
The Influence of the Banjar Cultural Environment on Leader-Member Exchange and Its Impact on Organization Citizenship Behavior (OCb) On PTS Lecturers In Banjarmasin

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ABSTRACT: The primary goal of this research is to assess the impact of the Banjar cultural environment on leader-member exchanges and, subsequently, on the organizational citizenship behaviour (OCB) exhibited by lecturers within private universities in Banjarmasin. To achieve this objective, the study employs quantitative path analysis methods to evaluate the direct and indirect influences of Banjar cultural environment variables, Leader-Member Exchange, and Organizational Civic Behavior.

The study's target population comprises permanent lecturers from 12 secondary schools associated with private universities in Banjarmasin. At the same time, the sampling method involves selecting 30% of the total number of lecturers within the University. The research findings indicate that the Banjar cultural environment significantly impacts the relationship between superiors and subordinates, as evidenced by a significance value of 0.000, indicating a strong influence. Moreover, the R Square value of 0.356 in the model summary table suggests that the variable X (Banjar Cultural Environment) contributes to 35.6% of the relationship with Y (Relationship between superiors and subordinates), with the remaining 64.4% influenced by other unexamined variables. Additionally, both variables X (Banjar Cultural Environment) and Y (Relationship between superiors and subordinates) had significance values below 0.05 (0.000 and 0.001, respectively). The R Square value in the model summary table is 0.445, indicating that the combined contribution of variables X and Y to Z amounts to 44.5%, leaving the remaining 54.5% unaccounted for. In conclusion, the research findings suggest that the Banjar cultural environment significantly impacts the relationship between superiors and subordinates, serving as a crucial determinant of leader-member exchange.

KEYWORDS: Banjar Culture Environment, Leader-Member Exchange, and Organization Citizenship Behavior.

A. INTRODUCTION

Indonesian culture has an extensive diversity of values. Cultural values in each region of Indonesia tend to be different from each other. Each part of Indonesia has cultural values influencing individuals' behaviour and habits. The impact of these cultural values is seen in the conduct of individuals in the surrounding environment, including in the workplace or organization where they work. One example of cultural values that exist in Indonesia is Banjar culture, which has developed in the city of Banjarmasin. Banjar culture encompasses mindsets, behaviours, and artefacts related to Banjar society in its historical context, from the past to the present.

Banjar culture is supposed to be maintained all the time. Still, Banjar cultural values undergo changes caused by the dynamics of people's lives, especially among Banjar people who continue without stopping. Human life never stops at one particular moment. The shift or shift in cultural values that occurs among the Banjar community is the result of a process of social change in the community. Interaction with other cultures that came as a new culture also played a role in transforming cultural values, resulting in a slow cultural change in Banjar society.

Education also positively impacts the process of social change in the community. Through education, humans are given specific values, especially in opening the mind, accepting new things, and applying scientific thinking. Education teaches people to think objectively and rationally and to look ahead, striving to create a more advanced life. However, some Banjar people do not fully follow or apply Banjar culture in their daily lives and at work. This suggests that despite conservation efforts, it is likely that not all community members will follow their cultural values fully.

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Banjar culture includes thoughts, behaviours, and artefacts related to Banjar individuals, both in their historical context and cultural heritage from the past to the present. Banjar people are an identity for residents centred in South Kalimantan Province (Pahlawan et al., 2022). Banjar cultural values are reflected in everyday life, including in the work environment, where sincerity in fulfilling tasks is often emphasized. In society, there are customs of affixes and bedingsanakan, which indicate a culture of mutual help (Selvia, 2020). Banjar people who apply these cultural values are considered to have positive characteristics that can affect the organizational environment in which they are, such as belief in God, blessings in benefiting others, perseverance, hard work, and a tendency to help (Suriansyah, 2015).

The impact of Banjar's cultural environment, which is deeply embedded in Banjar society, extends to many areas, including family, communal, and corporate arrangements in which individuals operate. This pervasive influence can potentially shape individual behaviour in the workplace significantly. In particular, this manifests in the relationship between supervisors and subordinates, commonly known as leader-member exchanges, and a broader spectrum of organizational citizenship behaviour (OCB). The nuances of Banjar culture have the potential to reshape the dynamics of these relationships, thus fostering an environment in which individuals are likely to contribute voluntarily beyond the confines of their formal obligations.

Research related to human resource behavior is always exciting. It continues to grow, especially regarding job satisfaction, organizational citizenship behavior (OCB), and other variables that can influence both things. The success of an organization is heavily reliant on its human resources, underscoring the significance of employee behavior in the workplace. Effective employee management is crucial for organizations seeking to enhance their competitiveness in the current global era. This involves understanding the evolving relationship between technology and workers, leveraging intelligent technologies to improve human impact at work, and embracing a performance management process that fosters employee appreciation, value, and organizational commitment. It should be of particular note that enjoying what is happening in the industry and the environment is essential. Along with increasing globalization and international competition, recruiting, retaining, and managing human resources that can contribute to improving organizational competitiveness has become a critical factor in the success of an industry (Nadiri & Tanova, 2010)

In addition, job satisfaction in the workplace is an important aspect of an employee's life. Employees tend to show more significant engagement in their tasks by feeling happy and satisfied with their jobs. This, in turn, can positively impact productivity and overall performance within an organization. (Budiman et al., 2014). If an organization can increase employee job satisfaction, it will support the formation of Organization Citizenship Behavior (OCB) in these employees. (Rohayati, 2014). As we all understand, job satisfaction motivates employees to carry out their duties and responsibilities well, even more than the obligations set. Job satisfaction felt by employees makes them work optimally, even when doing things that may be outside their duties and responsibilities. This willingness to work outside their obligations is called Organization Citizenship Behavior (OCB).

Organizations demand individual workability from the employees and the ability to work in a team. Employees are expected to perform the tasks listed in their job description and be willing and able to complete tasks outside their job description. OCB (Organizational Citizenship Behavior) as the willingness of employees to take roles that exceed their main role in an organization, so it is called extra-role behavior (Istiqomah, Ermina., & Setyobudihono, 2019)

One of the things that affects organizational citizenship Behavior (OCB) is job satisfaction (Zeinabadi, 2010)Gita et al., 2019). Although the problem of job satisfaction and the formation of Organization Citizenship Behavior (OCB) is also determined by human factors, with Banjar culture that has positive values and has been well implemented in a company, every personnel in an organization will get job satisfaction and form their own OCB, including lecturers.

Employees who support OCB are most likely those with a conscience. Organizations need to recognize employees who have a conscience to ensure that they will continue to exhibit OCB, which can motivate others to behave similarly. Organizations can potentially use rigor as a criterion for assessing the best employees. Another method is to create an employee reward program based on OCB (Budiman et al., 2014).

In addition to work commitment, another variable that affects job satisfaction is Banjar culture. Banjar people with Banjar culture attached to themselves are considered to have positive qualities that have the potential to have an impact on the organization in which they work, such as their faith (believing in God / Allah SWT), *batuah* (giving blessings / beneficial to others), *cangkal* (tenacious), hardworking, helpful, and so on (Suriansyah, 2015). However, in reality, many argue that not all of these positive qualities are possessed by Banjar people, for example, the lack of shell nature and perseverance in work, which may hurt the organization. Banjar cultural values contain negative values in their positive aspects. This negative value certainly has the potential to damage the development of the Banjar community (Konseling & Matappa, 2018)

Another variable that affects OCB is the relationship between superiors and subordinates. Many studies show a positive relationship between leader-member exchange (the relationship between managers and assistants) and OCB (Hospital, 2022).

Other studies indicate that the relationship between superiors and subordinates can hurt OCB. Differences in treatment from a

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manager can trigger jealousy in the workplace, which consistently breaks Organizational Citizenship Behavior (OCB) and extra behaviors that help co-workers. This study explores the position of jealousy in the workplace in the relationship between OCB and Leader-subordinate Exchanges, in addition to exploring possible opposite correlations between subordinate leadership and organizational jealousy (Envy et al., 2022). In addition, leaders should be aware of the consequences of high LMX—although overall, it has a positive influence on OCB, LMX can also weaken OCB (Ionescu, 2020)

The respondents in this study are lecturers who work at Private Universities in Banjarmasin. The results of the survey (Na-nan et al., 2020) also involved an educator who revealed that the perception model on appraisal, job satisfaction, employee engagement in the organization, and OCB issues was consistent with previous empirical evidence, taking into account the suitability index set by the researchers and educators.

Permanent lecturers at Private Universities consist of foundation lecturers (private lecturers) and seconded lecturers (civil servants). This condition is attractive to study because although both are permanent lecturers at Private Universities, their status, attachment, and concern for the University are also different. It can be likened to that if the University where they work regresses, this will not affect the seconded lecturers because their income is unaffected. They can switch to other better Private Universities. However, for foundation lecturers, this condition will have a significant impact because it will affect their income, career continuity, and future.

This research is essential in developing Private Universities from an excellent human resource management perspective. When human resources feel comfortable in the workplace by applying their inherent Banjar Culture and the harmonious relationship between leaders and subordinates, this can positively impact the achievement of Organization Citizenship Behavior (OCB) of lecturers. Thus, it is hoped that this contribution can advance and develop PTS through the presence of highly dedicated teaching staff in the organization and through wholehearted teaching, which will ultimately produce quality student graduates. Based on this, it is hoped that the results of this study will have a broader impact on society by increasing employment opportunities and reducing the unemployment rate.

Based on these considerations, using the path analysis method, this study will examine the influence of Banjar culture on the relationship between superiors and subordinates and its impact on achieving OCB. Thus, this research is expected to benefit private universities' development and have a significant positive impact on the community at large.

B. LITERATURE REVIEW

1. Banjar cultural environment

Customs refer to cultural behavior and rules implemented in a community environment. The term customs is used because these rules are well established and encompass the entire conception of the cultural system of a culture that governs human actions and behavior in the context of social life.

Banjar customs are thus all deeds and results of acts and rules that have been firmly present and applicable among the Banjar community. Banjar tribe, commonly called Urang Banjar, originates from the South Kalimantan region. Banjar culture is thoughts, behaviors, or deeds, as well as artifacts related to Banjar people in historical concepts and relics from the past to the present. urang Banjar people are an identity for residents concentrated in South Kalimantan Province (Pahlawan et al., 2022). Banjar cultural values are implemented in everyday life, for example, in the work environment, as humans must be sincere in carrying out all work demands; in society, there is a culture of affixes and differentiation of helping to say culture (Selvia, 2020). A Banjar association with Banjar culture that has been inherent in him is considered to have positive things in him that will affect the organization where he is, namely positive qualities such as beiman (believing in the existence of God / Allah SWT), betuah (blessings/beneficial to others, cangkal (tenacious), hardworking, helpful, etc. (Suriansyah, 2015)

2. Leader-Member Exchange

Leader-Member Exchange (LMX) theory is a concept that focuses on the quality of relationships between leaders and subordinate members to understand the influence of the leader's role on members, teams, or the organization as a whole. LMX theory states that a leader distinguishes his relationship with subordinates. This may result in the leader forming closer relationships with some associates, whereas others may not receive as much attention as intensity. Cultivating quality relationships requires sacrifices of time and energy, while employees have varying levels of quality work and motivation. Therefore, leaders tend to distinguish their relationships with employees, which are then grouped into two categories, namely in-group and out-group, according to the theory (Liden, R. C., & Graen, G, 1980). Leader-member exchange is a crucial work resource that provides employees with increased freedom and flexibility. (Ji et al., 2023)

LMX, an individual variable, represents resources and perceptions of organizational support. It serves as a corporate variable that can either enhance or diminish the impact of other resource variables functioning as a resource. (Support et al., 2021)

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According to (Graen et al., 1995), the Leader-Member Exchange (LMX) theory comprises three dimensions. The first dimension is "Respect," which involves establishing a relationship between leaders and subordinates based on mutual respect between the two parties. Trust is where a good relationship is formed from mutual trust between leaders and associates. Obligation, where a sense of responsibility to interact encourages the growth of good relationships between leaders and subordinates and can develop into a partnership.

According to (Graen et al., 1995), LMX consists of 3 dimensions.

1. Respect: the relationship between leaders and subordinates is formed from mutual respect.
2. Trust: a good relationship is formed from mutual trust between leaders and subordinates.
3. The obligation of a sense of responsibility to interact will encourage the growth of good relationships between leaders and subordinates and develop into a partnership.

While (Maslyn et al., 2001) stated that LMX consists of four dimensions, namely:

1. Effect refers to mutual attraction between individuals, which is not limited to work alone. This attraction can be reflected in the desire to establish relationships with personal benefits, such as friendship.
2. Loyalty is the degree to which leaders and subordinates support each other's actions and character. This loyalty is generally consistent with the individual from one situation to another.
3. Contribution is the perception of work-oriented activities between leaders and subordinates towards common goals. It also refers to the extent to which attendants can take responsibility and complete their tasks and the extent to which leaders can provide resources and opportunities to accomplish those tasks.
4. Professional Respect: The perception of the extent to which leaders and subordinates have built a reputation, both inside and outside the organization, regarding their field of work is called Professional Respect. These perceptions may be based on historical data, such as personal experiences with the person, comments about the person from individuals inside or outside the organization, and other professional awards or recognition achieved by the person.

Employees' Organizational Citizenship Behaviors (OCBs) are not only shaped by their cognitive style but are also impacted by the alignment between their cognitive style and that of their leaders. Building on signaling theory, we suggest that the trust followers place in their leaders acts as the intermediary factor connecting the congruence in leader-follower cognitive styles and the manifestation of employees' OCB (Wang et al., 2023)

3. ORGANIZATION CITIZENSHIP BEHAVIOR

OCB first gained wide recognition through the seminal work of Organ in 1988 and has since been elaborated by various other researchers. OCB can be defined as employee behavior that is carried out voluntarily and goes beyond the limits of a predetermined job description, aiming to improve and foster the organization's effectiveness and performance. OCB is discretionary individual behavior, not directly and explicitly expected by formal reward systems, and overall drives the point of corporate functions

Organizational citizenship behavior (OCB) is a complex phenomenon and is now an important aspect of human behavior in the work environment. Attitudes of altruism, conscientiousness, sportsmanship, and courtesy characterize positive civic behavior. (Organ 1988)

One of the indicators most often used to conceptualize OCB is the indicator developed by Organ (Saleem & Amin, 2013). OCB is built from five hands, each unique, namely 1. Altruism is helping others to do their jobs. 2. Conscientiousness is about performing role prerequisites exceeding minimum standards, such as not being absent on weekdays. 3. Civic virtue is participating and showing concern for the organization's survival. 4. Sportmanship is showing a willingness to tolerate unfavorable conditions without complaint. Courtesy is polite and rule-appropriate behavior to prevent interpersonal conflicts from arising.

The manifestations of OCB are closely related to the beliefs and perceptions of individuals in the organization regarding fulfilling relational and psychological agreements Contract. This behavioral phenomenon arises when individuals experience a sense of satisfaction in the organizational environment, thus leading them to exceed the expectations set by the organization (Saleem & Amin, 2013).

From the previous explanation OCB can be defined as a concept that identifies employee behavior in the organization. OCB reflects the idea of "extra-role behavior," which refers to behaviors that benefit the organization or aim to support the organization directly and by role expectations. Because of this, OCB is considered a functional behavior outside the scope of prosocial roles, which can positively influence individuals, groups, or organizations (Dyne, 1995 in Singh and Singh, 2010).

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. The voluntary and unrestrained nature is related to the fact that the requirements do not require such behavior of the role or job description expressly specified in the Contract with the organization; instead, it is a personal choice (Saleem & Amin, 2013).

OCB as highlighted by certain figures like Smith, is an employee's contribution that extends beyond the formal job description. It encompasses various behaviors such as assisting others, taking on extra tasks voluntarily, and adhering to workplace rules and procedures. These actions represent an additional value contributed by the employee, constituting a form of prosocial behavior characterized by positivity, constructiveness, and meaningful social engagement. Organ (1988) defines OCB as behavior that is an individual's choice and initiative, which is not related to the formal reward system in the organization but overall increases the organization's effectiveness. Therefore, this behavior is not included in the employee's requirements or job description, so if it is not shown, it will not lead to punishment (Lorena & Bilawal, 2022).

The findings indicated a correlation between cultural values and Organizational Citizenship Behavior (OCB) among nurses in RSIA Makassar City. Additionally, there is a connection between Leader-Member Exchange and OCB among nurses in RSIA Makassar City. Notably, cultural values emerged as the most influential variable on OCB among nurses in Makassar City. As a recommendation, hospital management should prioritize attention to cultural values, utilizing language and tradition to emphasize the cultivation of new deals for employees. (Hospital, 2022)

C. METHOD

The method used in this study is quantitative descriptive, applying regression techniques. Next, the data is analyzed using Path Analysis. The Analysis used SPSS (Statistical Package for the Social Sciences) software version 25 for Windows programs. This Analysis aims to understand whether the independent variable influences the dependent variable.

With a population consisting of permanent lecturers of Private Universities, especially Colleges in Banjarmasin, which amounted to 12 High Schools, it is planned that samples will be taken as much as 30% of the total number of lecturers, which is as many as 110 respondents. Thus, this study will examine the effect of intervening variables on dependent variables using pathway analysis.

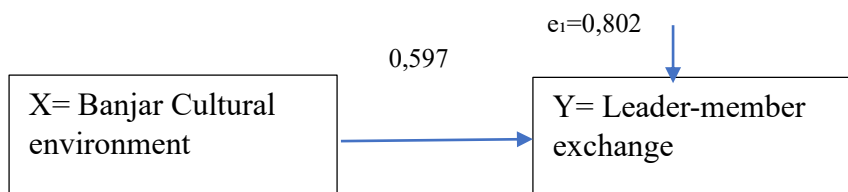
- The variables in this study are:
X = Banjar Culture Environment
Y = Leader-Member Exchange
Z = Organizational Citizenship Behavior

D. RESULTS

1. The results of this study are:

a. Path Coefficient Model I

- 1). Referring to the regression output of model I in the coefficient table, it can be seen that the significant value of variable X (Banjar Culture) is $0.000 < 0.05$. These results conclude that regression model I, variable X (Banjar Cultural environment), significantly affects Y (Leader-member exchange).
- 2). Based on the R Square value in the model summary table, the value is 0.356. This shows that the contribution of variable X (Banjar Cultural Environment) to Y (Relationship between superiors and subordinates) is 35.6%. In comparison, the remaining 64.4% is the contribution of other variables that were not included in this study. Meanwhile, the value of e_1 (the first regression model) is $e_1 = \sqrt{1-0.356} = 0.802$. Thus, the structure model I is obtained as follows:



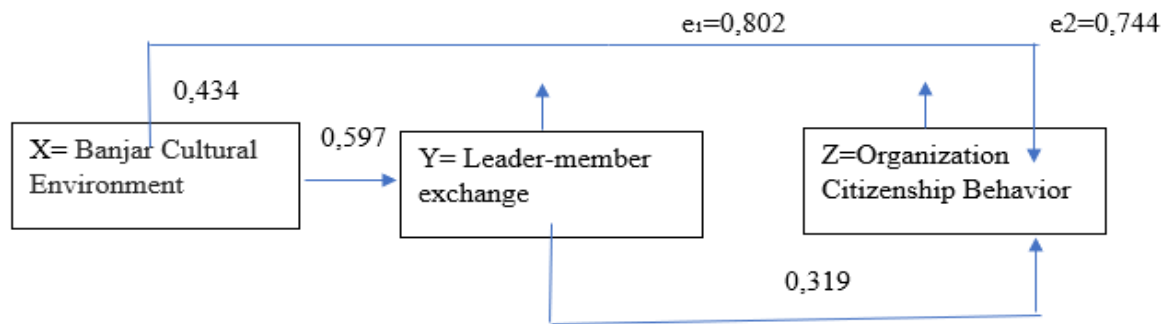
b. Model II Line Coefficient

- 1). Based on the regression output of model II in the coefficient table section, it is known that the significance value of the two variables, namely variable X (Banjar Cultural Environment) = 0.000, and variable Y (Relationship between superiors and

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subordinates) = 0.001, is smaller than 0.05. These results suggest that regression model II, namely variables X and Y, significantly affects Z (Organizational Citizenship Behavior)."

- 2) The magnitude of the R square value contained in the model summary table is 0.445. This shows that the contribution of variables X and Y to Z is 44.5%, while the rest, amounting to 54.5%, is the contribution of other variables that were not studied. In addition, e_2 (the second regression model) can be calculated using the formula $e_2 = \sqrt{1-0.445} = 0.744$. Thus, the structure II model is obtained as follows:



2. Test the Hypothesis

- In the Analysis of the influence of variable X (Banjar Cultural Environment) on Y (Relationship between Superiors and Subordinates), a significance value of X of $0.000 < 0.05$ was obtained. Thus, it can be concluded that there is a significant relationship between variables X and Y.
- In the Analysis of the influence of variable X (Banjar Cultural Environment) on Z (comportement de citoyenneté organisationnelle), a significance value of X of $0.000 < 0.005$ was obtained. Therefore, it can be concluded that there is a direct significant influence of variable X on Z.
- From the Analysis of the influence of Y (Relationship between Superiors and Subordinates) on Z (Organizational Citizenship Behavior), a significance value of Y of $0.001 < 0.05$ was obtained. Therefore, it can be concluded that Y has a significant influence on Z.
- From the Analysis of the influence of X (Banjar Cultural Environment) through Y (Relationship between Superiors and Subordinates) on Z (Organizational Citizenship Behavior), it is known that the direct influence given by X on Z is 0.434, while the indirect result of X through Y on Z is 0.190 (0.597×0.319). Thus, the total effect that X exerts on Z is 0.624 ($0.190 + 0.434$). Based on the results of these calculations, it is known that the value of direct influence is greater than that of indirect effect. These results show that directly, X (Banjar Cultural Environment) through Y (Relationship between Superiors and Subordinates) has a significant influence on Z (Organizational Citizenship Behavior).

E. CONCLUSION

- The Banjar Cultural Environment affects the leader-member exchange of lecturers at Private Universities so that to be able to improve the quality of relations between superiors and subordinates, Banjar culture has been well rooted in Banjar society and has a significant positive impact in maintaining good connections between managers and associates must be able to continue to be supported sustainably not to be eroded by the times.
- Banjar's Cultural Environment also affects OCB (Organization Citizenship behavior). Private university lecturers, with the habits of Banjar people who are always light-handed, helpful, and hardworking, will make an educator willing to work outside his obligations and ready to help colleagues who need help.
- The leader-member exchange also affects organization citizenship behavior (OCB); maintaining good relations between superiors and subordinates in private universities will cause comfort for lecturers to work primarily teaching, and it will cause the willingness of the lecturer to want to do tasks outside his obligations, for example, involved in clerkship activities, accreditation, student development, etc.
- The Banjar cultural environment through the leader-member exchange affects organization citizenship behavior (OCB); with

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Banjar culture that has been rooted in Banjar society and good relationships between superiors and subordinates in private universities will be able to create organization citizenship behavior (OCB) organization citizenship behavior (OCB) at the University. Banjar cultural values that are applied and preserved in the environment of private universities, especially in Banjarmasin, will build higher education in the region to become more developed and developed. Besides that, it will also maintain Banjar's cultural values.

5. From the framework of the discussion above, it can be concluded that the hypothesis of the influence of the Banjar Cultural environment on the leader-member exchange and its impact on organization citizenship behavior (OCB) is acceptable.

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