



# The Role Of CEO Altruism in Moderating The Relationship of Workload and Work-Related Fatigue with Employee Retention in Furniture Manufacturing Small and Medium Enterprises

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## Abstract

Chief Executive Officer (CEO) altruism as the behavior of small and medium enterprises' (SMEs) CEOs to improve employee welfare that it is not stated in employment agreement is believed to play a role in increasing retention in employees. This study aims to examine the extent to which the role of CEO altruism in moderating the relationship of workload and work-related fatigue with employee retention of rattan industry companies. Respondents in this study were 250 employees of rattan SMEs in Indonesia. Data were collected through surveys by distributing paper-based questionnaires to employees spread across several rattan SMEs. Using moderated regression analysis techniques by SPSS, this study found that workload and work-related fatigue have a negative impact on employee retention. Furthermore, this research also found that CEO Altruism successfully moderated the relationship of workload and employee fatigue with employee retention.

*Keywords:* CEO Altruism, Workload, Employee Fatigue, Employee Retention, Rattan Small and Medium Enterprises

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## 1. Introduction

Employee retention plays an important role for organizations because employees with high retention are very likely not to leave the companies they work for. With the importance of employee retention, many companies of all sizes recognize that they struggle to retain their highly talented individuals (Mitchell, Holtom, & Lee, 2001). For Small and Medium Enterprises (SMEs) that mostly have limited resources in providing services to support employees executing their work, keeping employees in order not to leave the company is a huge challenge. SMEs often provide a large workload to employees at workplace and hence, employees often experience stress and work-related fatigue which may encourage them to leave the company. Aaron (2015) stated that the higher workload employees must handle the more likely they feel saturated. Furthermore, employee fatigue may affect their work accomplishment and adversely affect their health (Aprilia, Arthur, & Mandroy, 2023).

Employee retention is predicted by several variables. Employee retention is believed to be influenced by the compensation employees receive from their companies, and this compensation has a high effect on employee retention because one of the main objectives of compensation is to retain employees, especially good quality employees for their contribution to the company (Ardana, 2012). Furthermore, according to Mathis and Jackson (2011) employee retention is also significantly influenced by career development. Career development provides opportunities for training, promotion, and skill development to improve employees' work quality (Meyer & Smith, 2000). In essence, employee retention is largely predicted by company policies that result in employees feeling satisfied with the company policy. From the previous studies, it seems that employee retention predicted by workload and work-related fatigue moderated by CEO Altruism seem not to have been done much.

This paper attempts to discuss the role of CEO altruism in moderating the relationship of employee workload and work-related fatigue by discussing the role of employee perceptions that work in manufacturing SMEs. Manufacturing SMEs were selected in this study since the level of SME employee workload and fatigue is quite high considering that SMEs have limited resources in providing support to employees in completing their work. With a quantitative approach through survey data collection, this research has several advantages. Firstly, this paper attempts to predict employee retention from their perceptions of workload and work-related fatigue they experience daily. Second, using a quantitative approach, this study tries to explain the role of CEO altruism in moderating the relationship of workload and fatigue with employee retention. Thirdly, this study was conducted in furniture manufacturing SMEs, which currently experience a very intense competition because they face competition with large companies that massively produce substitute furniture goods.

## **2. Literature Review**

### **2.1. Employee Retention**

Employee retention is the company's ability to retain potential employees to remain in the company as maintaining competent people is very important because retaining employees is better than finding new employees. Employee retention refers to the company's policy to prevent employees from leaving the company since retaining competent staff is better than finding new employees (Ahlrichs, 2000). Employee retention is a process by which employees are encouraged to stay in the organization for the maximum period or until the completion of project (Oyoo, Mwandishi & Musiega, 2016). In other words, employee retention is an organizational strategy used to retain employees to provide both financial and non-financial benefits to the company (Danisa & Komari, 2023). When employees leave the organization due to the decreased satisfaction, the organization basically loses intangible assets and knowledge possessed by these employees (Mohapatra, Agraw & Satpathy, 2016).

Various factors strongly influence the retention of employee. The company's work environment is believed to have a strong influence on employee retention (Mardiana, 2005). In addition to the work environment, employee commitment to remain in the organization (continuance commitment) is an important predictor of employee retention (Jennifer, 2005; Arrozi Adhikara & Purwati, 2021). Other factors that influence employee retention include career opportunities and rewards provided by superiors, which are two important determinants of employee retention (Mathis & Jackson, 2009). Finally, task design or work factors as well as fair and supportive employee relationships with others in the organization contribute to employee retention (Setiyawan & Kusumaningrum, 2018).

### **2.2. Workload**

Workload is a few activities that must be completed by an organizational unit or person in certain position in a certain period (Sunarso, 2010). Workload is also defined a process of analyzing the time used by a person or group of people in completing the job or group tasks carried out under certain conditions (Kurnia, 2010). A more specific and relevant definition defines workload as emotional and psychological pressures in the work environment that can cause employee physical and mental health issues that may lead to high turnover and absenteeism (Gieter, Hofmans & Pepermans 2011). A derivative impact of the workload is the emergence of syndromes of insensitivity demonstrated by employees to clients when these employees interact with clients face-to-face, feelings of emotional exhaustion due to the work, and decreased personal achievement and proficiency (Maslach & Jackson 1986). Too much workload may have an unfavorable impact, which may cause physical and mental fatigue and negative emotional reactions such as headaches, indigestion, and irritability, and conversely, too little workload can cause boredom because employees experience a lack of movement (Aini & Purwaningsih, 2013). This means that if the worker's ability is higher than the job demands, there may be a feeling of boredom, and vice versa, if the worker's ability is lower than the job demands, there may be excessive fatigue.

High workload is believed to have a potential impact on employee retention. Research shows that when employees face high workload, the workload has the potential to be negatively related to their retention (Meynasari & Arnida, 2024). Koesomowidjojo (2021) explains that workload is a process in determining the number of working hours of human resources doing work, which is used and needed to complete certain jobs within a certain time. Employees who have high intention to quit are likely to leave the company. Moreover, the procedure for leaving the SMEs is relatively

easier not as complicated as leaving large companies that are likely to apply formal and procedural mechanism of resign. Nevertheless, employees leaving the organization is detrimental to businesses because the costs the company has incurred for employee's human resource processes like recruitment and selection, training and development, and compensation may loss as well. From the previous research and based on the analysis in this research, the researcher concludes that workload is thought to have a negative relationship with employee retention. Thus, the first hypothesis proposed is as follows:

*Hypothesis 1: High workload is predicted to have a negative relationship with employee retention in small and medium enterprises.*

### **2.3 Work-related fatigue**

Fatigue is a condition in which a person feels very tired. According to Setyawati (2010), work-related fatigue is a feeling of decrease in alertness and overall individual responses to psychosocial stress experienced in a certain period that reduce achievement, motivation, and productivity. Work-related fatigue cannot be defined but can be felt so that the determination of work-related fatigue can be identified subjectively based on the feelings experienced by the employees. Other factors of work-related fatigue can be caused by too long working hours, too much physical and mental activity, insufficient rests, excessive stress, and a combination of these factors (Government of Alberta, 2010). Work-related fatigue for each person is different and subjective, but in general, work-related fatigue is a condition experienced by the workforce that can result in decreased work productivity and vitality (Tama & Oktavianity, 2014). Work-related fatigue is a pattern that arises from a situation, which generally occurs in every individual who is no longer able to carry out their activities (Rachmadi, 2016). This work-related fatigue has the potential to have a physical and mental impact on the body, resulting in decreased employee endurance (Tillama & Wirawan, 2021).

Like workload, work-related fatigue also has the potential to impact employee retention. Employees who are too tired at work are very likely to have high intention to quit jobs. Logically, an employee who works every day with a very high level of fatigue has the potential to get sick that interferes his comfort. Research proves that work-related fatigue has the potential to cause high tension, irritability, weakness and being difficult to concentrate and to think clearly (Etikariena, 2014). The negative impact of this fatigue may cause difficulties in achieving success, thus making them doubt to their competence (Maslach, Schaufeli, & Leiter, 1997). The impact of work-related fatigue can also be seen from the appearance of diseases in the body to absenteeism in the workplace. Furthermore, most SMEs have a limited number of services provided to support employees and SMEs mostly have high workloads to be handled by their employees. Thus, the second hypothesis of this research is as follows:

*Hypothesis 2: Work-related fatigue is predicted to have a negative relationship with employee retention in small and medium-sized enterprises.*

### **2.1. CEO Altruism**

CEO altruism is defined as helping behavior demonstrated by owner-managers towards employees that is not stated in the employment contract and agreement (Siddiq, 2022). CEO altruism towards employees revolves around work-related and non-work-related help (Siddiq, 2022; Siddiq & Muhidin, 2019). Altruism itself is a behavior that always puts and considers the interests of others and are willing to sacrifice in order to provide virtues for others (Eryc, 2022). It means altruism focuses on the interests and welfare of others and encourages voluntary actions to alleviate the difficulties of others.

CEO Altruism is a construct elaborated from organizational citizenship behavior (OCB) applied to the SME CEO level. OCB is defined as "individual behavior that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988b, p. 4). One dimension of OCB is employee altruism which is defined as "discretionary behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem" (Organ, 1988a, p. 8). Discretionary behavior demonstrated through discretionary employee helping behavior are found to be beneficial for organizations in achieving their performance (Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

CEO altruism is a positive behavior of the CEO towards employees that can facilitate the organizations in mobilizing employee actions towards the intended goals and targets organizations wants to achieve (Kanungo, 2001).

Altruism demonstrated by all elements of organizations, especially the CEO, has the potential to help organizations to build trusting relationships within the company, develop collective minds and build collaborations that facilitate employees to freely discuss their ideas and thoughts (Yan & Yan, 2013). In a complex global marketplace, altruism is believed to inform organizational values, socialization expectations and practices, corporate strategic decisions, and day-to-day operations through its ability to facilitate interdependence and cooperation among personnel in the organization (Kanungo & Conger, 1993).

CEO altruism is a caring behavior shown by SME CEOs to their employees about any matter as a form of empathy (Siddiq, 2022). The role of the CEO is generally considered the most important and powerful organizational actor in the organization (Reheul & Jorissen, 2014). Therefore, the CEO's kind and positive actions by showing concern for employees may allow this behavior to be imitated by employees. CEO altruism to employees consists of two important components: work-related assistance and non-work-related assistance. CEO altruism for work-related areas refers to altruistic actions in OCB, namely providing support for organizationally relevant tasks such as helping tired employees with heavy workloads voluntarily (Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

CEO altruism is found to have a positive relationship with job satisfaction (Siddiq, 2022). In the role to generate employees' positive perceptions, CEO altruism is believed to be able to increase positive attitudes and reduce negative attitudes from employees (Siddiq, 2022). Workload and work-related fatigue are thought to be highly likely to reduce employee retention (Maulidah & Pangestu, 2022). However, logically, when employees get a heavy workload and experience work-related fatigue it is very likely that both issues do not significantly affect employee retention when employees find that their CEO demonstrate helping behaviors. Therefore, the researcher proposed hypotheses 3 and 4:

*Hypothesis 3: CEO altruism is predicted to moderate the relationship between workload and employee retention in small and medium enterprises.*

*Hypothesis 4: CEO altruism is predicted to moderate the relationship between work-related fatigue and employee retention in small and medium enterprises.*

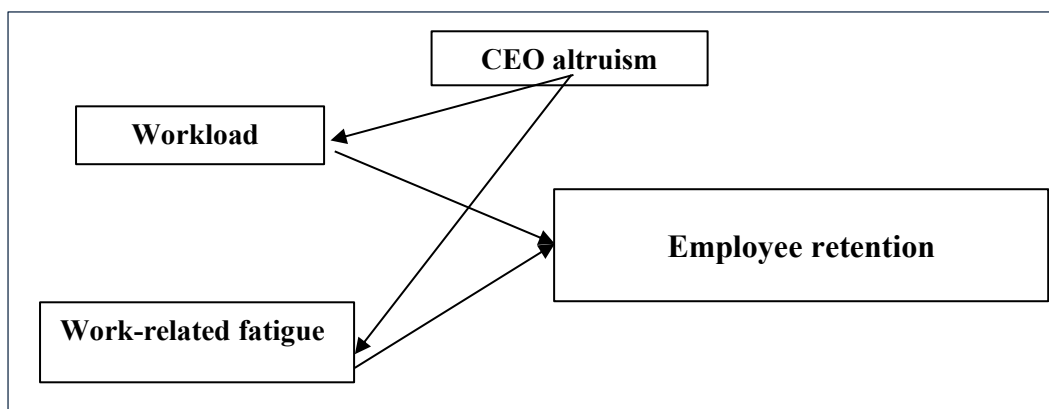
### **3. Materials and Methods**

#### **3.1 Type of Research**

Offline and paper-based surveys were distributed to employees in rattan furniture manufacturing companies in one of the districts in Indonesia. A total of 250 surveys were distributed to employee respondents from several companies. Each employee from each company completed the survey distributed with a total response rate of 80% percent. A total of 20% of the responses were not used because most of them were not fully completed. Hence, the total number of questionnaires analyzed was 200. The respondents were guaranteed their confidentiality through informed consent attached on each cover page of the survey.

#### **3.2 Research Design**

This research is carefully designed with the main objective of revealing the relationship between variables with the presence of a moderating variable. Using a causal-associative research approach, this study systematically discusses the dynamics of dependent, independent, and moderating variables, and explains the interrelationship of these variables. To achieve a comprehensive understanding, this research seeks to examine the role of workload and employee fatigue in predicting employee retention with CEO Altruism as a moderator. The choice of CEO altruism as a moderator is motivated by the need to clarify the mechanism by which employee fatigue and workload influence employee retention. This mechanism is predicted to be moderated by CEO altruism. This choice increases the depth of our understanding of the complex dynamics inherent in employee attitudes. This exploration is conducted with a quantitative methodology that aims to provide a distinctive understanding of the complex relationships in the relationships (Priscilla, Maharani, & Muchsinati, 2024). By using an exploratory design by testing the relationship between variables being hypothesized (Mulyadi, 2012), the research model framework is as illustrated below.



**Figure 1. Conceptual Framework**

### 3.3 Participants

In terms of respondent demographics, the majority of respondents were male (52%) and the rest of the respondents were female (48%). The age of the respondents ranged from 25 to 40 years old. In terms of educational background, 20% respondents were graduated from elementary school, 35% respondents were junior high school, 40% respondents were high school, and 5% respondents were undergraduate.

### 3.4. Measures

**Workload.** The workload measurement tool introduced by Walgito (2003) and Gawron (2003), which consists of cognitive aspects and affective aspects that include mental load, physical load, and time, was used to assess SME employees' perceptions of their workload. Respondents were asked to rate 6 statements on a scale from 1 = strongly disagree to 5 = strongly agree. Examples of statement items are: "I do a lot of mental and perceptual (feeling) activities required at work (e.g. thinking, making decisions, calculating, remembering, looking, searching)".

**Work-related fatigue.** Work-related fatigue was measured using work-related fatigue measurement tool which consists of 3 aspects: motivation attenuation, activity attenuation, and physical symptoms (Ambarwati & Wirjatmadi, 2022). Respondents were instructed to rate each of the 8 statement items on a 5-point Likert scale that ranged from 1 = Strongly disagree to 7 = Strongly agree. Example items are: "I feel emotionally drained by my work".

**CEO Altruism.** CEO altruism was measured using Siddiq's (2022) two-dimensions of CEO altruism with 7 items representing work-related help and 6 items non-work-related help. Respondents were asked to rate each dimension of CEO altruism on a 5-point Likert scale that ranged from 1 = Strongly disagree to 5 = Strongly agree. Example items are: "My CEO is always ready to help me with work related matters" (work related help), "When I am sick, grieving, getting married or having a baby, my CEO encourages other employees to collect money for me" (non-work related help).

**Employee retention.** This dependent variable was measured using a measure adopted from Rossi (2000). Respondents were invited to respond to a total of 9 items, with an example of the item "I feel confident that the salary, benefits, incentives and bonuses in this company are quite good compared to other companies".

## 4. Results and Discussion

### 4.1 Validity Test

The results of the Validity test analysis of all items on this measurement show strong validity. As shown in Table 1, the workload has a calculated  $r$  value of 0.335 and a significant value of  $0.000 < 0.05$ , the work-related fatigue has a calculated  $r$  value of 0.197 and a significant value of  $0.000 < 0.05$ , CEO altruism has a calculated  $r$  value of 0.964 and a significant value of  $0.000 < 0.05$ , and the last variable employee retention has a calculated  $r$  value of 0.232 and a significant value of  $0.000 < 0.05$ . Based on these results, all statement items are declared valid, because they have a calculated  $r$  value greater than  $r$  table = 0.124 and a significant value smaller than 0.05.

**Table 1. Validity Test**

Variable	Pearson Correlation	Results
Workload	0.335	Valid
Work-related fatigue	0.197	Valid
CEO Altruism	0.964	Valid
Employee retention	0.232	Valid

## 4.2 Reliability Test

The results of the reliability test show that the Cronbach's Alpha value as demonstrated in Table 2 is greater than 0.60. Cronbach's Alpha value for workload is 0.630, the work-related fatigue is 0.666, CEO altruism is 0.865 and employee retention is 0.857. This indicates that each variable shows good reliability, indicated in the construct consistent and reliable in measuring the desired outcome.

**Table 2. Reliability Test**

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Results
Workload	0.630	0.640	Reliable
Work-related fatigue	0.666	0.646	Reliable
CEO altruism	0.865	0.860	Reliable
Employee retention	0.857	0.861	Reliable

## 4.3 Classical Assumption Test

### 4.3.1 Normality Test

The first classical assumption test was conducted by looking at the data normality using Kolmogorov Smirnov as shown in Table 3. We see that the Asymp.Sig (2 tailed) Kolmogrov-Smirnov value is  $0.006 > 0.05$ . Thus, it can be concluded that the data has met the normality assumption test. In other words, the residual value under study is normally distributed, where the residual value generated is above the specified significance value. These results indicate that the data are normally distributed.

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		231
Normal Parameters <sup>a,b</sup>	Mean	0.0000000
	Std. Deviation	2.26968825
Most Extreme Differences	Absolute	0.071
	Positive	0.071
	Negative	-0.057
Test Statistic		0.071
Asymp. Sig. (2-tailed)		0.006 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

### 4.3.2 Multicollinearity Test

The Multicollinearity test aims to test for correlation between independent variables. To detect the presence or absence of multicollinearity is conducted by looking at the magnitude of the variance inflation factor (VIF) value. If the VIF value is < 10 and the tolerance value is above 0.11, there is no multicollinearity. As demonstrated in Table 4, the VIF value of workload, the work-related fatigue, CEO Altruism, and employee retention is < 10 and the tolerance value > 0.1. Hence, it can be concluded that the data are free from multicollinearity.

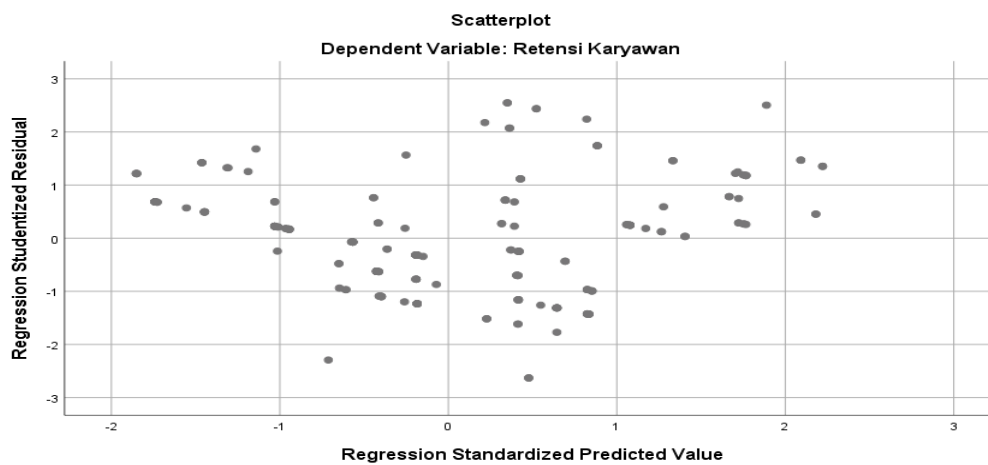
**Table 4. Multicollinearity Test**

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model		B	Std. Error	Beta				
1	(Constant)	17.445	1.623		10.746	0.000		
	Workload	0.586	0.073	0.518	8.033	0.000	0.759	1.318
	Work-related fatigue	0.066	0.062	0.064	1.054	0.293	0.860	1.163
	CEO altruism	-0.004	0.027	-0.010	-0.164	0.870	0.837	1.194

a. Dependent Variable: Employee Retention

### 4.3.3 Heteroscedasticity Test

Heteroscedasticity test was conducted using observations on the scatterplot generated which can be seen in Figure 1. This study is free from heteroscedasticity as the data points in this study are scattered and do not form a certain pattern.



**Figure 1. Heteroscedasticity Test**

### 4.3.4 Autocorrelation Test

The result of autocorrelation test is presented in Table 5. Durbin Watson (DW) is the basis for the autocorrelation test in this study. DW data was obtained with an autocorrelation test value of 1.169 and DW value is between two and negative two. This indicates that no autocorrelation.

**Table 5. Autocorrelation Test**

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	0.541 <sup>a</sup>	0.293	0.283	2.196	1.169	

a. Predictors: (Constant), CEO Altruism, Work-related fatigue, Workload  
 b. Dependent Variable: Employee retention

### 4.4 Partial Hypothesis Testing

4.4.1 Workload is predicted to have a negative relationship with employee retention in small and medium-sized enterprises.

The t value of the workload is -3.765 and the significance value is 0.000. In this case the calculated t value of  $-3.765 < t_{table} 1.984984$  and has a significance of  $0.000 < 0.05$ . This shows that workload has a negative and significant relationship with employee retention.

**Table 6. Hypothesis 1**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	31.041	0.647		47.987	0.000
	Workload	-0.129	0.034	-0.359	-3.765	0.000

a. Dependent Variable: Employee Retention

4.4.2 Work-related fatigue is predicted to have a negative relationship with employee retention in small and medium enterprises.

The t value of the work-related fatigue is - 8.354 and the significance value is 0.000. In this case, the calculated t value of  $- 8.354 < t_{table} 1.984984$  and has a significant figure of  $0.000 < 0.05$ . This shows that work-related fatigue has a negative and significant relationship with employee retention.

**Table 7. Hypothesis 2**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	42.639	1.448		29.453	0.000
	Work-Related Fatigue	-0.554	0.065	-0.469	-8.354	0.000

a. Dependent Variable: Employee Retention

4.4.3 CEO Altruism is predicted to moderate the relationship between workload and employee retention in small and medium enterprises

The results of the analysis in Table 8 show that the workload with CEO altruism as interaction has a calculated t of 2.898 which is greater than  $t_{table} = t(\frac{\alpha}{2}; n - k) = t(0.025; 247) = 1.969615$ , and a significance of 0.004 (moderated). This means that CEO altruism is a moderator of the relationship between the workload and the employee retention. This means that the negative relationship between workload and employee retention can be even stronger when employees feel assistance from the owner-manager regarding work-related and non-work-related help.

**Table 8. Hypothesis 3**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	22.201	1.879		11.816	0.000
	Workload	0.196	0.149	0.125	1.317	0.189
	CEO altruism	0.006	0.002	0.275	2.898	0.004

a. Dependent Variable: Employee retention

4.4.4 CEO altruism is predicted to moderate the relationship between work-related fatigue and employee retention in small and medium enterprises

The results of the analysis demonstrated in Table 9 show that the work-related fatigue with CEO altruism as its interaction has a calculated t of 8.071 which is greater than  $t_{table} = t(\frac{\alpha}{2}; n - k) = t(0.025; 247) = 1.969615$  and a significance of 0.000 (moderated). This means that the CEO altruism is a moderator in the relationship of workload and employee retention.



**Table 9. Hypothesis 4**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	42.802	1.291		33.165	0.000
	Work-related fatigue	-1.037	0.084	-0.893	-12.306	0.000
	CEO altruism	0.008	0.001	0.586	8.071	0.000

a. Dependent variable: Employee retention

## 4.5 Discussion

This research attempt to discuss the relationship of workload and work-related fatigue with employee retention moderated with CEO altruism. This relationship testing was conducted to the data acquired from employees of rattan SMEs in Indonesia. 200 rattan furniture employees participated in this study. This research found that workload has a negative relationship with employee retention in the furniture SMEs. Similarly, work-related fatigue has a negative relationship with employee retention. This research clearly predicts that high workload employee have may encourage the employees to leave their companies. Work-related fatigue is also predicted as a factor that may encourage employees leaving their job.

The results of regression testing with workload as the dependent variable, employee retention as the independent variable, and CEO altruism as the moderator show changes in the adjusted R square. In the relationship between workload and employee retention, the adjusted R square before entering CEO altruism as the moderator was 0.125. After CEO altruism moderating the workload-employee retention relationship, the adjusted R square increased to 0.275 (an increase of 0.15).

The results of the moderated regression testing with CEO altruism as the moderator are also in line with testing the role of CEO altruism in moderating the relationship between work-related fatigue and employee retention. There is an increase in the value of the adjusted R square. The adjusted R square before entering CEO altruism as a moderator was -0.893 and after the CEO Altruism variable was moderated, it was 0.586 an increase 1.479 shows that the CEO Altruism variable succeeded in increasing the strength of the positive relationship between work-related fatigue and employee retention.

## 5. Conclusion

The altruism demonstrated by the owner-manager of the furniture SMEs in this research is an important factor in influencing employees to remain with the company. Even though employees experience high workloads and work-related fatigue, they may still be able to stay in the company because they accept helps and supports provided by their CEOs both on work-related and non-work-related issues. In general, this research underlines the importance of demonstrating altruism in organizations through HR practices that focus on caring for the welfare of others especially demonstrated by SME CEOs. With CEO altruism, employees may develop positive perceptions and attitudes to the organization and further than that, CEO altruism can initiate the altruism culture within the company. Finally, future research may further investigate the role of CEO altruism in predicting employee positive attitude and behaviours in other SME contexts other than furniture SMEs. Furthermore, the future research may investigate the mechanism through which CEO altruism may predict employee positive attitude and behaviours through among others place CEO altruis as the main predictors.

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