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# The Relationship of Culture Values and Leader Member Exchange with Organizational Citizenship Behavior on Nurses at Mother's and Children's Hospital in Makassar City

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## *Abstract*

OCB (Organizational Citizenship Behavior) as an employee's willingness to take a role (role) that exceeds its main role in an organization, so it is referred to as extra-role behavior. This study aims to analyze the relationship between Culture Values and Leader Member Exchange with Organizational Citizenship Behavior of RSIA Nurses in Makassar City. This type of research is a quantitative research using an observational study with a cross sectional study design. Collecting data in the form of a questionnaire. The sample in this study were nurses at RSIA Makassar City, amounting to 177 respondents. The results showed that there was a relationship between culture values and OCB of RSIA nurses in Makassar City, there was a relationship between Leader Member Exchange and OCB of RSIA nurses in Makassar City, culture values were the most influential variable on OCB of RSIA nurses in Makassar City. It is suggested to the hospital management that it is necessary to pay attention to cultural values by being able to take advantage of aspects of language and tradition, which so far have been carried out to emphasize new values to be developed for employees.

***Keywords:*** *OCB; Nurse; LMX; Performance; Hospital*

## *Introduction*

Employees as strategic resources are the backbone of the organization, so that in carrying out their duties will affect their performance. According to Fauth et al. (2009) organizational success depends on input that comes from ideas, innovation, and creativity from employees. Indicators of employee performance can be reflected in the quality of work, the level of persistence of work, the level of attendance, cooperation between colleagues, the level of concern for work safety, responsibility for the results of their work, and creativity. The success and sustainability of an organization will be largely determined by the willingness of employees to behave not only in carrying out their main tasks, but also having a desire to become good employees in the organization (Mark´oczy & Xin, 2004). During the last three decades, the attention of academics and practitioners to further examine the idea of organizational citizenship behavior (OCB) has increased, especially in the field of organizational behavior (Takeuchi et

al., 2015). Organizational behavior literature states that OCB is a valuable managerial tool for organizations, having a positive effect on individual, group, and organizational performance if managed properly (Chiaburu et al., 2002). According to Organ et al. (2006), OCB is an employee's willingness to take a role that exceeds his main role in an organization, so it is referred to as extra-role behavior.

The emergence of OCB behavior is influenced by various factors including the characteristics of different individuals, variations in attitudes or perceptions (job satisfaction, organizational commitment and perceptions of fairness), leadership factors (Leader Member Exchange) and job characteristics. (Podsakoff et al., 2010). OCB behavior can also be influenced by organizational culture so as to be able to direct employee behavior to improve work ability, commitment and loyalty. In this case, OCB behavior such as helping co-workers, volunteering to do extra activities, avoiding conflicts with co-workers, protecting organizational property, respecting applicable regulations, tolerance for situations that are less than ideal/favourable, giving constructive suggestions, and not wasting time. at workplace. Work-related cultural values have been the source of much research over the past 20 years. Cultural values are widely discussed by Geert Hofstede who always develops his theory. Cultural dimension theory (Hofstede) states that national and regional cultural groups influence the behavior of people and organizations. The influence of values obtained by individuals from their cultural environment will affect and be reflected in the behavior of these individuals. Based on this, understanding a certain cultural profile in this case cultural values is very important, seeing its influence on human resources in the organization. Different cultural values for each worker with different cultural backgrounds provide differences in the perceptions, values, attitudes and beliefs of each worker.

In addition to the influence of culture values, leadership factors can also have an impact on individual behavior in an organization. Leadership has the greatest influence on the behavior of staff working in an organization, the interaction between superiors and subordinates is something that is very important in leadership because it has an impact on staff behavior which will affect performance and lead to organizational effectiveness (Robbins, 2013 ). The interaction between superiors and subordinates is known as the leader member exchange (LMX) theory (Anand et al., 2017). Leader Member Exchange (LMX) is the main relationship in the concept of leadership, several other leadership concepts, for example transformational leadership, are leadership concepts that only focus on the influence of leadership behavior on employee behavior, while the LMX concept looks at the quality of the relationship between superiors and subordinates so that superiors can be more close, friendly and communicative to their subordinates. The results of the evaluation of the performance of nurses in hospitals were measured using nursing care standards based on the standards of the Indonesian National Nurses Association (PPNI) in 2010 the following achievements were obtained:

Table 1. Achievement of Nurse Performance Levels Based on the Standards of the Indonesian National Nurses Association (PPNI) RSIA in Makassar City in 2019

| No. | Nursing Care Indicators | Standard | RSIA Sentosa | RSIA Fatimah | RSIA Amanat | RSIA Pertiwi | RSIA Khadijah |
|---|---|---|---|---|---|---|---|
| 1 | Nursing assessment | 100% | 85,20% | 85% | 82,30% | 82,53% | 83,2% |
| 2 | Diagnosis of nursing | | 86,12% | 97% | 80,5% | 72% | 82,10% |
| 3 | Nursing planning | | 84,53% | 86% | 76,45% | 79,67% | 80,1% |
| 4 | Nursing action | | 85% | 89% | 79,20% | 77% | 81,92% |
| 5 | Nursing evaluation | | 84,62% | 82% | 70,32% | 75,25% | 82,58% |
| **AVERAGE - AVERAGE** | | | **85,09%** | **87,8%** | **77,75%** | **75,70%** | **81,98** |

*Source: Hospital Monitoring and Evaluation Data*

Based on the table above, it was found that in 2019 the performance level of nurses at RSIA Sentosa, with an average of 85.09%, RSI Fatimah 87.8%, RSIA Amanat 77.75%, RSIA Pertiwi 75.70% and RSIA Khadijah 81, 98% who have not met the standards of nursing care (100%) with details of nursing care, namely the dimensions of nursing assessment, nursing diagnoses, planning, nursing actions, evaluations, and nursing notes.

Therefore, researchers hope to be able to conduct further analysis of the relationship between culture values and leader member exchange with OCB nurses so that hospitals are able to provide quality health services and can increase patient satisfaction.

### *Methods*

This research will be carried out at RSIA Sentosa, RSIA Fatimah, RSIA Amanat, RSIA Pertiwi, RSIA Siti Khadijah in January 2021 – September 2021. The type of research conducted is a quantitative study using an observational study with a Cross Sectional Study approach. The population of this study were all nurses who performed services and served at RSIA Sentosa totaling 30 people, RSIA Pertiwi totaling 30 people, RSIA Amanat amounting to 40 people, RSIA Fatimah amounting to 34 people, RSIA Khadijah totaling 38 people. The sample in this study using a total sampling of 177 respondents.

The instrument used in data collection is a questionnaire, regarding the independent variables in the form of culture values and leader member exchange, while the dependent variable is OCB. Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consisted of descriptive analysis of respondents' characteristics, descriptive analysis of research variables and crosstabulation analysis between respondents' characteristics and research variables. Bivariate analysis was carried out to see the effect of two variables, namely between the independent variables and the dependent variable. The statistical test used was the chi square test and the multivariate analysis used logistic regression analysis.

### *Results and Discussion*

Table 2. Distribution of Respondent Characteristics

| **Characteristic** | **Research Sample** | |
|---|---|---|
| | **n** | **%** |
| **Age** | | |
| 20-35 Years | 49 | 27.7 |
| 36-45 Years | 102 | 57.6 |
| >45 years | 26 | 14.7 |
| Sum | 177 | 100.0 |
| **Gender** | | |
| man | 21 | 11.9 |
| Woman | 156 | 88.1 |
| Sum | 177 | 100.0 |
| **Long Work** | | |
| < 1 Year | 0 | 0.0 |
| 1 - 5 years | 142 | 80.2 |
| 6 - 10 years | 35 | 19.8 |
| > 10 years | 0 | 0.0 |
| Sum | 177 | 100.0 |
| **Tribe** | | |
| Bugis | 51 | 28.8 |
| Makassar | 74 | 41.8 |
| Toraja | 52 | 29.4 |
| Mandar | 0 | 0.0 |
| Bugis | 0 | 0.0 |
| Other | 0 | 0.0 |
| Sum | 177 | 100.0 |
| **The Last Education** | | |
| HIGH SCHOOL / Equivalent | 0 | 0.0 |

| Characteristic | Research Sample | |
|---|---|---|
| | n | % |
| D3 (Diploma) / Equivalent | 140 | 79.1 |
| S1 (Bachelor) / Equivalent | 37 | 20.9 |
| S2 (Master) | 0 | 0.0 |
| Other | 0 | 0.0 |
| Sum | 177 | 100.0 |
| **Staffing Status** | | |
| PNS (Civil Servant) | 73 | 41.2 |
| Contract | 34 | 19.2 |
| Honoree | 70 | 39.5 |
| Other | 0 | 0.0 |
| Sum | 177 | 100.0 |

*Source: Primary Data*

Table 2 shows the frequency distribution based on the characteristics of the sample at the study site at the age level of 36-45 years, as many as 102 respondents (57.6%). In terms of gender, most of the respondents were female, as many as 156 respondents (88.1.1%). Based on the length of work, most of the respondents had a working period of 1-5 years, namely as many as 142 respondents (80.2%). In terms of ethnicity, most of the respondents are Makassarese, as many as 74 respondents (41.8%). Judging from the last education, all 140 respondents had DIII education, namely 100 respondents (79.1%). Based on employment status, most of the respondents were civil servants, namely 73 respondents (41.2%).

Table 3. Distribution of respondents based on research variables

| Variable | Research Sample | |
|---|---|---|
| | N | % |
| **LMX** | | |
| High | 124 | 70.1 |
| Low | 53 | 29.9 |
| Sum | 177 | 100.0 |
| **Culture Values** | | |
| High | 128 | 72.3 |
| Low | 49 | 27.7 |
| Sum | 177 | 100.0 |
| **OCB** | | |
| High | 126 | 71.2 |
| Low | 51 | 28.8 |
| Sum | 177 | 100.0 |

Table 3 describes the percentage of respondents' assessment of the research variables. The results in most of the respondents stated that most of the respondents at the RSIA in Makassar City stated that the LMX, Culture Values, OCB of nurses were mostly high.

Table 4. Analysis of Independent Variable Relationships with Dependent Variables

| LMX | OCB | | | | Total | | *P* |
|---|---|---|---|---|---|---|---|
| | High | | Low | | | | |
| | n | % | n | % | N | % | |
| High | 101 | 81.5 | 23 | 18.5 | 124 | 100.0 | 0.000 |
| Low | 25 | 47.2 | 28 | 52.8 | 53 | 100.0 | |
| Total | 126 | 71.2 | 51 | 28.8 | 177 | 100.0 | |

| Culture Values | OCB | | | | Total | | *P* |
|---|---|---|---|---|---|---|---|
| | High | | Low | | | | |
| | n | % | n | % | N | % | |
| High | 110 | 85.9 | 18 | 14.1 | 128 | 100.0 | 0.000 |
| Low | 16 | 32.7 | 33 | 67.3 | 49 | 100.0 | |
| Total | 126 | 71.2 | 51 | 28.8 | 177 | 100.0 | |

Table 4 shows the effect of the Independent Variable on the Dependent Variable. Based on the results of the analysis, it can be seen that the value of p = 0.000, because the value of p<α = 0.000<0.05 H0 is rejected and Ha is accepted, then there is a relationship between LMX and OCB of RSIA Nurses in Makassar City and p value = 0.000, because the value of p<α = 0.000 <0.05 H0 is rejected and Ha is accepted, then there is a relationship between culture values and OCB of RSIA Nurses in Makassar City.

Table 5. Analysis of The Influence *of Leader Member Exchange*, *Culture Values* on *Organizational Citizenship Behavior* of RSIA Nurses in Makassar City

| Variable / Step | B | S.E. | Wald | Sig. | Exp(B) |
|---|---|---|---|---|---|
| Step 1 | | | | | |
| LMX | .941 | .418 | 5.069 | .024 | 2.563 |
| Culture Values | 2.240 | .415 | 29.170 | .000 | 9.395 |
| Constant | -5.219 | .752 | 48.190 | .000 | .005 |

Table 5 shows the effect of the 2 variables included in the multivariate analysis stage 1, the LMX variable has an influence on the OCB of RSIA Nurses in Makassar City with a sig value (0.024 <0.05) and culture values has an influence on the OCB of RSIA Nurses in Makassar City with a sig value (0.000 <0.05). The results of the analysis show that the culture values variable is the variable that has the most dominant influence on the OCB of RSIA Nurses in Makassar City with an Exp (B) value of 9.39.

Research hypothesis 1 (H1) stated that culture values with OCB of RSIA nurses in Makassar City. Based on statistical analysis, it is known that culture values are related to OCB of RSIA nurses in Makassar City. This is indicated by a significance value of 0.000 so that in this case research hypothesis 1 (H1) is accepted.

These results indicate that OCB is able to bring up behavior that takes the initiative to help or help colleagues in the organization voluntarily. Increased OCB behavior is characterized by increased initiative behavior to help co-workers voluntarily, behavior to maintain good relations with co-workers to avoid disputes, willingness to accept whatever is set by the organization, high dedication or dedication to work and a desire to exceed achievement standards in the workplace. every aspect, such as being responsible for getting involved, participating and caring in various activities organized by the organization.

In this study, organizational citizenship behavior is defined as the behavior of nurses who voluntarily work outside their job descriptions without expecting rewards for organizational improvement. The level of organizational citizenship behavior of nurses at RSIA shows that most nurses have high OCB.

The journal written by Huie et al. (2000) suggests that research on OCB has been carried out for more than 30 years. At that time, research on OCB focused on the impact or influence of OCB on individual behavior. Markoczy (2004) states that culture influences OCB (Markoczy and Xin, 2004). Hofstede (1990) defines culture as shared attitudes and perspectives including lifestyle and values that strongly influence a person's behavior (Hofstede, 1990).

Research hypothesis 2 (H2) stated that the Leader Member Exchange with OCB RSIA nurses in Makassar City. Based on the statistical analysis conducted, it is known that the Leader Member Exchange

is related to the OCB of RSIA nurses in Makassar City. This is indicated by a significance value of 0.000 so that in this case research hypothesis 2 (H2) is accepted.

LMX theory is a theory that has been proven to be a theory used to understand the effects of leadership on organizational behavior. This theory argues that the quality of the relationship between superiors and subordinates plays an important role in the assumptions of subordinates with their work environment (Mansueti, Grandi and Grazio, 2016). The Leader Member Exchange referred to in this study is to determine the quality of the interaction relationship between superiors and subordinates.

The results of the study showing the effect of LMX on OCB are in accordance with what was stated by Wayne (2002) that the high quality of leader member exchange relationships can motivate employees to show OCB behavior (Wayne, 2002). Riggio (1990) also argues that if the superior-subordinate interaction is of high quality, a superior will have a positive view of his subordinates so that his subordinates will feel that his superiors provide a lot of support and motivation, this will increase the trust and respect of subordinates to their superiors, thus they are motivated to do more than their superiors expect (Riggio, 1990).

This is in accordance with the social exchange theory, which states that the leader member exchange is perceived at a high level by employees which will make them "feel obligated" to give back (reciprocity). There is a feeling of "indebtedness" to the organization or its superiors that must be repaid. They will reciprocate by working more than they should do or showing high organizational citizenship behavior at work. So there will be exchanges between employees and the organization and between employees and their superiors so that it will have a positive impact on the organization.

This theory is the basis for understanding that organizations and their leaders play a role in creating a "feeling of obligation" and pro-organizational behaviors in their employees such as increased OCB behavior (Wayne, 2002). Research conducted by Ibrahim (2017) shows that culture plays an important role in the influence of LMX on OCB (Ibrahim, Ghani and Amin, 2017). Another study conducted by Findley et al, (2000) suggests that direct interaction between superiors who have caring and caring nature so that they can observe and respect their subordinates. This will increase respect so that subordinates will work as much as possible even by volunteering to help among fellow co-workers which will be able to improve subordinates' OCB (Findley et al., 2000).

The results of Anshari's research (2018) show that LMX has a positive and significant effect on OCB. In line with this research, according to Elshifa (2018), the results show that LMX has a significant effect on OCB for Kospin Jasa Pekalongan employees. This shows that statistically it can be shown that in this study LMX has a positive effect on OCB. So the higher the LMX of a leader, the higher the OCB. But it is different from the research conducted by Adrie (2013) which concluded that LMX had no significant effect on OCB.

Research hypothesis 3 (H3) states that culture values with OCB of RSIA nurses in Makassar City are the most influential variables on OCB. Based on the statistical analysis conducted, it is known that the Leader Member Exchange is related to the OCB of RSIA nurses in Makassar City. This is indicated by a significance value of 0.000 so that in this case research hypothesis 3 (H3) is accepted.

One of the important roles of values in the organization is on employee performance. Employees or employees as the driving force of the organization's operations, if the employee's performance is good, the organizational performance will also increase. Value is a general perception shared by all members of the organization, so that every employee who is a member of the organization will have beliefs and behavior in accordance with the organization so that it has an impact on increasing employee OCB. Shared values and behaviors make people feel comfortable working for the company (Wirawan & Arka, 2007).

The concept of OCB was first discussed in the organizational research literature in the early 1980s. Robbins (2013) suggests that OCB is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. Meanwhile, according to

Organ (2006) OCB is individual behavior that is free, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Therefore, in other words, OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. Free in the sense that the behavior is not a requirement that must be carried out in a particular role or job description, or behavior that is a personal choice.

Bolino et al. (2002) state that OCB is work behavior that exceeds work requirements and plays a role in organizational success, while Paramita (2013) describes that OCB cannot be explained formally, but exists and is rooted in an organization. Research by Bachrach et al. mentions that the gain of high performance is more often associated with helpful behavior of workers when the tasks of a work unit are interrelated with one another, and it further improves organizational performance. So that employees who display a high OCB will show high performance as well, and vice versa if the employee's OCB is low then their performance is also low.

Research conducted by Ariani & Zulhawati (2021) says that cultural values have a direct positive effect on civic behavior with a gamma coefficient of 0.296. The results of the second hypothesis test show that the results of the calculation of the coefficients obtained a value of r = 0.296 with p-value = 0.006, because the p-value (0.006) <0.05, then H0 is rejected, which means that cultural values have a positive effect on behavior. OCB.

The results of this study are in line with research conducted by Yulanda (2015) on the Minangkabau tribe where the F-count value in the research model is 26.08 with a p-value = 0.001. Because the p-value (0.001) <0.05, it can be concluded that the cultural values variable has a significant influence on organizational citizenship behavior. This means that there is a positive influence of cultural values on organizational citizenship behavior. Meanwhile, based on the results of statistical analysis conducted in this study, it is known that the p value is 0.000 with a coefficient of 0.303. This means that p (0.000) <0.05 means that there is a positive influence of cultural values on organizational citizenship behavior. So simultaneously cultural values have a direct influence on organizational citizenship behavior

## *Conclusion*

The results showed that there was a relationship between culture values and OCB of RSIA nurses in Makassar City, there was a relationship between Leader Member Exchange and OCB of RSIA nurses in Makassar City, culture values were the most influential variable on OCB of RSIA nurses in Makassar City. It is suggested to the hospital management that it is necessary to pay attention to cultural values by being able to take advantage of aspects of language and tradition, which so far have been carried out to emphasize new values to be developed for employees.

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