



Can Buginese values foster the organizational citizenship behavior (OCB) of civil servants in local hospital in Makassar, South Sulawesi, Indonesia[☆]



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KEYWORDS

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Abstract

Objective: This study aimed to explore the role of cultural values of Buginese in creating the OCB of civil servants at the local hospital in Makassar city, Indonesia.

Method: It was a cross-sectional study. The population was 265, and 106 sample was selected from all Buginese staff in a hospital. Data were analyzed by correlation test, Pearson correlation and by linear regression test method using statistical analysis program.

Result: The results showed that cultural value and OCB correlated ($0.001 < 0.05$), the power distance, uncertainty avoidance, and collectivism variable shows the greatest influence on OCB with a p -value < 0.05 .

Conclusion: In conclusion, there was a relationship between *siri na pesse* value of Buginese and OCB.

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Introduction

Cultural value related to staff behavior has been studied extensively for more than one decade. Hofstede claimed that different tribes among staff showed different cultural values. It varied based on some dimensions, such as power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity dan long term-short term orientation.¹ Buginese acknowledged having collaboration and cooperation value. It reflects to *Siri' na passe*

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Table 1 The correlation of cultural value Business with OCB of a civil servant at Local Hospital, in Makassar, 2018.

| | | | OCB | cv |
|----------------|-----|-------------------------|-------------------|-------------------|
| Spearman's rho | OCB | Correlation coefficient | 1.000 | .314 ^a |
| | | Sig. (2-tailed) | | .001 |
| | | N | 106 | 106 |
| | cv | Correlation coefficient | .314 ^a | 1.000 |
| | | Sig. (2-tailed) | .001 | |
| | | N | 106 | 106 |

^a Correlation is significant at the 0.01 level (2-tailed).

Table 2 Variable linear regression test results (coefficients) variable (power distance, uncertainty avoidance, collectivism, masculinity, long term orientation) on Bugis Civil Servants in Makassar City Hospital, 2018.

| Model | Unstandardized coefficients | | Standardized coefficients | t | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| Constant | 45.080 | 7.172 | | 6.285 | 0.000 |
| Power distance | 0.436 | 0.244 | 0.162 | 1.789 | 0.047 |
| Uncertainty avoidance | 0.694 | 0.204 | 0.319 | 3.400 | 0.001 |
| Collectivism | 1.043 | 0.447 | 0.208 | 2.334 | 0.022 |
| masculinity | 0.305 | 0.269 | 0.102 | 1.135 | 0.259 |
| Long term orientation | -0.104 | 0.220 | -0.042 | -0.475 | 0.636 |

Dependent variable: OCB.

philosophy. This philosophy reveals morale, attitude and Buginese character. They tend to help each other due to the same tribe.²

The cultural value of the individual will be reflected in their behavior in the workplace. The organization should concern to individual cultural value due to its impact on individual performance. Some studies found that positive relationship of the differential tribe on organizational citizenship behavior (OCB).³ OCB may enlighten organizational performance because it enables social, organizational machine, increase efficiency and decrease friction among staff. Schwartz said that civil service values are part of public values that include relationships with superiors, coworkers, accountability and integrity, these values pay attention to cultural values that will encourage individuals to act in certain ways.⁴

Method

This study was a quantitative study with a cross-sectional study. It was conducted in Local Hospital, Makassar city. The population was all civil servants in the hospital (265, respectively). The sample was selected through purposive sampling (106 respectively). Data were collected using structured questionnaires. It applied Likert scale: score 4 (very good), score 3 (good enough), score 2 (good), score 1 (bad). Cultural values consist of power distance, uncertainty avoidance, collectivism, masculinity, long term orientation. OCB was measured using five indicators such as altruism, conscientiousness, sportsmanship, courtesy dan civic virtue. Data were analyzed by Pearson correlation and linear regression test method using statistical analysis program.

Result

The characteristic respondent of this study revealed that the majority of respondents were female (86%). Respondent characteristics in this study consisted of 35–44 years age group giving the largest percentage of 36 people (34.0%). There are 92 female respondents (86.8%), while there are 14 male respondents (13.2%). In terms of the length of employment, more respondents worked ten years ago, and more respondents were bachelor's degrees (57.5%).

Furthermore, the distribution frequency of variables showed that most of the respondents had high OCB (99.1%). The respondents also are in the high cultural value category that is 99.1% or 105 respondents.

Table 1 showed that p -value $0.001 < 0.05$. It means that there was a positive correlation of Buginese cultural value with the OCB.

Table 2 is the output of coefficients, the p -value obtained for power distance is 0.047, uncertainty avoidance 0.001, collectivism 0.022, masculinity 0.259, and long term orientation 0.636. Of the five independent variables, only power distance, uncertainty avoidance, and collectivism have a value of $p < 0.05$. It can be concluded that the power distance, uncertainty avoidance, and collectivism variable influence OCB.

Discussion

This study found that the Buginese value of staff may have an impact on creating OCB due to the correlation value was showed significantly. The results of the study stated that there is a simultaneous influence of cultural valuation on organizational citizenship behavior of civil servants in

Bugis tribal hospitals in Makassar City Hospital. Based on the results of the statistical analysis carried out, there was significance with a p -value = $0.001 < 0.05$. The result means that the high level of cultural values of civil servants from the Bugis tribe civil servants is followed by the higher organizational citizenship behavior of civil servants from Bugis tribe civil servants in Makassar City Hospital.

Amin said that there are several characteristics of *siri na pacce* that are inherited from generation to generation, namely; *matinulu*/hard work; *deceng*/good; *marenreng perru*/loyal; *asseddingeng*/unitary; *macca*/smart.⁵ The definition of organizational citizenship behavior, which is voluntary behavior to improve organizational 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 by the value of *deceng* which is interpreted as good behavior. Civic virtue is the behavior of participating and responsible in the organization. Civic virtue is by the value of *matinulu* which is interpreted as work hard to achieve goals; Sportsmanship is a tolerant behavior that tries to understand disturbing things without complaining by seeing things more comprehensively and not focusing on mistakes. Sportsmanship variable is by the value of *macca* which is interpreted as the character with the ability to think hard and fast in understanding things and able to find a way out. Based on Hofstede's framework, these cultural values can be explained from five dimensions of value on an individual level.

The results of the study stated that there was an influence of power distance on organizational citizenship behavior. Power distance is defined to what extent the power was distributed among organizational members. High power distance reflects the wide distance between leader and follower. This condition has been influenced by cultural value. People perception of power distance influenced by their cultural value.⁶

The influence of power distance with OCB is strengthened by the culture of Bugis social interaction that is interrelated, in the form of an interconnected pyramid. This study found that most Buginese nurses perceived high power distance with their boss, its may be caused by the Buginese value. The Buginese have patrianialistik value, recognized patron-client interaction. It reflects from high power patron-client. In Bugis, the community has recognized the relationship of a leader and subordinate is a relationship between the protector and protected supervisor and under supervised. Even though the relationship is volunteer, it is a strong relationship. They tend to be loyal to each other due to mutualism. The Bugis leader has a responsibility to assist and to pay attention to the wealthiness of the followers. It results in high loyalty, high solidarity of followers. This condition may enhance the OCB of staff. It was congruent with the result of this study, the highest power distance the highest of OCB.

The results of the study stated that there was an influence of uncertainty avoidance on organizational citizenship behavior. Hofstede said with high uncertainties, the people produce reliable planning, good at making rules, both written and oral, good at making systems and designing procedures.¹

Philosophy of *siri na pacce*, it can be seen that the people of Bugis are tough people, dare to take risks, but still in the frame of *passe* (responsible) and *getteng* (firmness of principle) contain meaning of faithfulness to belief, resilient in establishment, self-confidence, courage to bear the risk and the compatibility between words and deeds. The cultural dimension of uncertainty avoidance in Indonesian society is in the "high" category. It shows that we prefer certain things. The implication, as individuals, is included in the category of low-risk taker society. In the explanation above, it can be concluded that the value of uncertainty avoidance culture influences OCB behavior.

Also, the results of the study showed that there was a collectivism effect on organizational citizenship behavior of civil servants from Bugis tribe civil servants in Makassar City Hospital. Collectivism is one of the most studied cultural values orientations and has been found to be related to a number of variables, such as self-concept, relationality, attribution and cognitive style. The Bugis tribal community is famous for its collective culture, namely the presence of togetherness and cohesiveness in society. These values are harmony, tolerance, cooperation, and religious. Cooperation is a value of the Indonesian nation that has been known for a long time. Harmony and tolerance mean maintaining balance in society. This harmony, tolerance, and cooperation are also known as the collective culture or "us" culture. The philosophy of the Bugis community, namely, *Sipatokkong* is the nature of working together/helping each other. It is appropriate that we, as humans, help each other when others need our help, regardless of who I am and who he is.

The masculinity indicator shows that there is no influence on organizational citizenship behavior. A masculine country means that people prioritize achievement and success. The feminine dimension places more value on relationships and quality of life. Masculinity can be distinguished by looking at the culture of the country where masculinity is very important in success.

Likewise, the long term orientation indicator shows no influence on organizational citizenship behavior. Long term orientation or long term orientation is the extent to which a society shows a pragmatic future-oriented perspective from a conventional short-term historical viewpoint. The opposite is a short-term orientation, which includes personal stability and stability, respect for tradition, and the pursuit of happiness rather than the pursuit of peace of mind. Long-term orientation is oriented toward future rewards, perseverance, and savings.¹ Long-term and short-term orientation reflects the extent to which the community depends on the ability to analyze and synthesize problems. Long-term oriented society views and addresses its problems as a whole and in a flexible way.

Conclusion

Simultaneously cultural values affect the organizational citizenship behavior of Bugis tribal civil servants in Makassar City Hospital. This influence shows that the higher the cultural values possessed by a Bugis civil servant, the higher the organizational citizenship behavior displayed.

Conflict of interest

The authors declare no conflict of interest.

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