable for other countries that do not follow such practices. For this study, most CEOs discretionarily and voluntarily follow this social norm by visiting such employees and support them with the provision of goods or money. Although CEOs' choices to conduct this practice can be based on their willingness to follow the norm, employees perceive the practice as the discretionary help CEOs provide to increase their welfare.

Third, the CEO altruism scale used requires further development. To develop a well-established scale, the literature suggests a series of steps from initially generating items through an inductive approach to conducting criterion-related validity tests using various samples in the scale development and assessment process (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2018; Hinkin, 1995). CEO altruism scales that consist of CEO general altruism and CEO work-related help were developed through a series of CEO, leader and employee interviews followed by a scale development survey administered to 308 employees.

These two scales require further scale development studies using different and larger sample sizes to increase their validity and reliability in measuring CEO altruism.

Fourth, the studies in Papers B and C have a cross-sectional research design, which means strong conclusions about causality cannot be made. Survey studies to test the perceived CEO altruism-employee outcome relationship in Papers B and C were collected from a single source of employees and managers at one time with a single survey distribution. Therefore, the studies were limited in scope.

Fifth, Paper C adopts a single unit of analysis using single/individual samples with individual-level perceptual measures of variables. Paper C asked managers to report their perceptions of CEO general altruism, their peer, lower and upper manager altruism and employee OCBI and OCB conscientiousness. Although some steps to control common method variance were used following Podsakoff, MacKenzie, Lee and Podsakoff's (2003) recommendations, given the nature of perceptual measures, the results may suffer from common method bias. Furthermore, Paper C did not use employee-leader dyads through asking employees to assess their managers' altruism or asking managers to assess their subordinates' OCB. The well-established research practices measuring leader and employee behaviours typically use matching data from leaders and employees through collecting employee-leader dyadic responses (e.g., Rafferty & Restubog, 2011).

Finally, this PhD thesis investigated altruistic behaviours from top leaders in a collectivist society. The thesis did not use organizational collectivism, a cultural dimension measuring organizational members' perceptions of organizational culture (Robert & Wasti, 2002), as an explanatory variable in testing the link between perceived CEO altruism and employee outcomes. Collectivist societies put much emphasis on hierarchy, harmony, and in-group interests over individual interests (Triandis, McCusker, & Hui, 1990), and treat a CEO in an organization like a parent in a household (Wang et al., 2011). The hierarchical

orientation is likely to impact recipients' perceptions when receiving virtuous actions from individuals from higher level positions. Given the top position, CEOs' willingness to help employees deal with work-related and non-work-related issues may increase employees' willingness to reciprocate through developing a deep perception of firm support. Furthermore, the in-group orientation may contribute to the degree of a member's responses when the member sees that the other member of the group needs help. CEOs' personal initiatives can emanate from CEOs' expectations to see their employees performing well in the work task, but also as can emerge from CEOs' response to in-group interests.

Future Research Directions

Given its limitations, this PhD study further intensifies the calls for continuing CEO altruism research to provide stronger arguments that CEO altruism does exist in organizations and may have a positive and significant relationship with employee-level outcomes. First, responding to the fact that this CEO altruism study was conducted in SMEs, this thesis calls for future research on CEOs' altruistic practices and employees in SMEs with larger range of employees (i.e. 100-500 people) and in large enterprises. Given large employee sizes, the CEO altruism investigations in large enterprises can focus on CEO altruistic behaviours towards subordinate executives who have physical and relational proximity with CEOs, such as vice-presidents and functional executives. The CEO altruism investigations in large enterprises can be continued to explore CEO altruism's impact on firm-level outcomes through the mediating role of the top management team (TMT). Studying CEO altruism in both larger SMEs and big enterprises categories can produce an interesting comparison and may lead to insights on whether the impact of CEO altruism weakens as the organization size is larger.

Second, responding to the limitation of generalisability in that this thesis investigates CEO altruism in Indonesian-based organizations, future studies may wish to conduct CEO

altruism studies in other firm settings with different social and cultural practices. To this end, CEO altruistic behaviours towards employees can be investigated in Western-based organizations to determine the CEO altruism practices commonly demonstrated by CEOs in the West. Further findings of CEO altruism in various organizations can strengthen the results of CEO altruism research across firms in different social and cultural backgrounds.

Third, to develop a well-established scale of CEO altruism towards employees, future research on CEO altruism scale development is needed to better establish CEO altruism scales expected to properly measure CEO altruistic behaviours across a wide variety of organisational contexts. Employee altruism in OCB and types of social support found in the literature of organisational behaviour can be used to guide the further development of CEO altruism scales.

Fourth, given that quantitative studies in Papers B and C had a cross-sectional research design which may prevent causal inference, longitudinal studies are needed to better establish a strong conclusion about CEO altruism's impact on employee attitudes and performance. Further studies can extend this PhD research by testing the relationship of CEO altruism and employee-level outcomes through collecting data from employees and managers across different points in time via different survey distributions. This further relationship testing is important for the generalisability and robustness of findings.

Fifth, in Paper C, managers' perceptions of CEO general altruism, other managerial altruism and employee OCB were explicitly solicited. These results could be further strengthened through additional scenario-based research adopting a multi-level analysis by asking CEOs to report their altruistic practices, by encouraging employees to assess their manager's altruism and by facilitating managers to assess their subordinates' OCB. To remedy CEO perceptual bias in reporting their own altruistic behaviours, further research can use a social desirability scale -a self-report survey that measures the extent to which

respondents are preoccupied with social approval (King & Bruner, 2000)- administered to CEOs.

Finally, Papers B and C did not explicitly examine the impact of perception of organisational culture on the relationship between perceived CEO altruism and employee outcomes. Further research can extend this work to incorporate this perceptual variable and explicitly examine employee and CEO perceptions of organizational collectivism, a cultural dimension construct measuring organizational members' perceptions of organizational culture (Robert & Wasti, 2002). There is a possibility that perceived organizational collectivism can reinforce the relationship between perceived CEO altruism, employee job satisfaction, and employee OCB.

Conclusion

This thesis extends the knowledge of altruism in firm settings by investigating elements of CEO altruism directed at employees' work-related and non-work-related issues. The thesis examined the relationship of CEO altruism with employee outcome variables and found that CEO altruism partially induced employees' perceptions of both CEO and firm support, which led to employee job satisfaction and OCB. Given the discretionary nature of the behaviour, in CEO altruism, CEOs deliberately help employees beyond formal firm policies and employment contracts. CEOs should consider CEO altruism an important resource for handling employees' work-related and non-work-related issues, developing positive work relationships and fostering employee job satisfaction. These results make theoretical and practical contributions to the altruism literature and underline many important questions yet to be answered.

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