

Role of leader member exchange on nurse's organisational citizenship behaviour from the Bugis tribe cultural perspective in Indonesia

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ABSTRACT

Purpose This research aims to look at the role of leader–member exchange (LMX) on the creation of organisational citizenship behaviour (OCB) in nurses of the Bugis tribe in the Inpatient Unit of the Labuang Baji Public General Hospital.

Design/methodology/approach This study used a cross-sectional research approach to gather the necessary data to perform an observational analysis. 98 nurses were selected through a purposive sampling technique.

Findings The research results indicate that the cultural characteristics of the Bugis people align closely with the siri' na passe value, with the criteria of sipakatau (humanity), deceng (good), asseedingeng (unity), marenreng perru (loyalty), sipakalebba (mutual respect) and sipakainge (reminding each other).

Originality The patron–client relationship in the Bugis leadership system is reflected in the LMX concept and capable of creating the OCB in Bugis tribe nurses.

INTRODUCTION

The people of the Bugis tribe inhabit most of the areas of the South Sulawesi province of Indonesia. They are known as sailors who have passompe (perantau, people who seek livelihood, knowledge and so on in other countries or outside of their hometown) souls, as they have anchored in various parts of Indonesia, Singapore, the Philippines and in the south and northwest coasts of Australia since the 18th century.¹ The people of the Bugis tribe have strong cultural values that impact their performance in an organisation. Culture has a strong effect on organisational governance.²

The manager of an organisation must understand the cultural values of each member. One culture that emphasises the importance of leadership is the Bugis culture. Mattulada states that the Bugis tribe values the following leadership characteristics: getteng (firmness and consistency), lempu (integration), reso (dedication), and ammacareng (intelligence).³ These values are similar to the character traits required in any 21st century leader, who is smart, dedicated and honest.⁴

Other cultural values held by the Bugis tribe is siri' na passe (siri' meaning self-identity and pesse referring to an attitude of togetherness), sipakatau (treating people as a human), sipakainge (reminding each other), sipakalebba (mutual respect) and sipatokkong (cooperation).^{5,6} These Bugis traits give the

WHAT IS ALREADY KNOWN ON THIS TOPIC

- ⇒ Bugis tribes have strong cultural values that affect their performance in an organisation.
- ⇒ One culture that emphasises the importance of leadership is Bugis culture.

WHAT THIS STUDY ADDS

- ⇒ understanding of management's relationship with cultural values
- ⇒ increase knowledge for hospital managers to develop cultural competence and cultural awareness
- ⇒ The patron–client relationship in the Bugis leadership system is reflected in the LMX concept and capable of creating the OCB in Bugis tribe nurses.

HOW THIS STUDY MIGHT AFFECT RESEARCH, PRACTICE OR POLICY

- ⇒ This study will elucidate the understanding of the factors influence of LMS : cultural value and LMX
- ⇒ the future research is supposed to more elaborate the influence of cultural value of other tribes in create OCB or How the implementation of LMX based on tribes
- ⇒ The hospital manager have to preserve the cultural value of Bugis supporting the increasing of OCB

Bugis people the instinctive ability to perform their roles exceptionally well in the workplace. Additionally, these characteristics are congruent with the organisational citizenship behaviour (OCB).⁷

The Bugis tribe are also known to carry out their lives based on a patron–client system which is known to emphasise the quality of the relationship between superiors and subordinates.¹ The interaction between superiors and subordinates in the context of modern leadership is known as the leader–member exchange (LMX) theory.⁷ LMX is considered the most important aspect of a relationship in this context; its focus is on the quality of the relationship between superiors and subordinates and it is encouraged that the superiors should be closer, friendlier and more communicative with their subordinates.⁸

If high-quality interactions exist between the superiors and their subordinates, the superiors will regard their subordinates more positively and the subordinates will perform better because they are motivated to work harder. This can affect



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organisational performance and lead to a higher OCB.^{7,9} A high-quality LMX between the superiors and their subordinates will create job satisfaction, performance satisfaction and positive psychological behaviour.¹⁰

One study that links the LMX and OCB suggested that a leader with high LMX will have a positive effect on the leader's performance and nurses' OCB; particularly when it comes to trust and support received from leaders.¹¹ Another study that examined a similar relationship using the LMX Multidimensional Measure (LMX-MDM) scale showed that the four dimensions of LMX (affect, loyalty, professional respect and contribution) were positively related to OCB.¹² The above studies showed that LMX is one of the causes of OCB. Moreover, a significant relationship between LMX and OCB has been proven by several researchers, including Blau *et al*¹³ and Walumbwa *et al*.¹⁴

In regard to the Bugis tribe perspective, there are limited studies regarding the influence of LMX and OCB. This researcher is interested in conducting a study to examine the role of LMX on the creation of nurses OCB from the cultural perspective of the Bugis tribe. However, this study can enrich understanding about the relationship of management with cultural values and also can enhance the knowledge for hospital managers to develop their cultural competencies and cultural awareness.

THEORY AND HYPOTHESIS DEVELOPMENT

Theoretical background

The consideration of local culture and its relationship with leadership will provide many benefits for the development of health service organisations in Indonesia. The traditional view of leadership culture remains strong in hospitals and affects the hospital staff's expectations of their leaders.¹⁵

LMX focuses on the relationship between superiors and subordinates based on the social exchange theory.¹⁶ LMX theory is different from other leadership approaches because it argues that an effective superior is determined by the quality of the interaction between the superiors and their subordinates.¹⁷

LMX affects subordinate performance through the development of stronger social bonds.^{12, 18, 19} There are four dimensions of LMX: affect, loyalty, contribution and professional respect. These four dimensions are valid to measure LMX independently through the LMX-MDM scale.^{18, 20}

Hypothesis

1. Nurses belonging to the Bugis tribe will have a high LMX level.
2. LMX can create OCB in nurses who belong to the Bugis community.

Organisational citizenship behaviour

The most widely used understanding of OCB is the concept introduced, which defines OCB as the individual behaviour that is not directly or explicitly recognised by the reward system but generally affects the organisation. There are five OCB dimensions, which are altruism, courtesy, civic virtue, sportsmanship and conscientiousness.²¹

OCB refers to the activities that are carried out informally because employees feel satisfied with their employment and get fair treatment.^{22, 23} OCB can improve organisation performance by increasing effectiveness, efficiency, customer and employee satisfaction, and reducing the costs within the organisation.²⁴

There are four antecedents of OCB according to Podsakoff *et al*.²⁴ The first includes the organisational characteristics such as organisational climate,²⁵ organisational culture²⁶ and

organisational support.²⁷ Organisational climate^{25, 28} refers to the ways in which the organisation is different from other organisations. The second antecedent refers to job characteristic how variety, task identification, task significance, autonomy and feedback.²⁹ The third antecedent is leadership, which refers to interpersonal factors and the communication process between individuals, such as interactions between superiors and subordinates (LMX).³⁰ Finally, the fourth antecedent includes the characteristics of individuals, which refers to a combination of physical, intellectual, emotional, social and various other characteristics of employees that can be seen through the behaviour, experience, ways, attitudes, values, beliefs, ambitions, aspirations, interests, habits and temperaments.

Hypothesis

Nurses belonging to the Bugis tribe have a high OCB level.

Bugis culture

Culture is one of the external factors that can influence a person's behaviour.³¹ Culture is defined as something that is learnt, rather than inherited from the social environment, organisations or other groups.³²

Makassar is the largest port city in South Sulawesi, and since the 18th century, many Bugis people have settled there.¹ The Bugis community has a cultural value known as siri' na pesse, which has functioned as a life principle for generations and has influenced the attitudes and behaviours of the Bugis people. Siri' means shame and self-esteem, value and dignity, and requires discipline, loyalty and honesty. Pesse refers to an attitude of togetherness and willingness to feel the pain or the burden of others.^{33, 34} The social system of the Bugis people determines one's status based on heredity and the government system divides the community into regional units with the king and their respective rulers; this system is called a patron-client system.^{1, 33} Within this ideology, the Bugis people are expected to perform well at their workplace so that they ensure the provision of quality services in accordance with Bugis' cultural values.

METHODS

The population used for this study was nurses at the Inpatient Care Facility of Labuang Baji Public General Hospital from January to March 2019. There were 98 nurses selected for this study. Study samples were selected using a purposive sampling technique and the inclusion criteria of being a member of the Bugis community and having worked for at least 3 years.

The data were collected through a structured questionnaire containing statements to be filled out by the respondents. The validity and reliability tests for the questionnaire showed that the questionnaire was valid and reliable ($r_{\text{count}} > r_{\text{table}}$ and the Cronbach's alpha value of >0.600). The measurements were made using a rating scale. The LMX variable was measured through the four dimensions proposed by Liden and Maslyn,¹⁸ namely, affect, loyalty, contribution and professional respect, with 12 items using the LMX-MDM concept developed by Liden and Maslyn.¹⁸ The OCB variables used in this study were the ones developed by Organ,²² which include altruism, courtesy, sportsmanship, conscientiousness and civic virtue, with 24 indicators developed by Podsakoff *et al*³⁵ to avoid the respondents attempting to choose the best (lowest or highest) answer, each item in the questionnaire contained four randomised alternatives. The lowest score was one and the highest score was 4.

The OCB variables are classified into two groups: high OCB and low OCB. These groups were based on the total amount of

Table 1 Respondent characteristics, 2018

| No | Characteristics | N | % |
|-------|------------------------|----|------|
| 1 | Age (year) | | |
| | Teenager (≤ 25) | 1 | 1 |
| | Adult (26–45) | 89 | 90.8 |
| | Elderly (46–65) | 8 | 8.2 |
| 2 | Sex | | |
| | Male | 8 | 8.2 |
| | Female | 90 | 91.8 |
| 3 | Employment status | | |
| | Civil servant | 67 | 68.4 |
| | Permanent employee | 12 | 12.2 |
| | Temporary employee | 19 | 19.4 |
| Total | | 98 | 100 |

questionnaires' scores. The scoring method of scoring was the following: First was to determine the highest scores of questionnaires. It was the result of the multiplication of the number of the questions (24) and the highest score of each question (4). The second was to determine the lowest score of questionnaires, which was the result of the multiplication of the number of questions (24) and the lowest score for each question (1). The third was to determine the interval score with the following illustration: 96 (highest score) – 24 (lowest score) divided by 2 equals to 36. The fourth was the grouping of the OCB. The result was grouped to a low OCB group if the score range was 24–96 and high if the score was 60–96. A similar method was used to do the grouping in the LMX variable.

The data were analysed using a linear regression test method and IBM SPSS V.20 was employed to calculate the variables descriptively. The analysis was performed by calculating the frequency distribution and its proportions to determine the characteristics of the study subjects. The determination of the effect of independent variables on the dependent variable was based on the alpha value (α) 0.05. If the statistic results found the p value was less than 0.005, it means that there was an influence independent variable to the dependent variable.

RESULTS

General characteristics of the respondents

The respondent's characteristics of Bugis nurses employed at the Inpatient Care Facility of Labuang Baji Public General Hospital and it is classified that can be seen in [table 1](#).

Descriptive analysis of research variables

OCB variable

In the OCB variable distribution, all of the respondents were in the high OCB category ([table 2](#)).

Table 2 Distribution of respondents' answers about organisational citizenship behaviour

| No | Category | Leader–member exchange | |
|-------|----------|------------------------|-----|
| | | N | % |
| 1 | High | 98 | 100 |
| Total | | 98 | 100 |

Table 3 Distribution of respondents' answers about leader–member exchange

| No | Category | Leader–member exchange | |
|-------|----------|------------------------|-----|
| | | n | % |
| 1 | High | 97 | 99 |
| 2 | Low | 1 | 1 |
| Total | | 98 | 100 |

LMX variable

The LMX variable distribution almost 100% of the respondents (99%) were in the high category, while the rest were in the low category ([table 3](#)).

Influence analysis

The output shows that the p value obtained on the cultural value was < 0.05 , which could be concluded that LMX influences OCB ([table 4](#)).

Out of the five independent variables, only loyalty had a value of $p > 0.05$, which can be concluded that the only variable that does not influence the OCB is loyalty ([table 5](#)).

DISCUSSION

Culture is one of the factors that influence the response of individuals to their environment.³² The work ethic of the Bugis tribe has long been adopted and practice.³²

The level of LMX

The results showed that 99% of respondents were in the high LMX category, representing a mutually supportive relationship between superiors and subordinates. The interview results showed that 86.7% of the respondent wished that their superior had time for discussion and 83.7% said that their superior act as a mediator when some problem occurred in the workplace. This means that the interaction between the nurses (as subordinates or joa) and the head nurse (as the superior or ajjoareng) reflected the Bugis leadership's ideal of patron–client interaction. The patron–client relationship between leaders and followers or people who are protected, in Bugis culture is manifested in the relationship between ajjoareng (superiors) and joa (subordinates). In this sort of relationship, the two parties have their respective rights and obligations, as well as a mutually beneficial relationship.¹ In a narrower sense, it can be represented by the relationship between certain nobles as leaders (ajjoareng) and their followers (joa), where the nobles should help and maintain the welfare of their followers. This obligation reflects a sense of solidarity and loyalty among leaders and followers; it is also a reward for the nobles' right to accept the loyalty of their followers.

Table 4 Linear regression result of LMX-organisational citizenship behaviour

| Model | Unstandardised coefficients | | Standardised coefficients | | Sig. |
|------------|-----------------------------|-------|---------------------------|-------|-------|
| | B | SE | Beta | T | |
| (Constant) | 43.930 | 7.361 | | 5.968 | 0.000 |
| LMX | 0.926 | 0.186 | 0.454 | 4.989 | 0.000 |

Dependent variable: organisational citizenship behaviour.
LMX, leader–member exchange.

Table 5 Linear regression result of leader–member exchange–organisational citizenship behaviour indicators

| Model | Unstandardised Coefficients | | Standardised Coefficients | T | Sig. |
|----------------------|-----------------------------|-------|---------------------------|-------|--------|
| | B | SE | Beta | | |
| (Constant) | 43.750 | 7.750 | | 5.645 | 0.000 |
| Affect | 0.881 | 0.431 | 0.203 | 2.044 | 0.044* |
| Loyalty | 0.809 | 0.462 | 0.176 | 1.750 | 0.083 |
| Contribution | 0.995 | 0.435 | 0.220 | 2.287 | 0.024* |
| Professional respect | 1.038 | 0.341 | 0.283 | 3.041 | 0.003* |

* $p < 0.05$, two-tailed test

The level of OCB

Siri' na passe, as the life principle that influences the attitudes and behaviour of the Bugis community, can have an impact on the workplace behaviours of those who hold this value. In the context of employees, siri' can affect voluntary behaviour at work and passe can lead an employee to feel responsible for reducing the burden of coworkers.

In this research, OCB is defined as the behaviour of nurses at the inpatient care facility who voluntarily performed tasks outside their job descriptions without expecting rewards for improving the performance of the organisation. These nurses demonstrated the indicators of altruism (teamwork), courtesy (maintaining image), civic virtue (professional use of assets), conscientiousness (discipline) and sportsmanship (not complaining at work). The level of OCB for nurses who are part of the Bugis community is high and it is clear that culture influences the OCB.³⁶

There are four traits of siri' na passe that are passed on from generation to generation [9, Amin]. The first is ada na gauk (words and deeds), which is shown through the characteristics of lempuk (honesty), matinulu (hard work), getteng (persistence), confidence and macca (intelligence). The second trait is sipakatau (humanity), which is shown by respecting every person by being deceng (good), marenreng perru (loyal) and sitinaja (being fair). The third is asseddingeng (unity); the Bugis people live in unity that is built on assimellereng (working together) and asseddingeng (mutual attention). The fourth trait is teppe (belief) and sipakatau (respect for every person), sipakainge (reminding each other) and sipakalebbi (mutual respect).³⁷

These four traits align with the definition of OCB, which can be seen as voluntary behaviour aimed at improving organisational effectiveness. Five organisational variables contribute to OCB. The altruism and courtesy variables are in line with *deceng* (good behaviour). The third variable, civic virtue, is in line with the value of matinulu (hard work to achieve goals). The fourth is sportsmanship, which in line with the value of matinulu (hard work) and macca (the ability to think rationally to understand things and be able to find solutions). The fifth variable is conscientiousness or being cautious, honest, and disciplined, which is following the value of lempuk (honesty).

There were 98% of respondents have a high level of altruism. Furthermore, it is defined as teamwork.²² This study found that 78.6% of respondents take over their coworker's work when the coworkers are unable to attend. This study also revealed that 96.9% of respondents had a high level of civic virtue. It is defined as the supportive behaviour of the administrative and organisational functions of the company.²² There were 77.6% of the respondents who able to adapt to the new leadership policies when there was a change in leadership. Furthermore, 78.6% of

respondents able to attend policy debate meetings to enrich their knowledge even though it is not compulsory for them.

There were 98% of respondents have a high courtesy level according to its indicator. Courtesy is a behaviour to prevent a problem.³⁸ In addition, it is also defined as the behaviour in maintaining a good relationship with colleagues, thus avoids any potential problems between coworkers.²² There were 73.5% of respondents looking for the best 'win-win' decision when they had a different opinion with their coworkers.

This study showed that 96.9% of respondents had a high level of conscience. It is a discipline at work or behaviour employees to obey the rules, regulations and procedures in the organisation.²² Furthermore, there were 88% of respondents who will come early to work.

There were 98% of respondents have a high level of sportsmanship. It is defined as tolerant behaviour when working in a not conducive condition and tries to understand any distracting phenomenon.^{22 29} Therefore, creating a comfortable working condition is vital. There were 74.5% of respondents able to work and survive even though the system is less supportive. Also, there were 64.5% of respondents will divide tasks in proportion and motivate their colleagues to complete their work.

The effect of LMX to OCB

This research has revealed that LMX influences the Bugis nurses' OCB who are employed at the Inpatient Care Facility of Labuang Baji Public General Hospital. The linear regression between LMX and OCB showed a positive and significant effect ($p < 0.05$). Furthermore, the results of the multiple linear regression test showed that the three dimensions of professional respect, affect, and contribution had a significant effect on OCB ($p < 0.05$), while loyalty showed no significant effect on OCB ($p > 0.05$). Loyalty in the context of LMX, is the loyalty of subordinates to superiors. Even though the staff are not loyal to their superiors, but because they recognise the professional respect and contribution of their superiors, OCB traits can appear, OCB traits are not aimed at superiors, but at the organisation. These results indicated that LMX affected OCB. The dimension of professional respect, affection and contribution are in accordance with the values of siri' na passe. Therefore, A study by Rockstuhl *et al*³⁹ concluded that the culture is equally sensitive regarding the influence of the superiors on subordinates and the responses of subordinates to vertical-collective cultures are influenced by shared interests and subordinate's loyalty.

The results of this research support the results of previous research that a high-quality LMX relationship can motivate employees to demonstrate the OCB behaviour.³⁸ It reveals with 86.7% of nurses said that their superiors have time to discuss with them. It produces a good relationship between the nurses and their superiors. In return, there were 73.5% of nurses that willing to do their coworkers work if the respective coworker was absent.

The multiple linear regression analysis showed that LMX-professional respect had a p value of 0.003 on OCB, and the LMX-affect had a p value of 0.044 on OCB. Professional respect and affection occur during the direct interactions in which superiors observe, care for, share with and listen to their subordinates. These aspects can increase the respect from subordinates so that they will do better work and even cause a voluntary increase in subordinates' OCB levels.⁴⁰

LMX-contribution, with a p value of 0.024, had a significant effect on OCB. The contribution was measured by the efforts and investments from superiors and subordinates that explicitly

and implicitly contributed to the operational efficiency of the organisation. Therefore, the contribution was a factor that leads to high criteria of OCB. LMX-loyalty had a p value of 0.083, meaning that there was no influence of loyalty on OCB. This is different from the Bugis characteristic of being loyal (marenreng perru).

The interaction between groups and individuals is no longer governed by a universal moral standard but is determined by a rule that specifically resembles interaction patterns, where national interests are more important than morality demands. Within this context, the main goal of an individual is to attain personal achievement while also contributing to the success of the group that they belong to, which can be realised by following the rules that allow a fierce competition to occur without having it slip into anarchy or disturbing the life order of the community at large.¹ Therefore, a person's good nature is not something that must be present; it merely serves as a tool to achieve the desired goals, which in turn can cause the individual's internal cultural values to wane.¹ Therefore, it is assumed that loyalty does not affect OCB because the marenreng perru, or loyalty, character trait is waning.

CONCLUSION

The results are aligned with the Bugis cultural values, such as siri' na passe value, which includes the characteristics of sipakatau (humanity), deceng (good), asseddingeng (unity), marenreng perru (loyalty), sipakalebbi (mutual respect) and sipakainge (reminding each other). Furthermore, the patron-client relationship in the Bugis leadership system, which is reflected in the LMX concept, is capable of motivating OCB in nurses who belong to the Bugis community.

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Competing interests None declared.

Patient consent for publication Consent obtained directly from patient(s).

Ethics approval This study involves human participants but an ethics committee(s) or institutional board(s) exempted this study because the data were collected through a structured questionnaire containing statements to be filled out by the respondents. Hence, the university does not issue ethical clearance. Participants gave informed consent to participate in the study before taking part.

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