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How Cultural Value Can Influence The Nurse's OCB in South Sulawesi

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ABSTRACT

Cultural value is a key factor in employee behavior in the workplace. Organizational Citizenship Behaviour (OCB) levels displayed will differ in different cultures. So this study aims to examine the effect of the cultural value dimensions of nurses on the Bugis, Makassar, Toraja and Mandar tribes on Organizational Citizenship Behavior in hospitals. This research is quantitative research with a cross-sectional study approach to 500 respondents in 5 hospitals that are considered to represent the Bugis, Makassar, Toraja, and Mandar tribes. The sample was selected by simple random sampling, then analyzed using the Multiple Logistics Regression test on SPSS software. The results showed that cultural value was a predictor of OCB ($0.000 < 0.05$), the power distance dimension showed the greatest influence on OCB with a p-value < 0.05 . Simultaneously, the cultural values of the Bugis, Makassar, Toraja, and Mandar tribes have a relationship with the OCB of nurses. This relationship shows that the higher the cultural values possessed by a nurse, the higher the OCB displayed. In addition, it is known that the dimensions that significantly affect nurses' OCB are the power distance dimension. Therefore, the hospital management needs to pay attention to the influence of cultural values so that nurses' extra-role performance can be maintained and improved.

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Kata kunci:

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OCB

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Perawat

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ABSTRAK

Nilai budaya merupakan faktor kunci dalam perilaku karyawan di tempat kerja. Tingkat Perilaku Kewarganegaraan (OCB) yang ditampilkan akan berbeda dalam budaya yang berbeda. Sehingga penelitian ini bertujuan untuk menguji pengaruh dimensi nilai budaya perawat suku Bugis, Makassar, Toraja dan Mandar terhadap Organizational Citizenship Behavior di rumah sakit. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan cross-sectional study terhadap 500 responden di 5 rumah sakit yang dianggap mewakili suku Bugis, Makassar, Toraja, dan Mandar. Sampel dipilih dengan simple random sampling, kemudian dianalisis menggunakan uji Regresi Logistik Berganda pada software SPSS. Hasil penelitian menunjukkan bahwa nilai budaya merupakan prediktor OCB ($0,000 < 0,05$), dimensi power distance menunjukkan pengaruh terbesar terhadap OCB dengan p-value $< 0,05$. Secara bersamaan, nilai budaya suku Bugis, Makassar, Toraja, dan Mandar memiliki kaitan dengan OCB perawat. Hubungan tersebut menunjukkan bahwa semakin tinggi nilai budaya yang dimiliki oleh seorang perawat maka semakin tinggi pula OCB yang ditampilkan. Selain itu diketahui bahwa dimensi yang berpengaruh signifikan terhadap OCB

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perawat adalah dimensi power distance. Oleh karena itu pihak manajemen rumah sakit perlu memperhatikan pengaruh nilai-nilai budaya agar kinerja extra role perawat dapat dipertahankan dan ditingkatkan.

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INTRODUCTION

Entering the era of society 5.0 resulted in disruption on many fronts. This presents organizational challenges, including hospital management. The complexity of the challenges that must be faced requires hospitals to always provide quality services with limited resources. This makes employee performance one of the most basic challenges. Improving performance requires employee behavior as expected by the organization. The behavior that is demanded by organizations today is not only in-role behavior or according to the main duties and functions, but also extra-role behavior, which is outside the main task or function or is known as organizational citizenship behavior.

Quality service delivery is influenced by the level of Organizational Citizenship Behavior (OCB) among staff (Ratnayaka, Kumara, & Silva, 2020). According to Organ (1998) OCB is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Tagliabue, Sigurjonsdottir, & Sandaker, 2020). The OCB concept displayed by employees can have an impact on organizational performance (Kloutsiniotis & Mihail, 2020). Organizations that have employees with OCB will perform better than other organizations. Organizations utilize the knowledge and skills of employees to achieve organizational goals by developing OCB in employees. Organizations can develop and implement strategies to create OCB in employees to improve organizational performance (Harikaran & Thevanes, 2018).

Employees with high levels of OCB can provide better service, influence customer trust and word of mouth, and also help in building customer loyalty thereby contributing to organizational effectiveness (Kim, Soon-Ho, Kim, Min-Seong, Holland, Stephen, Han, Hye-Sook, Okumus, Fevzi, Okumus, 2018; Ocampo et al., 2018). One of the factors that can create OCB is cultural values. Understanding employee culture is an effective step in managing the organization (I Sidin & Rivai, 2020). Research conducted by Suharnomo, S. and Hashim (2019) to see the differences in OCB between "serumpun" countries (Indonesia - Malaysia) shows that work commitment and work motivation have a positive effect on OCB in Indonesia but not in Malaysia (Suharnomo, S. and Hashim, 2019). This is because the beliefs, attitudes, and behavior of employees at work are influenced by the cultural values they feel (Kim, Soon-Ho, Kim, Min-Seong, Holland, Stephen, Han, Hye-Sook, Okumus, Fevzi, Okumus, 2018).

Hofstede noted that cultural values differ among staff from different ethnicities. This of course is based on cultural value (CV) dimensions, such as power distance, uncertainty avoidance, collectivism-individualism, masculinity-femininity, and long-short-term orientation (Hofstede, 2010). Previous research has explained that cultural values are a key factor in organizational behavior that plays an important role in the way individuals live and

behave in the workplace (Indahwaty Sidin, Rivai, & Bulu, 2020). Therefore, the cultural values possessed by employees are key moderators in employee behavior in the workplace (Kim, Soon-Ho, Kim, Min-Seong, Holland, Stephen, Han, Hye-Sook, Okumus, Fevzi, Okumus, 2018).

Sulawesi is one of the provinces in Indonesia which is rich with ethnic diversity consisting of the Bugis, Makassar, Mandar, and Toraja tribes which have distinctive characters and identities. Several previous studies have been conducted to analyze the influence between the Bugis ethnicity's cultural values and the nurses' OCB level. However, there are not many studies that examine the influence of cultural values from the Bugis, Makassar, Toraja, and Mandar tribes on OCB, especially for nurses in hospitals. Therefore, this study aims to analyze the influence of the cultural value dimensions of nurses on the Bugis, Makassar, Toraja, and Mandar tribes on Organizational Citizenship Behavior in hospitals.

METHODS

Participant characteristics and research design

This research is a quantitative study with a cross-sectional study approach to determine the effect of the cultural value dimensions of nurses on OCB in hospitals in South Sulawesi. The location of this research was carried out in five hospitals that are considered to represent the Bugis, Makassar, Toraja, and Mandar tribes.

Sampling procedures

This research was conducted on 500 nurses of Bugis, Makassar, Toraja and Mandar ethnicity at Elim Tanah Toraja Hospital, Lasinrang Hospital, Syekh Yusuf Gowa Hospital, Polewali Mandar Hospital and H. Padjonga Dg Hospital. Ngalle Takalar. As for the sampling technique using simple random sampling technique.

Measures and covariates

Data collected used a structured questionnaire with indicators have been modified by A. I. Sidin (2020) regarding the Measurement of Hospital Organizational Citizenship Behavior (OCB) and the Measurement of Hospital Cultural Values by Andi Indahwaty Sidin & Tarni Ayuningsih (2020) (Sidin, Andi Indahwaty & Tarni, 2020; A. I. Sidin, 2020). Intellectual property rights were obtained to use this valid questionnaire. The cultural value variable is measured using the five dimensions proposed by Geert Hofstede (1994) namely power distance, uncertainty avoidance, collectivism, masculinity, and long-term orientation. The variable organizational citizenship behavior uses five indicators consisting of altruism, courtesy, sportsmanship,

conscientiousness, and civic virtue (Organ, 1983). Measurement of data is done using a questionnaire that has been tested for validity and reliability.

Data analysis

The data collected was then analyzed with multiple logistic regression using SPSS software to determine the ability of cultural values to be a predictor of the emergence of OCB.

RESULTS AND DISCUSSION

Based on the table 1, the characteristics of respondents in this study were analyzed using the Descriptive Statistics Frequencies Test with the results that the majority were female (41.80%). Respondents in the age group of 26-45 years gave the largest percentage, namely 432 people (86.40%) with the last education being a nurse profession 211 people (42.20%). Judging from the length of work, 194 people (42.20%) have worked more than 10 years, with 192 civil servants (38.40%) as civil servants.

Based on the output of Table 2 shows that the p-value is 0.000 < 0.05. This means that there is a positive relationship between the cultural values of the Bugis, Makassar, Toraja and Mandar tribes and the OCB of nurses in hospitals.

Based on the results of the study in table 3, it is known that there are 5 dimensions of cultural value that affect the OCB of nurses in hospitals. The overall influence strength is 15.1%, meaning that the overall influence strength is still weak. From the five dimensions, there is 1 dimension that has a significant effect on nurses' OCB, namely the power distance dimension (0.000). The power distance dimension has the most influence on nurses' OCB with a p-value of

0.000 < 0.05, while the 4 dimensions have a p-value > 0.05, namely Masculinity, Uncertainty Avoidance, Collectivism and Long Term Orientation, meaning Ho is accepted, which means that the four dimensions have no significant effect on OCB. nurse. After further analysis, the strong value of the influence of Exp(B) from the power distance is 0.673, meaning that the more respondents who have a high power distance, the higher the risk of increasing the OCB of nurses in the hospital by 67.3%.

Table 1
Characteristics of Respondents

Characteristics	n = (500)	%
Age (Year)		
≤ 25	15	3,00
26-45	467	93,40
46-65	18	3,60
Age (Year)		
Male	68	13,60
Female	432	86,40
Education		
Associate of Nursing	188	37,60
Bachelor of Nursing	90	18,00
Ners	211	42,20
Master	11	2,20
Tenure (Years)		
<1	46	9,20
1-5	116	23,20
6-10	144	28,80
>10	194	38,80
Employment status		
PNS	192	38,40
Contract	94	18,80
Honors	165	33,00
Others	49	9,80

Source : Primary Data, 2021

Table 2
Relationship of Cultural Values to OCB Nurses of Bugis, Makassar, Toraja and Mandar Tribes in Hospitals

Variable	OCB	Cultural Value
Spearman's rho		
OCB		
Correlation coefficient	1.000	.264**
Sig. (2-tailed)	.	.000
N	500	500
Cultural Value		
Correlation coefficient	.264**	1.000
Sig. (2-tailed)	.000	.
N	500	500

Source : Primary Data, 2021

Table 3
Analysis of the Influence of Cultural Value Dimensions on OCB of Bugis, Makassar, Toraja and Mandar Nurses in Hospitals

Variable	N	p-value	Exp(B)	R square
Masculinity		0.926	0.983	
Uncertainly Avoidance		0.825	0.825	
Collectivism	500	0.645	0.869	0.151
Long Term Orientation		0.122	0.809	
Power distance		0.000	0.673	

Source : Primary Data, 2021

This study found that the cultural value of Bugis, Makassar, Toraja and Mandar nurses may have an impact on

the creation of OCB because the correlation value shown is significant, in other words, cultural value can predict an

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increase in OCB in nurses. It is known that there is a positive relationship between cultural values and nurses' OCB. These results mean that the high cultural value of the four ethnicities in nurses is followed by the higher OCB behavior of nurses in hospitals.

The dimension that has a very strong influence on OCB in this study is power distance. Power distance is the degree to which less powerful members of the organization accept that power is distributed unequally (Hofstede, 1994). This reflects the members who are less powerful in the community/organization as well as those who have more power. Acceptance of inequality shapes employees' views on interactions within the organization (Hober, Schaarschmidt, & von Korflesch, 2021). A high power distance reflects a wide distance between leaders and followers. This condition is influenced by one's perception of power distance which is influenced by their cultural values.

In contrast to one of the leadership concepts, namely the Leader-Member Exchange (LMX), which states that employees who have high-quality Leader-Member Exchanges will be motivated to do work with higher quality than expected because of mutual trust between superiors and subordinates. This is supported by research conducted by Ilham and Herawati (2017) which states that there is a positive and significant relationship between LMX and OCB.

In this study, high power distance is supported by the concept of "Siri" in the Bugis-Makassar tribe which is considered as self-esteem which not only demands respect for individual self-esteem from others but how fellow humans can respect and uphold the dignity of others. For the Bugis, the value of siri' will encourage someone to be willing to sacrifice for daily life at work and is a form of social solidarity (A. I. Sidin, Thamrin, & Mahmudah, 2019). In addition, the word "Sipakatau" in the Bugis-Makassar tribe also has the meaning of mutual respect (Safitri & Suharno, 2020). In the Toraja tribe, the concept of Siri' as self-esteem is also known as malongko'. The Malongko 'value owned by the Toraja people encourages people to always work hard to give a good impression and feel ashamed when they do not work according to their duties. Therefore, employees always have a desire to make a good impression on their superiors.

This is supported by research conducted by Anand, Vidyarthi, and Rolnicki (2018) show that the relationship between leadership and employee OCB behavior is influenced by the leader's perception of power distance. From the results of the study, it is also known that the higher the level of power distance possessed, the level of OCB nurses will increase. This is because employees have a desire to make a good impression on their superiors. A high form of loyalty to superiors can motivate employees to show high OCB behavior and be motivated to do work with better quality than expected (Indahwaty Sidin et al., 2020).

30 LIMITATION OF THE STUDY

This study only looked at the influence of cultural values on OCB so that the phenomena and meanings experienced by nurses related to increasing OCB based on the cultural values of the four tribes could not be studied in this study.

CONCLUSIONS AND SUGGESTIONS

Cultural values of the Bugis, Makassar, Toraja, and Mandar tribes have a relationship with OCB nurses. This

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relationship shows that the higher the cultural values possessed by a nurse, the higher the OCB displayed. In addition, from the five dimensions of cultural value, a dimension that has a significant effect on nurses' OCB is obtained, namely the power distance dimension. Therefore, the hospital management needs to pay attention to the influence of cultural values so that the extra-role performance of nurses can be maintained and improved. This study provides implications for hospital management to develop effective strategies to promote employees' OCB. It is recommended that further researchers conduct further research to explain the phenomena and meanings experienced by nurses regarding the increase in OCB in hospitals that have not been explored in this study.

ETHICAL CONSIDERATIONS

All study participants received a research questionnaire containing information about the research and informed consent documents

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Conflict of Interest Statement

The authors declare no conflict of interest.

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