

The Role of CEO Altruism in Moderating the Relationship between Affective Commitment and Integrity with OCB in Culinary SMES

Dedi Muhammad Siddiq¹, Mukhibulloh¹, Ramlah Puji Astuti¹,
Annah Triyana Dewi¹, Tho Along²

1. Departement of Management, Universitas Swadaya Gunung Jati Cirebon, Jln. Pemuda No. 32, Cirebon Jawa Barat 45132, Indonesia
2. School of Business, International University (Vietnam National University Ho Chi Minh City), Quarter 6, Linh Trung Ward, Thu Duc, Ho Chi Minh City, Vietnam

ARTICLE INFO	ABSTRACT
<p>Keywords: Affective commitment, CEO Altruism, Integrity, Organizational citizenship behavior, SME culinary.</p> <p>Kata Kunci: Komitmen afektif, Altruisme CEO, Integritas, Perilaku kewarganegaraan organisasi, UMKM kuliner.</p>	<p>The purpose of this study is to investigate the relationships between affective commitment, integrity, and organizational citizenship behavior (OCB). Specifically, this study examines how CEO altruism moderates the relationships between employee affective commitment, integrity, and OCB among employees working in small and medium enterprises (SMEs) in the culinary sector in Indonesia. The study found that employee affective commitment and integrity positively impact OCB. Moreover, CEO altruism was found to significantly strengthen the relationships between employee affective commitment, integrity, and OCB. These findings highlight the critical role of CEOs in fostering a supportive work environment and promoting positive employee behaviors, ultimately enhancing organizational effectiveness, particularly in SMEs within the culinary sector. This study offers valuable insights for SME managers regarding the importance of altruistic leadership in maximizing employee contributions to the organization.</p>
<p>Corresponding author: Dedi Muhammad Siddiq dedisiddiq@ugj.ac.id</p> <p>Copyright © 2024 by Authors, Published by IRJBS. This is an open access article under the CC BY-SA License</p> 	<p>SARI PATI</p> <p><i>Tujuan dari penelitian ini adalah untuk menyelidiki hubungan antara komitmen afektif, integritas, dan perilaku kewarganegaraan organisasi (OCB). Secara khusus, penelitian ini mengkaji bagaimana Altruisme CEO memoderasi hubungan antara komitmen afektif dan integritas karyawan pada OCB karyawan yang bekerja di usaha kecil dan menengah (UKM) di sektor kuliner di Indonesia. Penelitian ini menemukan bahwa komitmen afektif dan integritas karyawan memiliki dampak positif pada OCB. Selain itu, altruisme CEO ditemukan secara signifikan memperkuat hubungan antara komitmen afektif dan integritas karyawan dengan OCB. Temuan ini menyoroti peran penting CEO dalam menumbuhkan lingkungan kerja yang mendukung dan mempromosikan perilaku karyawan yang positif, yang pada akhirnya meningkatkan efektivitas organisasi, terutama di sektor kuliner UKM. Penelitian ini menawarkan wawasan berharga bagi manajer UKM tentang pentingnya sikap altruistik dalam memaksimalkan kontribusi karyawan terhadap organisasi.</i></p>

INTRODUCTION

Organisational citizenship behaviour (OCB) refers to actions taken by workers who are prepared to go above and beyond the call of duty to help the company run more smoothly (Organ, 1988). Organisational citizenship behaviour (OCB) plays a critical role in the growth of organisations, particularly SMEs, which often face constraints and insufficient resources (Storey et al., 2002). OCB in the workplace may overcome internal organizational problems such as reducing employee turnover which may increase organization's expenditure to accept new employees (Chen et al., 1998). This because OCB is believed to be able to reduce turnover intention, where the higher the OCB an employee has, the lower employee intention to change jobs is (Coyne and Ong, 2007). Employee OCB can also build the manager's trust to the employee and influence the manager's trustworthy behavior towards the employee (Reiche et al., 2014). In essence, OCB demonstrated by employees especially in SMEs is very likely to make SMEs more effective because SME employees are willing to voluntarily help their colleagues and the organization, have a desire to actively participate in work, and show a high level of morality.

OCB is preceded by many variables, both predictors and moderators. OCB can be predicted by the work environment and organizational commitment (Ryan Maulana et al., 2022), transformational leadership Podsakoff., MacKenzie, Moorman., Fetter., 1990), retention-oriented compensation and formal training (Lam et al., 2009). Furthermore, OCB was found to be predicted by organizational justice and cultural value orientation (Schilpzand et al., 2013). Job happiness, organisational dedication, performance expectations, intention to remain, and perceived organisational support are additional factors that could indicate OCB (Chen et al., 1998). Managers with strong time management skills may be better able to take advantage of the mutual benefits that come from OCB compared to managers with weaker skills in this area, since time management skills moderate the relationship

between OCB and task performance, which is one way in which moderating variables strengthen the relationship between predictors and OCB (Rapp et al., 2013). There has been little research on the moderating effect of CEO altruism on the association between OCB and predictor variables.

This research attempts to find out the relationship of employee affective commitment and integrity with employee OCB moderated by CEO altruism. Defined as the emotions felt by employees towards their workplaces that may include loyalty, trust, and attachment (Allen and Rush, 1998), affective commitment is relevant to be investigated in the SME context considering that employees tend to have more emotional affinity to their managers and colleagues. Furthermore, employee integrity was chosen as a predictor variable because integrity is believed to be an important requirement in effective and successful leadership management (Dunn, 2009) for both managers and employees. Both predictors in predicting employee OCB are moderated by of CEO altruism. CEO altruism is defined as discretionary behavior carried out by SME owners towards their employees in order to improve employees' welfare which is not stated in the work agreement (Siddiq, 2019). This behaviour is believed to increase organizational effectiveness through the causality where employees are very likely to reciprocate the virtue their CEOs demonstrate by showing good performance for the company (Siddiq and Salut 2018). The research context is culinary SMEs of a city in Indonesia, and the culinary SMEs provide is well-known as one of the city brandings.

Some other indicators of organisational citizenship behaviour include job satisfaction, organisational commitment, performance expectations, intention to stay, and perceived organisational support (Chen et al., 1998). Managers who are adept at managing their time well may have an advantage when it comes to reaping the rewards of organisational citizenship behaviour (OCB) compared to their less capable counterparts. This is because, according to Rapp et al. (2013), time management skills

moderate the correlation between OCB and task performance. Few studies have examined how CEO altruism moderates the relationship between OCB and predictor variables.

Organizational citizenship behavior

Organisational citizenship behaviour is simply defined as individual discretionary behaviour that goes above and beyond standard workplace expectations and, when collectively performed by employees, will improve the organization's ability to function effectively (Organ, 1988). OCB is seen as selfless deeds and sincere care for the welfare of others (Reiche et al., 2014). It is also considered constructive and cooperative behaviour that is not mandated by contract or rewarded by the organisation, but it is a crucial indicator of how much an employee feels like they belong there (Lam et al., 2009). Maulana et al. (2022) define OCB as voluntary individual employee behaviour that can advance the growth of the organisation. Job descriptions, employment contracts, and employment regulations do not mandate this kind of behaviour. Although the official reward system does not explicitly acknowledge this kind of behaviour, employees who engage in it on a large scale may raise the company's worth. Additionally, OCB is defined as employees' freely chosen and voluntary actions that have no bearing on the reward system and increase the effectiveness and efficiency of the company (Coyne and Ong, 2007). OCB is also considered as a positive and constructive activity which benefits the company, voluntarily carried out by employees by supporting fellow co-workers, and that the employees involved in this matter are always ready to work harder or exceed the minimum effort required to do the work carried out in the organization (Chib, 2016). To summarise, outside of official work, voluntary behaviour (OCB) is the conduct of employees with the goal of improving organisational effectiveness and overall well-being (Podsakoff et al., 1990).

Five dimensions are used in this study to measure OCB: civic virtue (active participation

in organisations), sportsmanship (positive attitude, avoiding complaints), courtesy (helping prevent problems), altruism (helping others), and conscientiousness (exemplary attendance, punctuality, etc.) (Organ, 1988).

CEO Altruism

Altruism is a relatively new concept. Altruism is defined as the behavior of helping others without considering one's benefits and usually involves personal costs for the individual who demonstrate the behavior (Kerr et al., 2004; Piccinini and Schulz, 2019). In the view of senior scholars, altruism is considered as the behavior of helping others without expecting anything in return which may occur when someone feels empathy for people who need help (Krebs, 1975). Altruistic people really pay attention to the welfare of others without paying attention to themselves and purely give without expecting rewards or profits (Simon, 1993). From Simon's definition it appears that altruistic behavior seems to be influenced by the hope that others can get happiness. The act of helping may make individuals feel happy because they can put themselves in the emotional state of others.

CEO altruism has a strong intersection with the concept of altruism discussed above. CEO altruism is discretionary behaviors demonstrated by SME owner-managers, towards their employees, aimed to improve employee welfare, and this behavior is not stated in the employment contract (Siddiq, 2019). CEO altruism is a derivative of the altruism concept in employee OCB which is applied upward to the CEO level (Siddiq and Muhidin, 2019). If in employee OCB, helping behavior is demonstrated by employees to their fellow employees with the employee's willingness to help their co-workers, CEO altruism is demonstrated by CEOs towards their employees in the context of SME workplaces. CEO altruism is divided into two dimensions, namely work-related help, and non-work-related help. Work-related help includes CEO behavior aimed at helping employees complete their work, while non-work-related assistance includes

instrumental support, friendship support and emotional support (Siddiq, 2019).

Creating positive employee behavior is believed to be dependent on the behavior demonstrated by managers to their employees. Managers who have sense of empathy and attachment to their employees indicated by demonstrating helping behavior towards employees may foster the sense of closeness and loyalty from their employees. Altruism as pro-social behavior that arises from empathy to improve other people's welfare (Batson, 2011), when owned by a CEO, may foster loyalty and positive behavior from employees, including employee OCB.

As a business that requires a lot of resources to develop, creating OCB in SME employees is a challenging task. SMEs face difficulties in meeting appropriate compensation levels. Apart from compensation, SMEs also have limitations in the provision of work-related services to employees in accomplishing their work. With these challenges, SMEs need to optimize existing resources, and one of these resources is the helping behavior demonstrated by SME owner-managers. Altruistic behavior demonstrated by CEOs may create the altruistic behaviors demonstrated by employees.

Affective commitment

Affective commitment is a form of employee commitment to the organization, which involves positive feelings and loyalty to the organization (Ohana 2014). Affective commitment is further explained as the binding force of an individual has to an organization that involves employees' emotional attachment, involvement, and self-identification with their workplaces (Ng and Feldman, 2011). With the emotional affinity between employees and their company, the affective commitment employees have may encourage employees to have a deep desire to survive in the company's organization and show embeddedness in the organization (Meyer and Allen, 1991). With this desire to stay in the organization, employees are motivated and have

desire to achieve organizational goals because they consider the goals as their own goals (Abdallah et al., 2017). The continued positive impact of the level of emotional attachment and identification individual employees have with the organization gives rise to strong belief and employee acceptance to the organization's goals and values, as well as willingness to expend effort for the organization (Hartmann and Bambacas, 2000).

Affective commitment can arise in employees due to the characteristics of the organizational structure, significance of the task, ages and tenures, various skills, feedback from leaders and involvement in management (Meyer and Allen, 2007). Employees who have affective commitment will prefer to stay and be loyal to the company because they have more connection with the company's missions and attachment to their managers.

The next impact of employee affective commitment is that employee affective commitment can bring employee OCB (Allen and Rush, 1998; Ng and Feldman, 2011). Both scholars teams' findings are in line with the findings of Liu and Cohen (2010) who found that organizational commitment that comprises employee affective commitment is associated with OCB. However, different results were demonstrated by Kurniawan and Safitri (2022) who found that affective commitment have no positive relationship with OCB.

Integrity

According to Huberts (2018), integrity is the moral standard of conduct in the governance process rather than the substance of choices and societal consequences. Integrity is the study of «moral quality,» or what it means to be good or bad in relation to moral standards and values. Integrity can be assessed using five criteria: morality, justice, responsibility, honesty, credibility, and abuse of information and power. Examples of integrity violations include conflicts of interest and nepotism, intimidation, and discrimination (Zhang et al., 2014). In the organizational context, integrity

relates to honesty, fulfilling promises, behavior that reflects virtue related to the goodness of the organization and willingness to help and support others (Gefen and Straub, 2004). Interestingly, integrity can also be conceptualized into several components, namely; punishment towards self and relationships, projection of honesty towards oneself, and projection of dishonesty towards others (Cunningham and Ash, 1988). In the research context, employee integrity was found to be a good predictor of OCB (Zhang et al., 2014), meaning that employee integrity has a positive and significant relationship with employee OCB.

Referring to the literature review above, it is concluded that OCB can be predicted by integrity and affective commitment. Furthermore, the role of CEO altruism in moderating the relationship between affective commitment and integrity and OCB is predicted to influence such relationships. Therefore, this study proposes the following hypotheses:

- Hypothesis 1: Affective commitment is predicted to have a positive and significant relationship with OCB in SME employees.
- Hypothesis 2: Integrity is predicted to have a positive and significant relationship with OCB in SME employees.
- Hypothesis 3: CEO altruism is predicted to moderate the relationship between affective commitment and OCB in SME employees.
- Hypothesis 4: CEO altruism is predicted to moderate the relationship between integrity and OCB in SME employees.

METHODS

This research is quantitative in method with proposed hypothesis were tested with regression analysis using statistical testing tools of SPSS version 25 for Windows. Data were collected from SME employees of culinary business whose foods sold represent the city branding. 95 employees were taken randomly from various culinary SMEs in a city in Indonesia to participate in this research. Personal contact with business owners and key

employees allowed access to all employees. CEOs and specific employees of participating SMEs were contacted prior to the survey's distribution to get their permission to survey their staff members. The survey team sends employee survey packages to designated employees who oversee survey distribution after obtaining approval. Every survey had a cover page that included a letter of consent that outlined its purpose, guaranteed the confidentiality of the responses from respondents, and stated that participation in the study was voluntary. Workers gave the survey back to each participating SME's designated employees. Based on published literature, researchers created surveys pertaining to measuring devices. CEO altruism is measured using twelve items (Siddiq, 2019), affective commitment is measured using eight items (Mowday et al., 1979), integrity is measured using six items (Cunningham and Ash, 1988), and OCB is measured using twenty-four items (Williams and Anderson, 1991).

RESULTS AND DISCUSSION

The first test conducted was reliability tests. All variables in this research are reliable with Cronbach alpha > 0.70 (Nunnally et al., 1976) See Table 1.

Researchers also tested the normality of data using statistical test methods by looking at the results of the non-parametric Kolmogorov-Smirnov (K-S) output on the variables of affective commitment, integrity, CEO altruism, and OCB. The results demonstrated that the residual variable data have an Asymp value. Sig. (2-tailed) of 0.124. Hence, it can be concluded that the data is normally distributed and the normality assumption in this analysis is fulfilled.

Researchers also tested whether found correlation between independent variables using the multicollinearity test. The requirement of no multicollinearity is that if the variance inflation factor (VIF) value < 10 and the tolerance value > 0.10, there is no multicollinearity (Ghozali, 2018). Based on the multicollinearity test, it was found that the

Table 1. Cronbach Alpha values

Construct	Number of questions in the scale	Cronbach's Alpha
Altruism CEO	12	0.933
Affective commitment	8	0.852
Integrity	6	0.705
Organizational citizenship behavior	24	0.851

Table 2. Regression Analysis Results

Model		Coefficients ^a		T	Sig.	
		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta		
1	(Constant)	10.690	4.370		2.446	.016
	Affective commitment	.319	.101	.178	3.169	.002
	Integrity	3.052	.220	.779	13.843	.000

a. Dependent Variable: OCB

tolerance value in the collinearity statistics table for the CEO altruism was 0.282 > 0.10, affective commitment was 0.714 > 0.10, the integrity was 0.286 > 0.10. While VIF value of the CEO altruism was 3,547 < 10, affective commitment 1,401 < 10, and integrity 3,502 < 10. Thus it can be concluded that there is no multicollinearity in the model and further hypothesis testing can be conducted. The regression analysis results is as depicted in Table 2.

Multiple regression analysis shows that the coefficient value of affective commitment to OCB is positive with 0.319. This means that for every 1 increase in the affective commitment, OCB may increase by 0.319. Likewise, integrity towards OCB has a positive value of 3.052, meaning that every 1 increase in the integrity may increase employee OCB by 3.052. Meanwhile, a constant value of 10,690 means that if there is no affective commitment and integrity, the amount of OCB is 10.690.

Hypothesis Testing

To answer the first hypothesis, it is necessary to look at the multiple regression analysis. The output of the regression analysis shows that affective commitment has a positive and significant relationship with a

value of 0.002 < 0.05 and a calculated t value of 3.169 > t table 1.985. Therefore, it can be concluded that Hypothesis 1, affective commitment has a positive and significant relationship with OCB, is acceptable. Furthermore, integrity also has a positive and significant relationship with OCB with a sig value of 0.000 < 0.05 and a calculated t value of 13,843 > t table 1.985. Therefore, it can be concluded that Hypothesis 2, employee integrity has a positive and significant relationship with OCB is acceptable.

Furthermore, to answer the third hypothesis, CEO altruism is predicted to moderate the relationship between affective commitment and OCB, the study presents the results that can be seen in Table 3-4. In Table 3, the percentage of variance explained in this model is 86.2percent. The role of the moderator variable shows a positive and significant relationship and the output of equations one, two and three is obtained (Sharma et al., 1981), as follows:

Equation 1 ($\gamma_i = a + \beta X_i + \epsilon$)

Equation 2 ($\gamma_i = a + \beta_1 X_i + \beta_2 Z_i + \epsilon$)

Equation 3 ($\gamma_i = a + \beta_1 X_i + \beta_2 Z_i + \beta_3 X_i * Z_i + \epsilon$).

The explanation for the variables in this research is as follows:

$$\gamma_i = 58.873 + 1.028X_1 + \varepsilon$$

$$\gamma_i = 29.321 + 0.241X_1 + 1.166Z + \varepsilon$$

$$\gamma_i = 56.018 + 0.677 + 0.553Z + 0.021X_1 * Z + \varepsilon$$

Based on the output in the second regression equation, the CEO altruism has a positive relationship with OCB. The output of the third regression equation obtained a regression coefficient for the interaction variable (affective commitment * CEO altruism) of 0.021 with a t table value of 2.369 > t count of 1.985, while the sig. equal to 0.020 < 0.05, meaning the interaction variable has a positive effect on OCB. Based on the results of the analysis above, it is found that CEO altruism in the second regression equation (without including the interaction variable) has a positive relationship with OCB with sig. 0.000 < 0.05 (significant), and in the regression equation, the three interaction variables have a positive and significant relationship with OCB with Sig = 0.020 (significant). Therefore, it can be concluded that the CEO altruism is quasi

moderator that can strengthen the relationship between affective commitment and employees OCB. It means Hypothesis 3 is accepted.

The percentage of variance explained for the regression model to answer Hypothesis 4 can be seen in Table 5-6. For moderator variables only in model 3 the percentage of variance explained in this model is 88.1percent. CEO altruism shows a significant role in moderating the relationship between integrity and OCB obtained in the output of equations one, two and three, as follows:

Equation 1 ($\gamma_i = a + \beta X_i + \varepsilon$)
 Equation 2 ($\gamma_i = a + \beta_1 X_i + \beta_2 Z_i + \varepsilon$)
 Equation 3 ($\gamma_i = a + \beta_1 X_i + \beta_2 Z_i + \beta_3 X_i * Z_i + \varepsilon$)
 with the following explanation.

$$\gamma_i = 12.171 + 3.408X_2 + \varepsilon$$

$$\gamma_i = 20.136 + 1.292X_2 + 0.881Z + \varepsilon$$

$$\gamma_i = 64.369 + 0.649X_2 - 0.220Z + 0.048X_2 * Z + \varepsilon$$

Table 3. Explained variance for the first three regression models

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 ^a	.330	.323	8,267
2	.926 ^a	.858	.855	3,827
3	.931 ^a	.866	.862	3,736

- a. Predictors: (Constant), Affective commitment
- b. Predictors: (Constant), CEO Altruism, Affective commitment
- c. Predictors: (Constant), Affective commitment*CEO Altruism, CEO Altruism, Affective commitment

Table 4. Analysis of the first three regression models

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	58.873	4.582		12.848	.000
	Affective Commitment	1.028	.150	.574	6.836	.000
2	(Constant)	29.321	2.645		11.084	.000
	Affective Commitment	0.241	.081	.135	2.965	.004
	CEO Altruism	1.166	.062	.849	18.693	.000
3	(Constant)	56.018	11.561		4.845	.000
	Affective Commitment	.677	.396	.378	1.711	.090
	CEO Altruism	.553	.266	.403	2.078	.040
	Affective Commitment * CEO Altruism	.021	.009	.841	2.369	.020

a. Dependent Variable: OCB

Based on the output in the second regression equation, CEO altruism regression coefficient is 0.881 with a calculated t value 9.581 > t table 1.985, while the sig. equal to 0.000 < 0.05. Hence, CEO altruism variable has a significant relationship with OCB. As for the output in the third regression equation, the regression coefficient for the interaction variable (integrity*CEO altruism) was 0.021 with a t table value of 2.369 > t 1.985, while the sig. equal to 0.020 < 0.05. Hence the interaction variable demonstrate positive relationship with OCB.

Based on the results of the analysis above, it is known that CEO altruism variable in the second regression equation, without including the interaction variable has a positive relationship with OCB with sig. 0.000<0.05 (significant), and in the regression equation, three interaction variables have a positive and significant relationship with OCB with Sig=0.014 (significant). Therefore, it can be

concluded that CEO altruism is a quasi moderator which can strengthen the relationship between the employee integrity and OCB in culinary SME employees. Hence, Hypothesis 4 is accepted. The results of Hypothesis 4 analysis can be seen in table 6 below.

This study attempts to test the extent to which affective commitment and employee integrity have relationship with OCB of employee SMEs in the culinary sector which marks city branding of a city in Indonesia. Additionally, this study aims to investigate the degree to which employee OCB and affective commitment and integrity are mediated by CEO altruism in the workplace. This study also discovered a strong and positive correlation between affective commitment and OCB. This result is in line with the findings of Liu and Cohen (2010) and Allen and Rush (1998), who discovered a favourable correlation between affective commitment and

Table 5. Explained variance for the first three regression models

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	.756	.753	4.990
2	.936 ^a	.876	.874	3.568
3	.940 ^a	.884	.881	3.471

a. Predictors: (Constant), Integrity

b. Predictors: (Constant), CEO Altruism, Integrity

c. Predictors: (Constant), Integrity*CEO Altruism, Integrity, CEO Altruism

Table 6. Analysis of the second three regression models

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	12.171	4.547		2.677	.009
	Integrity	3.408	.199	.869	17.150	.000
2	(Constant)	20.136	3.356		6.000	.000
	Integrity	1.292	.263	.330	4.922	.000
	CEO Altruism	.881	.092	.642	9.581	.000
3	(Constant)	64.369	17.916		3.593	.001
	Integrity	.649	.814	.166	.797	.427
	CEO Altruism	-.220	.448	-.161	-.492	.624
	Integrity* CEO Altruism	.048	.019	1.251	2.511	.014

a. Dependent Variable: OCB

OCB. Ng and Feldman (2011) found a positive and significant relationship between employee OCB and affective commitment, which supported this finding. Similarly, there is a strong and positive correlation between employee integrity and OCB. This result is in line with Zhang et al. (2014)'s finding that employee OCB in the workplace is positively and significantly correlated with employee integrity.

It turns out that CEO altruism findings are fairly similar. The relationship between employee affective commitment and integrity with employee OCB is successfully moderated by the altruism of the CEO. The relationship between two predictors employee affective commitment and integrity and their dependent variable employee OCB is strengthened by CEO altruism. Research on the relationship between employee affective commitment and integrity and employee OCB moderated by CEO altruism is still uncommon, given that CEO altruism is a relatively new construct.

The finding of this study shows that it is important for SME actors to have OCB, one of which is predicted by employee affective commitment and integrity. Employees who have high affective commitment and strong integrity may predict their OCB in the workplace. OCB is believed to have a very important role, especially for SMEs due to their limited resources to develop their businesses. Furthermore, employee OCB predicted by affective commitment and integrity may be stronger SME CEO demonstrate empathy and helping behavior indicated by their altruism. Therefore, SME CEOs need to improve discretionary and voluntary behavior that demonstrate care and helping to increase employee welfare in the form of CEO altruistic behaviour.

MANAGERIAL IMPLICATIONS

Affective commitment is proven to be an important factor in increasing Organizational Citizenship Behavior (OCB). When employees feel a high level of affective commitment to the company, they become more than just workers performing

routine tasks. They feel an emotional attachment to the organization, which drives them to do more than expected. Employees who have strong affective commitment tend to be more motivated to behave extraordinarily, help coworkers, contribute to improving work processes, and maintain a positive work culture. All of this has a positive impact on productivity, efficiency and quality of work. In addition, employees who feel high affective commitment also tend to be more loyal to the organization, which can reduce turnover and increase workforce retention. Therefore, companies that can implement affective commitment in their employees will see great benefits in the form of better performance, a positive work culture, and strong working relationships.

The importance of integrity in the context of Organizational Citizenship Behavior (OCB) becomes clear when we see how ethical and consistent behavior influences organizational success. Integrity creates a strong moral foundation for employees, encouraging them to carry out their duties honestly and responsibly. Employees with high integrity tend to be more loyal to the company's ethical values and are committed to behaving in ways that support the organization's success. They will be more inclined to share knowledge, provide support to colleagues, and work together in teams. Integrity also creates a positive work culture where trust and cooperation between employees is strengthened. Clear evidence of the importance of integrity in OCB is that when organizations have employees with high integrity, they tend to create an environment that supports innovation, better productivity, and higher employee satisfaction. Thus, integrity is a key element in promoting positive behavior that supports the long-term growth and success of an organization.

The importance of organizational citizenship behavior in a company. The involvement of affective commitment and integrity will influence employee OCB behavior. When employees have high affective commitment to the company, they feel emotionally

connected, take pride in their workplace, and tend to be more loyal to the organization. Affectively committed employees tend to be more motivated to go the extra mile, help coworkers, and contribute positively to their work. When integrity is also an integral part of the work culture, employees have a strong moral foundation in their decision making. They behave with high ethics, carry out their duties with honesty, and maintain a commitment to the organization's ethical values. Integrity creates an environment where employees feel trust in each other, which allows for good cooperation and open communication. When affective commitment and integrity are combined, this creates conditions that strongly support organizational citizenship behavior (OCB). Employees who feel emotionally connected to the organization and have high integrity will tend to be more motivated to take voluntary actions that support the organization's success.

CEO altruism is proven to be a moderator variable that strengthens the relationship between employee affective commitment and organizational citizenship behavior (OCB) which is very significant in the context of organizational success. When a CEO shows altruistic behavior by caring and supporting employees, this creates a work environment full of empathy and concern. This encourages employees to feel more emotionally attached to the company and more motivated to participate in OCB. CEOs who practice altruism create a balance between organizational goals and employee well-being, thereby increasing their affective commitment. This strengthens employees' awareness of their responsibility to contribute more deeply, share knowledge, and help colleagues and in this case employee OCB behavior will improve.

The involvement of CEO Altruism as a moderator variable strengthens the relationship between

employee integrity and organizational citizenship behavior (OCB) which is very significant in culinary SMEs in Cirebon district. When a CEO practices altruism by providing care and support to employees, this creates a work culture filled with care and empathy. CEO altruism that strengthens employee integrity has a very positive impact on OCB. Integrity creates a strong moral foundation for employees, encouraging them to behave with high ethics, responsibility and honesty in all their actions. When the CEO consistently has high altruism values, it will certainly strengthen his integrity to participate in OCB that supports organizational goals.

CONCLUSION

This research found that CEO altruism moderates the relationship of employee affective commitment and integrity with employee OCB. CEO altruism strengthen the relationship both predictors and outcomes. Employee OCB can be more strongly predicted by employee affective commitment and integrity when employees accept discretionary behaviors from their CEOs in improving employees' welfare.

This research has some limitations. There are many predictors of employee OCB relevant for SME contexts. Hence it is suggested that future research may discuss other predictors of employee OCB in SME context. Furthermore, this research involved limited number of SME employees from culinary sector. Future research may increase the number of employees and expand the scope of research objects to employees of other business sectors. Finally, as CEO altruism includes a relatively new construct, future research needs to further test the role of CEO altruism as important variables in relationship testings. Even though this study has several limitations, this research warrants further investigations. ■

Acknowledgement

This research was supported by many parties, especially UKM actors in helping researchers in collecting a lot of data needed for research and Lecturers at Swadaya Gunung Jati University, Cirebon, who provided a lot of assistance so that this research could be completed

REFERENCES

- Allen, T. D., and Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83(2), 247–260. <https://doi.org/10.1037/0021-9010.83.2.247>.
- Bahjat Abdallah, A., Yousef Obeidat, B., Osama Aqqad, N., Khalil Al Janini, M. N., and Dahiyat, S. E. (2017). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network*, 09(01), 28–53. <https://doi.org/10.4236/cn.2017.91002>
- Batson, C. D. (2011). *Altruism in Humans*. Oxford University Press.
- Chen, X.-P., Hui, C., Segó, D. J., and Kong, H. (1998). The Role of Organizational Citizenship Behavior in Turnover: Conceptualization and Preliminary Tests of Key Hypotheses. In *Journal of Applied Psychology Inc* (Vol. 83, Issue 6).
- Chib, S. (2016). Study on organizational commitment and workplace empowerment as predictors of organization citizenship behaviour. *Scholedge International Journal of Management and Development* ISSN 2394-3378, 3(3), 63. <https://doi.org/10.19085/journal.sijmd030301>.
- Coyne, I., and Ong, T. (2007). Organizational citizenship behaviour and turnover intention: A cross-cultural study. *International Journal of Human Resource Management*, 18(6), 1085–1097. <https://doi.org/10.1080/09585190701321831>.
- Cunningham, M. R., and Ash, P. (1988). The Structure of Honesty: Factor Analysis of the Reid Report. In *Journal of Business and Psychology* (Vol. 3, Issue 1). <https://about.jstor.org/terms>
- Dunn, C. (2009). Integrity matters. <https://www.researchgate.net/publication/267699187>.
- Gefen, D., and Straub, D. W. (2004). Consumer trust in B2C e-Commerce and the importance of social presence: Experiments in e-Products and e-Services. *Omega*, 32(6), 407–424. <https://doi.org/10.1016/j.omega.2004.01.006>.
- Ghozali, I. (2018). *Aplikasi Multivariate Dengan Program IBM SPSS 25* (9th ed.). Semarang Indonesia: Universitas Diponegoro.
- Hartmann, L. C., and Bambacas, M. (2000). Organizational commitment: a multi method scale analysis and test of effects. *The International Journal of Organizational Analysis*, 8(1), 89–108. <https://doi.org/10.1108/eb028912>.
- Huberts, L. W. J. C. (2018). Integrity: What it is and Why it is Important. *Public Integrity*, 20, S18–S32. <https://doi.org/10.1080/10999922.2018.1477404>.
- Kerr, B., Godfrey-Smith, P., and Feldman, M. W. (2004). What is altruism? *Trends in Ecology and Evolution*, 19(3), 135–140. <https://doi.org/10.1016/j.tree.2003.10.004>.
- Krebs, D. (1975). Empathy and Altruism. In *Journal of Personality and Social Psychology* (Vol. 32, Issue 6).
- Kurniawan, I. S., and Safitri, N. Q. (2022). Pengaruh komitmen afektif, kepuasan kerja, kepemimpinan transformasional, dan pemberdayaan karyawan terhadap OCB karyawan. *Jurnal Manajemen*, 14(1), 2022–2039. <https://doi.org/10.29264/jmmn.v14i1.10386>.
- Lam, W., Chen, Z., and Takeuchi, N. (2009). Perceived human resource management practices and intention to leave of employees: The mediating role of organizational citizenship behaviour in a Sino-Japanese joint venture. *International Journal of Human Resource Management*, 20(11), 2250–2270. <https://doi.org/10.1080/09585190903239641>
- Liu, Y., and Cohen, A. (2010). Values, commitment, and OCB among Chinese employees. *International Journal of Intercultural Relations*, 34(5), 493–506. <https://doi.org/10.1016/j.ijintrel.2010.05.001>.
- Meyer, J. P., and Allen, N. J. (2007). Model of Organizational Commitment: Measurement Issues. *The Journal of Organizational Behaviour*, 6, 7-25.
- Meyer, J. P., and Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [doi:10.1016/1053-4822\(91\)90011-z](https://doi.org/10.1016/1053-4822(91)90011-z).
- Mowday, R. T., Steers, R. M., Porter, L. W., Dubin, R., Morris, J., Smith, F., Stone, E., Van, J., Spencer, M. D., Mcdade, T., and Krackhart, D. (1979). The Measurement of Organizational Commitment. In *Journal of Vocational Behavior* (Vol. 14).
- Siddiq, D. M. (2019). *Perceptions of altruism of the chief executive officer: a mixed-methods study* (Doctoral dissertation, Macquarie University).
- Ng, T. W. H., and Feldman, D. C. (2011). Affective organizational commitment and citizenship behavior: Linear and non-linear moderating effects of organizational tenure. *Journal of Vocational Behavior*, 79(2), 528–537. <https://doi.org/10.1016/j.jvb.2011.03.006>.
- Nunnally, J. C., and Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.
- Ohana, M. (2014). A multilevel study of the relationship between organizational justice and affective commitment: The moderating role of organizational size and tenure. *Personnel Review*, 43(5), 654–671. <https://doi.org/10.1108/PR-05-2013-0073>.
- Organ, D. W. (1988). *Organizational Citizenship Behaviour: The Good Soldier Syndrome*. Lexington Books, Lexington.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., and Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.

- Rapp, A. A., Bachrach, D. G., and Rapp, T. L. (2013). The influence of time management skill on the curvilinear relationship between organizational citizenship behavior and task performance. *Journal of Applied Psychology*, 98(4), 668–677. <https://doi.org/10.1037/a0031733>.
- Reiche, B. S., Cardona, P., Lee, Y. T., Canela, M. Á., Akinnukawe, E., Briscoe, J. P., Bullara, C., Caparas, M. V., Caprar, D. V., Charlemagne, D., Grenness, T., He, W., Jamro, K., Kainzbauer, A., Koester, K., Lazo, A., Moreno, A., Morley, M. J., Myloni, V., Wilkinson, H. (2014). Why do managers engage in trustworthy behavior? A multilevel cross-cultural study in 18 countries. *Personnel Psychology*, 67(1), 61–98. <https://doi.org/10.1111/peps.12038>.
- Maulana, D. R., Siddiq, D. M., Nurdiana, E., Selistiawan, A., and Atmaja, I. S. W. (2022, April). Transformational Leadership in Moderating the Relationship of Work Environment and Organizational Commitment with Organizational Citizenship Behavior. In 4th Social and Humanities Research Symposium (SoRes 2021) (pp. 613-617). Atlantis Press.
- Schilpzand, M. C., Martins, L. L., Kirkman, B. L., Lowe, K. B., and Chen, Z. X. (2013). The relationship between organizational justice and organizational citizenship behaviour: The role of cultural value orientations. *Management and Organization Review*, 9(2), 345–374. <https://doi.org/10.1111/more.12014>.
- Sharma, S., Durand, R. M., and Gur-Arie. (1981). Identification and analysis of moderator variabls. *Journal of Marketing Reserch*, 18(3). <https://doi.org/https://doi.org/10.2307/3150970>.
- Siddiq, D. M., and Muhidin, S. (2019). Achieving Employee Performance through CEO Altruism in Small and Medium Enterprises. *Academy of Management Proceedings*, 2019(1), 12693. <https://doi.org/10.5465/AMBPP.2019.12693abstract>.
- Simon, H. A. (1993). Altruism and economics. *The American Economic Review*, 83(2), 156-161.
- Storey, D., Licht, G., Fier, A., Salmi, M., Licht, G., Fier, A., and Masunaga, A. (2002). Management Training in SMEs. www.copyright.com.
- Williams, Larry. J., and Anderson, Stella. E. (1991). Job Satisfaction and Organizational Commitment as Predictor of Organizational Citizenship and Behavior. *Journal of Management*, 17.
- Zhang, G., Bai, Y., Caza, A., and Wang, L. (2014). Leader integrity and organizational citizenship behaviour in China. *Management and Organization Review*, 10(2), 299–319. <https://doi.org/10.1111/more.12023>.