

# THE EFFECT OF TRIBAL CULTURAL VALUES OF BUGIS, MAKASSAR, TORAJA, AND MANDAR NURSES AND TENURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Andi Indahwaty Sidin<sup>1</sup>, Nur Arifah<sup>1</sup>, Ery Iswary<sup>2</sup>, Ummu Kalsum<sup>3</sup>, Indah Nur Insani<sup>4</sup>

<sup>1</sup>Department of Hospital Management, Faculty of Public Health, Hasanuddin University Teaching Hospital, Hasanuddin University, Indonesia

<sup>2</sup>Linguistics, Faculty of Cultural Sciences, Hasanuddin University, Indonesia

<sup>3</sup>Department of Hospital Management, Faculty of Public Health, Hasanuddin University, Indonesia

<sup>4</sup>Hasanuddin University Teaching Hospital, Hasanuddin University, Indonesia

Email: idhsidin@unhas.ac.id

## ABSTRACT

Disruption era presents a challenge for nurses in hospitals to remain high-performing. One of the factors that influence the improvement of team performance is good cooperation among team members. This collaboration can be reflected in the extra role behavior of staff that is created if the staff has a good level of OCB, so hospital managers need to understand the factors that influence the increase in OCB in nurses. The factors that are the focus of this research are tenure and cultural values. The objective of the research is to observe the effect of tenure and cultural values of the Bugis, Makassar, Toraja and Mandar tribes on the Organizational Citizenship Behavior of Nurses in Hospitals. This quantitative research uses a cross sectional study approach to 500 respondents in five hospitals. The sample was selected by simple random sampling, then analyzed using the Logistics Regression test on the JASP software. The five hospitals considered to represent the Bugis, Makassar, Toraja and Mandar tribes are Syekh Yusuf Gowa Hospital, H. Padjonga Dg. Ngalle Takalar, Lasinrang Hospital, Elim Rantepao Hospital Tanah Toraja and Polewali Mandar Hospital in South Sulawesi, Indonesia. The results showed that tenure had no significant effect on Organizational Citizenship Behavior with Sig. p-value  $0.119 > 0.05$  while the cultural value variable has a significant effect on Organizational Citizenship Behavior with Sig. p value  $0.007 < 0.05$ . the conclusion of the research, there is no effect between the tenure of nurses on Organizational Citizenship Behavior, while tribal cultural value has an effect on Organizational Citizenship Behavior for nurses of Bugis, Makassar, Toraja and Mandar ethnicity groups.

**Keywords:** OCB, Tenure, Cultural Values, Nurses, Ethnicity

## I. INTRODUCTION

The complexity of the challenges that must be faced makes strengthening team performance a concern. Team performance can be superior if team members consist of people who have extra role behavior, namely behavior outside of formal responsibility as a reflection of Organizational Citizenship Behavior [1].

Entering the era of society 5.0 resulted in a lot of disruption in hospitals. The Covid Pandemic caused many changes in hospital management, high uncertainty of conditions, government policies changing according to conditions. The demand to always provide quality services with limited resources poses a challenge for hospital management to maintain superior performance, be able to provide services that have added value, as well as, generate a sustainable competitive advantage.

Several studies have shown that the level of organizational citizenship behavior among staff influences quality service delivery. This reflects the employee's high commitment to the best performance so that the quality of services provided can exceed customer expectations [2]. Organizational Citizenship Behavior has a positive and significant relationship to service quality and service quality has a positive and significant relationship to customer satisfaction [3].

In different cultures, the level of Organizational Citizenship Behavior is also different [4]. Culture affects Organizational Citizenship Behavior because ethnicity has a strong influence on Organizational Citizenship Behavior variance [5]. The application of organizational concepts that are applied and the success of the organization is determined by the role of organizational managers who adapt to cultural values so that it affects the Organizational Citizenship Behavior level of employees [6]. Cultural values are key factors in organizational behavior that play an important role in the way individuals live and behave in the workplace [7].

Someone who has been working have qualities and work experience that make them important to the organization and will shape the Organizational Citizenship Behavior of workers [8].

Tenure is a term of service which refers to the time an employee has served in the organization where the individual works. Several studies have shown that Organizational Citizenship Behavior is positively related to tenure [9] [10]. How perceptions of organizational support and perceptions of fair interpersonal treatment relate to Organizational Citizenship Behavior by controlling for the effect of tenure and it was found that tenure contributed significantly to the Organizational Citizenship Behavior variance [11]. Other research shows that length of service is positively related to Organizational Citizenship Behavior, this is because someone who has worked in the organization for a long time is expected to have a positive attitude and good behavior towards the organization [12].

Sulawesi is one of the provinces in Indonesia which is rich in ethnic diversity, distinctive characters and identities consisting of the Bugis, Makassar, Mandar and Toraja tribes. These tribes are famous as sailor so that the four tribes live outside Indonesia, for example in the Netherlands, Australia, several other Asian countries such as Singapore, Malaysia and Thailand [13] [14]. What is known, this study is important to provide information on how cultural values influence Organizational Citizenship Behavior in nurses with four ethnicities to be able to contribute to hospital managers [15]. The cultural values of the Bugis and stated that *siri na passe* is used as a way of life that influences the attitudes, behavior and behavior of the Bugis people [16]. *Siri'* is defined as self-respect and *passe* is defined as a sense of sympathy for others [17]. Some values in *siri' na passe* which refer to organizational improvement, for example, *matinulu* (hard work), *getteng* (tough), *macca* (intelligent), with this principle it is expected that individuals will have supportive performance in providing quality services. However, there have not been many studies on how the tribal cultural values of the Makassarese, Tator and Mandar tribes can affect nurses' Organizational Citizenship Behavior.

Tenure, as well as, tribal cultural values, is also important to study because tenure is the length of time people work for the organization, the longer they work in the organization, it is assumed that someone has recognized the organization well so that Organizational Citizenship Behavior can arise. Several studies show that the longer you work, the more Organizational Citizenship Behavior increases [18] [19]. Researchers are interested in whether by combining cultural values and tenure, Organizational Citizenship Behavior will increase or whether one of these two factors has more influence on Organizational Citizenship Behavior in Bugis, Makassar, Toraja and Mandar nurses than the other.

### **What it Contributes?**

The contribution of this article is to enhance knowledge of hospital manager to value the culture of nurses, because it can have impact on their performance in workplace. In addition, exploration the influence of culture value of these tribes on OCB will develop the science of organizational behavior and fill the gap of knowledge in terms of cultural value.

## **II. METHODS**

This quantitative research uses a cross sectional study approach to 500 respondents in five hospitals. The sample was selected by simple random sampling, then analyzed using the Logistics Regression test on the JASP software. The five hospitals considered to represent the Bugis, Makassar, Toraja and Mandar tribes are Syekh Yusuf Gowa Hospital, H. Padjonga Dg. Ngalle Takalar, Lasinrang Hospital, Elim Rantepao Hospital Tanah Toraja and Polewali Mandar Hospital in South Sulawesi, Indonesia.

Data collected used a structured questionnaire with indicators that have been modified regarding the Measurement of Hospital Organizational Citizenship Behavior (OCB) [20] and the Measurement of Hospital Cultural Values [21]. The questionnaire has been used in previous hospital studies. Intellectual property rights were obtained in order to use this valid questionnaire. The questionnaire contains questions that must be filled out by the respondent. The cultural values variable is measured using the five dimensions proposed by Geert Hofstede (1994) namely power distance, uncertainty avoidance, collectivism, masculinity and longterm orientation. On the variable organizational citizenship behavior using five indicators consisting of altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Organ, 1988). Measurement of data is done using a questionnaire that has been tested for validity and reliability. The data that has been collected is then analyzed by the Logistics Regression test method using JASP (Jeffrey's Amazing Statistics Program) software.

## **III. RESULTS**

The characteristics of hospital nurses in this study were analyzed using the Descriptive Statistics Frequencies Test with the majority being female (41.8%). Respondents in the age group of 26-45 years gave the largest percentage, 432 people (86.4%) with the last education being a nurse profession 211 people (42.2%). Judging from the length of work, 194 people (42.2%) have worked more than 10 years, with 192 civil servants (38.4%) as civil servants. Respondents with Bugis nurses gave the largest percentage of 159 people (31.8%).

**Table. 1 Results of the Logistics Regression Test for Research Variables of tenure and Cultural Value of the Bugis, Makassar, Toraja and Mandar Tribes of OCB Nurses in Hospitals**

	Estimate	Standard Error	Odds Ratio	z	Wald Test		
					Wald Statistic	df	p
(Intercept)	-6.789	1.800	0.001	-3.777 1	14.223	1	<.001
Tenure	0.773	0.496	2.166	1.557	2.425	1	0.119
Cultural Values	3.466	1.291	32.006	2.684	7.205	1	0.007

Based on table 1, it is known that the output of the variable Sig. p-value  $0.119 > 0.05$ , meaning that the tenure has no effect on Organizational Citizenship Behavior. The cultural value variable shows Sig. p-value  $0.007 < 0.005$ , that tribal cultural value has a significant effect on Organizational Citizenship Behavior. Therefore, the odd ratio value on the cultural value of 32.006 shows  $> 1$  which has a positive relationship, indicates that a high level of tribal cultural value significantly plays a role in increasing the likelihood of nurses having high Organizational Citizenship Behavior.

#### IV. DISCUSSION

The results of this study analyzed the effect of tenure and cultural value on the Organizational Citizenship Behavior level of nurses in five hospitals that were considered to represent the Bugis, Makassar, Mandar and Toraja tribes, namely Syekh Yusuf Gowa Hospital, H. Padjonga Dg. Ngalle Takalar, Lasinrang Hospital, Elim Rantepao Hospital Tanah Toraja and Polewali Mandar Hospital in South Sulawesi, Indonesia. The results indicated that tenure has no effect on nurses' Organizational Citizenship Behavior, while cultural values have a significant effect on Organizational Citizenship Behavior. Cultural values are very strong in influencing the personality of nurses compared to the nurse's tenure. One of the factors that influence behavioral factors is referred to as a predisposing factor which includes beliefs, beliefs and values [22]. Therefore, cultural values are included in predisposing factors that can affect a person's subconscious in behaving.

The absence of the effect of length of work with Organizational Citizenship Behavior nurses in these four ethnicities is reinforced by several studies which say that tenure has no effect on Organizational Citizenship Behavior [23] [24]. This can be caused by many factors that can affect nurses' Organizational Citizenship Behavior at work such as age, gender, motivation and mood.

In contrast to the results of the latest research according to Edi Epron Sihombing (2020) shows that there is a relationship between length of work and Organizational Citizenship Behavior [25]. This is because workers who have a long working period will tend to understand the conditions and situations of the organization in which they work so that they can increase their motivation to work compared to workers who have a shorter working period [26]. The existence of a sense of attachment, a sense of belonging, responsibility to the organization will make a person able to survive in the workplace. A long working period also makes employees adapt to the culture, rules and policies that exist within the organization so as to encourage employees to improve their performance in order to achieve organizational goals.<sup>12</sup> Therefore, the organization expects employees who have a longer tenure to have a lot of experience to socialize, assist and guide junior employees [24].

A person's Organizational Citizenship Behavior is not determined by how long the person has worked. There are other factors such as tribal cultural values and organizational climate that can influence a person's behavior at work. Cultural values are defined by Hofstede as shared attitudes and perspectives including lifestyle, values and stereotypes that greatly influence a person. This is in line with research conducted by Kaihatu & Djati (2016) who found that Organizational Citizenship Behavior towards Individuals had a significant relationship.

Based on the results of the study, there is a significant influence between cultural values and Organizational Citizenship Behavior on the four ethnic nurses in the hospital. Hofstede explains cultural value as belief or everything that is considered important by a person or society. Cultural values are key factors in organizational behavior that play an important role in the way individuals live and behave in the workplace [7].

The Bugis ethnic respondents have a very close relationship with the siri na passe principle. Siri 'na passe is made by the Bugis community as a way of life and influences the attitudes, behavior and behavior of the community. Siri na passe are two Bugis principles that are always imprinted in their personality and social life. Siri' is interpreted in several reviews: sipakkeade (discipline for each other), Sipakaenre (mutual respect), Sipakalebbi (mutual respect) and Sipakatau (mutual humanity). Then passe is a sense of solidarity [27]. Another study found a relationship between siri na passe, Bugis cultural values and Organizational Citizenship Behavior in civil servants at Labuang Baji Hospital, South Sulawesi Province. This influence shows that the higher the cultural values possessed by a civil servant in the Bugis ethnic group, the higher the organizational citizenship behavior shown [28].

The Toraja tribe is not much different from the Bugis tribe who animates the siri' or shame culture. In the culture of the Toraja tribe, they use the term malongko' or Masiri' which means shame when they cannot repay what other people give to them. Therefore, with the cultural values of Malongko' that are owned encourages the Toraja people to always work hard in order to be well thought of by their peers. This is in accordance with the Organizational Citizenship Behavior indicator, civic virtue, the behavior of participating and being responsible in the organization so that they will work hard to achieve goals [29].

Toraja tribe cultural values also expresses sanggutu banne meaning a bunch of seeds. The solution to any occurring problem is always solved together, in a tribal group, even though they come from different families, this includes every activity or program carried out in the hospital. These tribal cultural values are reflected in the ritual activities of the traditional rambusolo (death/ funeral) ceremony. This is relevant to the indicators of altruism and courtesy which are defined as good behavior, who likes to help others, likes to interact and do things according to ethics and norms so that they always try to avoid problems. Therefore, it is hoped that with these cultural values, individuals of the Toraja tribe can have a performance that supports the creation of Organizational Citizenship Behavior impacting quality services in South Sulawesi Hospitals. Hospitals need to be trained and encouraged to make employees do their jobs and increase their efforts to create Organizational Citizenship Behavior [30].

## **V. Conclusions**

The results showed that there was no effect of tenure on the Organizational Citizenship Behavior of Bugis, Makassar, Toraja and Mandar nurses. The cultural values of Bugis, Makassar, Toraja and Mandar nurses have an influence on the Organizational Citizenship Behavior of nurses in hospitals. Hospital management is therefore asked to encourage existing tribal cultural values to support the performance of nurses. Extra-role performance of nurses can be maintained and improved.

A further recommendation to hospital management is that continuous phenomenological research be conducted to explain the phenomena and meanings experienced by nurses regarding the increase in Organizational Citizenship Behavior in hospitals that have not been explored in this study.

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