



The role of Bugis cultural value to leader-member exchange and organizational citizenship behavior of Bugis nurses in Makassar[☆]



Indahwaty Sidin^{*}, Fridawaty Rivai, Rifaah Mahmudah Bulu

Department of Hospital Management, Faculty of Public Health, Universitas Hasanuddin, Makassar, Indonesia

Received 8 November 2019; accepted 2 June 2020

KEYWORDS

LMX;
OCB;
Cultural value;
Bugis

Abstract

Objective: This paper reviews the role of cultural value to leader-member exchange (LMX) and organizational citizenship behavior (OCB) of Bugis nurses.

Method: This research is a literature review prepared using the PRISMA method.

Result: The result of this study found 39 articles related to cultural value, OCB and LMX.

Conclusion: In conclusion, this literature study found that culture value plays a role in creating OCB and LMX in Bugis nurses.

© 2020 Elsevier España, S.L.U. All rights reserved.

Introduction

Cultural value is a key factor in organizational behavior. Cultural values play a significant role in the way individuals live and behave in the workplace. Research conducted in two different countries, namely China by Lin (2010) and

Saudi Arabia by Obeidat (2012) concluded that culture influences the course of the organization.^{1,2} So it is essential to understand and know the culture.

Omar and Amat (2017) who conducted research on cultural values, especially in the Bugis ethnic said that *siri na passe* value affects the attitudes and behavior of the Bugis community,³ *Siri*'s defined as self-esteem which means not greedy for worldly life and *passe* is interpreted as a sense of sympathy for others. Some values in *siri'na passe* which refer to organizational improvement, for example *matinulu* (hard work) is a character that will work hard to achieve goals, *getteng* (firm), which is a character that holds a firm and is not impressionable when given the mandate, *macca* (intelligent), *deceng* (good), *assidengeng* (unity), *marenreng perru* (loyal), with this principle it is expected that individ-

[☆] Peer-review under responsibility of the scientific committee of the 4th International Conference Hospital Administration (ICHA4). Full-text and the content of it is under responsibility of authors of the article.

^{*} Corresponding author.

E-mail addresses: idhsidin@unhas.ac.id, pmc@agri.unhas.ac.id (I. Sidin).

uals with Bugis ethnicity can have a supportive performance in providing quality services.

Cultural differences will affect the application of the organizational concepts. Leadership influences significantly on the behavior of organizational's staff and leadership, the relationship between superiors and subordinate become very important because it has impacts on individual behavior. This behavior can lead to excellence performance and organizational effectiveness.⁴ The interaction between superiors and subordinates is known as the leader-member exchange (LMX). If employee perceives a good quality of LMX, it will enhance organizational citizenship behavior (OCB)

OCB is extra role of employee in their workplace voluntarily that contributes to the psychological atmosphere and social environment of the workplace. Leaders can improve OCB in several ways, such as leaders become role model in terms of having OCB; the leader builds good relationship with the subordinates, does the transparency so the subordinates may trust their leader.

One of the studies linking LMX and OCB by Chen and Chang (2008) suggests that staff with high LMX showed impressive performance.⁵ If superiors and subordinates have good LMX quality, the organization will provide excellence service for patients. Nurses mostly give services for patients as a profession with the largest human resources in the hospital and at the forefront of communication, for that good and bad health services are strongly influenced by the behavior and attitudes of nurses. These facts showed the importance of cultural values on LMX and OCB. However, it was limited study related on bugis value and leader member exchange, therefore researchers are interested in conducting a systematic review study on "The Role of Bugis Cultural Value to Leader-Member Exchange and Organizational Citizenship Behavior of Bugis Nurses in Makassar".

Methods

This review literature was made from May to June 2019 using the PRISMA method. Literature search uses Google Scholar database with inclusion criteria in English language articles, indexed in Scopus and the scope of the organization, management, and hospital. Then the article is screened based on title, abstract, keywords, and in full text. Then we found 39 articles that met the established criteria.

Result

Study characteristics

The data consisted of 39 articles identified into 35 journals, 1 electronic thesis and three included in the e-book category as can be seen in [Table 1](#).

Discussion

LMX and cultural value

The culture of the country influences leadership style in organizations. In a country with high collectivism, indi-

viduals will appreciate the personal relationships in the group and the characteristics of leaders who build relationships with subordinates. So that the cultural value of Individual-collectivism and power distance will have an impact on the quality of LMX. Research conducted by Anand (2011) found that leader-member exchange rates in Asian countries are higher than in Western countries. This fact were caused by the value of collectivism and high distance culture, dimensions in culture value, in Asia is in the high category.⁶

Social interaction in Indonesia, especially in the Bugis ethnic consists of several layers of interrelated groups (families, territories, and patron-client groups), in the form of an interconnected pyramid, the same as interactions between individuals, in competition or solidarity. The pattern of patron-client relations between those who lead and those followers is like the relationship between king/nobleman as leaders (*ajjoareng*) and their followers (*joa*), where the obligation of king/nobleman to help and care for the welfare of followers is more prominent. The obligation of king/nobleman reflects a sense of solidarity, a sense of loyalty between the leader and his followers. This reflects the pattern of leader-member exchange that has long existed among the Buginese.

Cultural value and OCB

Different cultures cause different levels of OCB behavior. Cohen (2006) explained that culture value influences OCB because ethnicity has a strong influence on OCB variance. The work atmosphere might be felt differently in groups representing different cultures. Also, Cohen says that cultural influences on OCB can be seen from the close relationship between individuals in the dimension of individualism.⁷ In societies that have high power distance values, individuals or employees will increasingly want to perform extra roles because they want to give a good impression to their superiors successfully. Power distance has the role of moderating relationships in organizational citizenship behavior.

Becton (2009), who compared OCB on American and Chinese employees, said that one of the cultural values in China, *Guanzi*, plays a role in the willingness of individuals to engage in OCB behavior. In Chinese culture, this concept is seen as a necessary condition for effective interpersonal relationships in social units, which can include family, work units, and social networking.⁸

One of the cultural concepts in Indonesia is known as the *siri na passe* cultural value, which is used as a guide for life and influences the attitudes and behavior of the Bugis people. *Siri* which refers to behavior willing to sacrifice for everyday life at work. Whereas *passe* refers to the attitude of togetherness and feeling the difficulties or burdens of others, with this value, someone will also feel responsible for helping ease the work of others.

Amin and Tang (2015) said that there are several characteristics of *siri na passe* that have been passed down from generation to generation, namely *lempuk/honest*; *matinulu/hard work*; *deceng/good*; *marenreng perru/loyal*; *asseddingeng/unitary*; *macca/smart*.⁹ This is in accordance with the definition of organizational citizenship behavior, which is voluntary behavior to improve organizational

Table 1 Selected data source.

Article type	Publisher title	Number of Articles	Total Number of Articles
Journal	Journal of Language Teaching and Reseach	1	35
	Journal of The leadership Quarterly. Elsevier	2	
	Journal of Business Research	2	
	Journal of Nursing Research	1	
	BMC Research Note	1	
	The International Journal of Human Resource Management	1	
	Journal of Business Psychology	1	
	Journal of Vocational Behavior	1	
	Journal of International Business Studies	1	
	Journal of World Business. Elsevier	1	
	Journal of Business ethics	3	
	European Journal of Social Science	1	
	Journal of Business and Leadership	1	
	Journal of Applied psychology	4	
	Journal of Management Psychology	1	
	International Review of Management	1	
	International Journal of Medicine and Pharmacy	1	
	Human Resource Management Review	1	
	Journal of Management	1	
	Journal of engineering management and Competitiveness	1	
	Academy of Management Journal	2	
	Consulting Psychology Journal: Practice and Research	1	
	Sage handbook of Leadership	1	
Journal of the Center for the Promotion of Knowledge & Language Learning	1		
International Journal of Management and Applied Science	1		
Asia Pacific Business Review	1		
International Encyclopedia of the Social & Behavior Sciences	1		
<i>The Journal of Nursing Administration,</i>	1		
Electronic Thesis	<i>An Examination of Multiple Predictors and Outcomes from Different Dimensions of LMX Relationship Quality. Florida State University Libraries</i>		1
Book	Organization Behavior. PEARSON	1	3
	Manusia Bugis	1	
	Culture and Organization. McGraw Hill Companies	1	

effectiveness with five variables organizational citizenship behavior, namely altruism, which refers to the behavior of helping colleagues without being asked first; courtesy is behavior that tries to prevent a problem from happening. Altruism and courtesy variables are in accordance with the value of *deceng* which is interpreted as doing good deed, who likes to help others, to interact and do something in accordance with ethics and norms. *deceng* means always tries to avoid problems. The other value is *assidingeng* interpreted as mutual helping and paying attention to each other. Civic virtue is the behavior of participating and responsible in the organization according to the *matinulu* values influence bugis people to be a hardworker; Sportsmanship is a tolerant behavior that tries to understand disturbing things without complaining by seeing things more comprehensively and not focusing on mistakes. This is by the *matinulu* value, which means hard work and *macca* value, that is, the character with the ability to think hard and fast in understanding things and able to find a way out. The conscientiousness of

prudent, honest and time discipline behavior that is by the value of *lempuk* which is honest.

LMX to OCB

LMX theory is one of the approaches in leadership theory that can produce comprehensive explanations from subordinates as part of the leadership process.¹⁰ Employees who have high-quality LMX will be motivated to do work of higher quality than expected because there is a sense of trust between superiors and subordinates.

Ibrahim (2017) said that affection and professional respect are non organizational factors that indicate the level of respect a person has due to the feelings of affection from subordinates to his superiors, besides that Ibrahim also shows that culture plays an essential role in LMX's and OCB.¹¹ One of the studies linking LMX and OCB was conducted by Chen (2008) where Chen suggested that staff with

high LMX had a positive effect on the performance of leaders.

Conclusion

In conclusion, this literature study found that culture value plays a role in creating OCB and LMX in Bugis nurses. The cultural values shared by the Bugis nurse, *siri na passe*, strongly support the creation of OCB. *Siri na passe*, which is one of the concepts of Bugis culture, influences attitudes and behaviors including interacting. Other literature also found that high LMX also had a positive effect on OCB. High LMX can be seen from the relationship of superiors-subordinates or *ajjorang-joa* who are very thick in the Bugis ethnic, who have high loyalty to superiors. A form of high loyalty to superiors can motivate employees to show high OCB behavior and be motivated to do work with better quality than expected.

Conflict of interest

The authors declare no conflict of interest.

References

1. Lin LH, Ho YL. Guanxi and OCB: the Chinese cases. *J Bus Ethics*. 2010;96:285–98, <http://dx.doi.org/10.1007/s10551-010-0465-6>.
2. Obeidat BY, Shannak RO, Masa'deh RMd, Al-Jarrah TIM. Toward better understanding for Arabian culture: implications based on Hofstede's cultural model. *Eur J Soc Sci*. 2012;28:512–22.
3. Omar AT, Amat A. Etika Kerja Etnik Bugis di Sabah: Satu Kajian di Organisasi Awam. *J Cent Promot Knowl Lang Learn*. 2017:75–86.
4. Robbins SP, Judge TA. *Organizational behavior*. New Jersey: Prentice Hall; 2013.
5. Chen CV, Chang SWW. The effect of leader-member exchange, trust supervisor support on organizational citizenship behavior in nurses. *J Nurs Res*. 2008;16:321–8.
6. Anand S, Liden RC, Vidyarthi P. Leader-member exchange: recent research findings and prospects for the future. *Sage Handb Leadersh*. 2011:311–25.
7. Cohen A. The relationship between multiple commitments and organizational citizenship behavior in Arab and Jewish culture. *J Vocat Behav*. 2006;69:105–18, <http://dx.doi.org/10.1016/j.jvb.2005.12.004>.
8. Becton JB, Field HS. The International Journal of Human Cultural differences in organizational citizenship behavior: a comparison between Chinese and American employees. *Int J Hum Resour Manag*. 2009;20:1651–69, <http://dx.doi.org/10.1080/09585190902770646>.
9. Amin KF, Tang MR. The ideology of Buginese in Indonesia (study of culture and local wisdom). *J Lang Teach Res*. 2015;6:758–65.
10. Erdogan B, Bauer TN. *International encyclopedia of the social & behavioral sciences*, vol. 13, 2nd ed; 2015.
11. Ibrahim RM, Ghani MA, Amin A. International review of management and marketing does leader-member exchange impact on organizational. Does leader-member exchange impact on organizational citizenship behaviour readiness? Evidence from state government agency. *Int Rev Manag Mark*. 2017;7:216–21.