

# The Influence of Leader Member Exchange, Organizational Culture and Ethical Values on Organizational Citizenship Behavior Teacher State Senior High Schools in East Flores District

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**Abstract**---The main objective of this research is to clarify the influence of LMX, organizational culture and ethical values on OCB. The study was conducted at state senior high school in East Flores District with a population through random sampling techniques. The results of the analysis using multiple regression can be concluded that the proposed model and hypothesis are significant. implications for organizations explain that LMX can influence each other, so that there is social exchange and mutual support to achieve a shared vision. In the perspective of organizational culture is a system of shared values and beliefs that interact with people in an organization, structure, and control systems to produce norm of behavior. On the perspective of the theory of values developed by individuals and groups in organizations, it is possible to adapt to external factors and integrate them internally to maintain organizational stability. These norms and values serve as principles, which underlie thoughts and perceptions in dealing with organizational problems.

**Keywords:** *Leader Member Exchange, organizational culture, ethical values, organizational citizenship behavior*

## I. INTRODUCTION

The school is a unique and very complex organization. The teacher is one important element that must be considered to achieve school goals. The teacher HR factor is a benchmark for policy and application to reach school goals.

Teacher human resources are indeed urgent for the school, the principal supports the teacher by paying attention, directing and motivating the teacher to work to achieve the school's goals.

In connection with this the principal and teachers need to build positive and quality interpersonal relationships reciprocally. This relationship is called the Leader Member Exchange (LMX).

LMX is an interpersonal relationship that is formed positively, quality and reciprocity between leaders and members with mutual respect and mutual trust (Ling Hsieh: 2012) and is characterized by an attitude of mutual giving and receiving (George and Jones, 2012). LMX is expressed as a predictor that can influence responsibility, autonomy and the level

of trust in work and organization, and in turn, subordinates feel a proud attitude as a member (Gomez & Rosen, 2001), and the feeling of having a contribution to other other units (Liden & Graen, 1980).

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In several studies it has been concluded that LMX influences OCB (Ishak and Nature (2009), Harris, Harris and Eplion, 2007). But there are also those who state that LMX is not significant with OCB as Andre Oktavio (2013) found. These inconsistent findings are the gap research used. Employees behaving OCB are employees who are willing and willing to sacrifice to work more without binding conditions but are useful for improving organizational functions.

Karim (2010) in his research concluded that work ethics influences OCB. What is meant by ethics is a moral principle that is recognized by society as a culture that is used as a guideline and the principle of working faithfully, honestly, sincerely, initiative and responsibility. This is supported by the opinion of Sparrow, et.al., (2010) which says that the dimensions of work norms, work ethics and values are

intrinsically significant in influencing OCB. This research was carried out by taking the objects of teachers in the State Senior High School in East Flores Distric for various reasons related to teacher performance. According to (Sapa'at, 2019) the teacher's performance in East Flores is still low, as seen from his research report that the teacher did not orderly compile the lesson plans that were his responsibility, teachers prefer to just copy paste (Sbelen's Wblog, 2019). This has an impact on the obstacles in learning in the classroom. The teacher also does not really understand the making of lesson plans that are in accordance with the characteristics of teaching materials, teaching methods, learning context and learning infrastructure which is an important stage that must be done by the teacher before teaching the subject matter to students in class.

## II. LITERATURE REVIEW

### **Organization Citizenship Behaviour**

Within organizations, HR is often associated with important behaviors of organizational members, that is extra-role behavior or behavior above minimum performance, and is willing to tolerate less than ideal conditions without complaining (sportsmanship). Extra roles differ in reward with in-role behavior, because in-role is associated with extrinsic rewards, while extra-role behavior is associated with intrinsic rewards. According to (Lam, Lambermont, & Jean-Paul, 2010), Motivation from the outside is an encouragement from outside the self such as salary, high position and other things that are pleasing and satisfying someone, on the contrary motivation from within is an encouragement arising from a personal depth that is able make someone committed to survive doing good things without outside influences.

Extra role behavior is often referred to as OCB or good citizen or sincere extra role without binding conditions, but is useful for organizational progress and achievement (Robbins & Coulter, 2012). In many cases voluntary behavior is often interpreted the same as the concept of selfless (free will), which means someone is willing to help others not to be selfish, nor for their own sake. This is as explained (Colquitt, et.al., 2011, Newstrom, 2011) that OCB is a voluntary act of personal choice of employees, not required because of the demands of roles or positions based on contracts with the organization. OCB is also understood as the work of employees who are evaluated or not evaluated but are beneficial to the organization because it is done well and gets the best results. (Colquitt, LePine and Wesson (2015). Some of these opinions are supported by the opinion of Rae Andre (2008) in defining OCB as one of the behavior of members of the organization works beyond normal expectations to serve more than the demands for the achievement of organizational goals.

Some of these understandings can be synthesized that OCB is an organizational behavior that is willing

to sacrifice, work more, unconditionally and without binding conditions, willingly helping others to overcome problems in order to improve organizational quality.

### **Organization Culture**

Organizational culture is a set of values, beliefs and norms that are shared which affect the way of thinking, how to feel, how to work and how to behave employees, one against the other within the organization and with parties outside the organization (Mullins, 2005).

Organizational culture is understood in terms of the urgency of shared values and assumptions in an organization and the effect of its application so that members are directed to do things right (McShane and Glinow, 2010). Organizational culture is also understood as systemic trust and shared values, used as guidelines, guidelines, principles, traditions of behavior and action in organizations (Schermerhorn, 2010, Robbins and Coulter, 2012). As a system of organizational culture has a meaning for togetherness and is a factor that causes differences between an organization and other organizations (Ivancevich and Konospake, 2013).

The elements of organizational culture consist of norms, formal rules and procedures in the organization, tasks that must be carried out and so on (Luthans, 2011). In most organizations, organizational culture is instilled and practiced by means of, formal learning, slogans, stories, training, coaching, leader's example, promotions, rewards and bonuses, performance criteria and organizational goals, measurable and controlled activities, organizational structure, systems and procedures organization (Kinicki and Williams, 2011).

The description of the concepts of organizational culture is synthesized that organizational culture is the norms and values that are formed in organizational life, mutually agreed to be used as work guidelines for members of the organization both individually and in groups to achieve organizational success marked by; shared beliefs, rules used and values lived.

Related to the work of employees in the organization, organizational culture can shape OCB behavior among employees.

This understanding is in line with Anisa and Eko's (2014) research findings that a high organizational culture can form a good OCB, because organizational culture has a positive impact on OCB, in line with Muhdar's research, et al., (2015) with the conclusion that the dominant organizational culture have a significant impact on the Citizenship Behavior Organization (OCB). Therefore, the hypothesis formulated;

H1 : Organizational culture has a significant effect on OCB

**Leader Member Exchange (Lmx)**

Leadership is a very important element and has an impact on the success of organizations and individuals. The role of leadership is evident in many fields such as the military, politics, government, academics, and almost every nonprofit organization (Truckenbrodt, 2000). The relationship between the leader and subordinates is then reflected as the Leader-

Member Exchange (LMX). The LMX rationale is that the leader builds a different relationship model with each member in a reciprocal period of time (Yukl, 2010), with consistent behavior (Ivancevich, et al., (2013).

LMX focuses on leadership theory that seeks to build reciprocal interpersonal relationships between leaders and members who contribute to increasing organizational success (Rastgar et.al., 2012).

The leader builds a binding relationship with each member. Whereas Robbins (2007) argues that due to time constraints, leaders build special relationships with certain groups of members who are led. While (Achua and Lussier, 2013, Pillai, et.al., 1999) said that

LMX is a high-quality reciprocal relationship and is built between leaders and members with a load of mutual respect and mutual trust (Ling Hsieh: 2012) and is characterized by mutual attitudes giving and receiving (George and Jones, 2012).

The high quality of LMX encourages leaders to help group members have a regular work schedule, be given greater authority and responsibility, be involved in decision making, be able to share more information, so they can complete their tasks well. Conversely, members also have an obligation to be loyal to the leader, more committed to carrying out the task, working harder based on awareness and not demanding rewards (Krishnan, 2003), and can help leaders to achieve organizational success (Achua and Lussier, 2013).

The results of the study indicate that there is a positive relationship between LMX and OCB, among others; research by (Zhong et al., 2008), Wang, Chu and Ni (2010) and Katrinli et. al., (2011). Wang, Law and Wang (2001) concluded that the LMX dimension (influencing, respecting, and contributing) had a positive relationship with the altruism dimension of LMX. The hypothesis formulated;

**H<sub>2</sub> : LMX has a significant effect on OCB**

**Ethical Values**

Ethics is the study of principles and moral values related to right and wrong of good or bad actions (McShane and Glinow, 2010, Schermerhorn, et. Al., 2012,).

Ethical theory guides and at the same time becomes the basis for humans to decide whether to behave right or wrong by providing justification for the decision.

Activities are said to be true or false, always related to the rules and values that exist in these activities, as well as the culture of right and wrong are shown in the form of activities that influence people to do activities that are right or wrong. Right activities will lead to profit, while wrong activities will lead to damage (Mullins, 2005).

These moral principles and values become standards, guidelines and principles in understanding the context, building perceptions and making decisions about how to behave appropriately (Jones, 2010, Devine and George, 2009, Daft, 2010).

Moral values in ethics are imperative which obliges people without conditions to realize these moral values such as benefit, responsibility and keep promises. While virtue ethics is the ethics possessed by moral people, among others; honesty, justice, trust and tenacity (Bertens, 2000).

According to Collins, 1996 in Primeaux the concept of ethical values became a moral principle that was recognized and used as a guide and guide for behaving faithfully, honestly, hard work, initiative and responsibility. Conversely, if management is not sensitive to ethical values can cause failure in the use of resources (Primeaux, 2002).

Likewise, it was also found that a significant decrease in productivity levels with a decrease in employee satisfaction, unethical behavior, or a decrease in the level of organizational citizenship behavior and could also increase production costs that could not be measured (Miceli, 2001; Kuçuradi, 1999).

In addition, one of the most important consequences of ethical behavior can be seen as a relative measure in organizational citizenship behavior (Baker, Hunt, & Andrews, 2006).

Some of the results of the research referred to above refer to the relationship of ethical values and behavior of organizational citizenship behavior, thus Hypothesis 2 developed;

**H<sub>3</sub> : Ethical values have a significant effect on OCB**

**III. METHOD**

This study uses a cross-sectional and correlational research design. The crosssectional research design uses certain samples from the study population at one point in time to obtain the required data.

In a cross-sectional study design, researchers provide an unsystematic interpretation. Correlational research design assesses the relationship between variables. The data collection period lasts for two months.

The questionnaire was distributed to 233 randomly selected teachers from State High Schools in East Flores Distric, but only 143 teachers filled out a complete

**IV. TESTING OF VARIABLES AND RELIABILITY OF DATA**

**Table 1:** Definition of concepts and operational variables

Variable	Definition	Indicator	Reference
LMX	Assess interpersonal relationships between leaders and members reciprocally. (Truckenbrodt, 2000)	1. Mutual respect abilities 2. Mutual trust 3. Mutual fulfill obligation	Welliam, (2003)
Ethical Values	Moral qualities that are used as norms and references to one's behavior based on the standard of right and wrong or good or bad in the context of moral responsibility. (McShane and Glinow, 2010, Schermerhorn, et. al., 2012.	1. Loyalty 2. Honesty 3. Hard work 4. Initiative 5. Responsibility	Primeaux, (2002).
Organization Cultur	Is the norms and values that are formed in organizational life, agreed together as a meaningful system to be used as work guidelines for members of the organization both individually and in groups to achieve organizational success and that distinguishes it from other organizations. (Judge, Timothy A, 2008).	1. Joint beliefs 2. Applicable rules 3. Values adopted	Schein, E. H, (1997).
OCB	Individual contributions in work exceed the demands of roles in the workplace. (Aldag dan Resckhe, 1997)	1. Help others 2. Respect others 3. Sportive 4. Obedient	Podsakoffet, et. al., (2000)

In the initial step before data collection, a validity & reliability test is performed to determine whether a research instrument is valid and reliable using the Cronbach Alpha test and Bartlett's KMO test. Validity testing to find out the extent of the accuracy and accuracy of an instrument in carrying out its measurement function so that the data is declared relevant, while the reliability test tests the consistency of the measured target.

Test results using the Kaiser Meyer Olkin (KMO) and Bartlett's test of sphericity, the results are greater than 0.60 and significant.

The reliability test produces a value greater than 0.7 and the validity test on all indicators above 0.306, it can be concluded that the data used for this test is concluded valid and reliable.

**Research Results and Discussion Respondent**

**Demography Characteristic**

Empirical data found several things related to the demographics of respondents, where the majority

were male (58.04%). Their age is very productive and mature, it is seen that the majority of them are above the age of 40 years (80.20%). The educational background is mostly S1 (93.26%), some even have S2 (16.74%).

The majority of teachers experience between 11 to 20 years (76.53%), the rest is less than 10 years and more than 21 years.

**Multiple Regression Testing**

Hypothesis testing with multiple linear regression analysis was performed to determine the effect of LMX, organizational culture and ethical values as an independent variable on OCB as the dependent variable. The data obtained were processed with SPSS 22, the results are as follows:

**Table 2.** Test Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	8,462	1,435				
LMX	0,136	0,047	0,211		2,874	0,005
Organization Culture	0,244	0,047	0,380		5,235	0,000
Etichal Values	0,191	0,049	0,283		3,883	0,000
R	0,826	Sig F = 0,000	F hitung = 18,306			
R <sup>2</sup>	0,683					
Adjusted R <sup>2</sup>	0,568					

**Source:** Data processed, 2020

Based on the calculation of multiple linear regression analysis, the results of the regression equation are obtained as follows:  $Y = 0.211 X_1 + 0.380 X_2 + 0.283 X_3$ . The results of multiple linear regression showed that all variables  $k$  had a positive influence on OCB. The LMX variable ( $X_1$ ) gives the effect of 0.211, the organizational culture variable is 0.380 and the ethical values are 0.283. In Table 2 it can be seen that the value of R Square ( $R^2$ ) is 0.683 which means that 68.3 percent of OCB variation is influenced by LMX, organizational culture and ethical values, while the remaining 21.7 percent is influenced by other factors that are not incorporated into the research model. In table 2 above the test model uses the calculated F value of 18.306 with a significance level of 0,000. The sig F value of the model is smaller than  $\alpha$  (0.05). Then the LMX variable, organizational culture and ethical values have a significant influence on the OCB variable. Thus the proposed model meets the eligibility criteria. The test results partially the effect of LMX on OCB obtained a positive beta coefficient ( $\beta_1$ ) of 0.211 with a significance value of 0.005.

The partial influence of organizational culture variables on OCB obtained a positive beta coefficient ( $\beta_2$ ) value of 0.380 with a significance value of 0,000. Partial effect of ethical values variables on OCB obtained a positive beta coefficient ( $\beta_3$ ) of 0.283 with a significance value of 0,000. Thus, it can be concluded that the three independent variables are partially able to explain the dependent variable, so that hypotheses 1, 2 and 3 in this study are declared acceptable.

## V. DISCUSSION

Based on the results of the analysis of hypothesis 1 testing, it proves that the influence of the LMX variable on OCB is declared significant, meaning that the higher the LMX of a leader, the higher the OCB of teachers. The results of this study are consistent with the findings of Wayne, Shore, Bommer & Tetric in Asgari, et al. (2002), which states that LMX has a significant influence on OCB employees. High LMX motivates employees to show extra-role behavior without formal appreciation from the organization.

The second hypothesis testing that the influence of organizational culture on OCB was also stated significant, meaning that the better the organizational culture, the higher the OCB of the teachers. This study supports Ghashghaeinia & Hafezi (2015) that a significant positive relationship between organizational culture and OCB, as well as Atal, Mehrabi, Hosseinpur & Khorasani (2014) who said that there is a correlation between two variables is significant between organizational culture and OCB.

The third hypothesis testing is the influence of ethical values on OCB expressed significant, meaning that the higher the ethical values, the higher the OCB

of the teachers. This research supports Stouten et. al. 2015 suggests that there is a positive relationship between ethics and behavior to help employees, as well as a negative relationship between ethics and the desire to leave the institution. This research shows that work life balance and organizational socialization have a significant positive correlation with OCB.

## VI. CONCLUSIONS

Based on the results of the analysis it was concluded that the three proposed hypotheses were declared significant. There are several implications for the organization of the results of this study. From a theoretical perspective, the impact of LMX on OCB can be seen from the social exchange theory approach, where it is said that subordinates and LMX can influence each other, so there is social exchange and mutual support to achieve a shared vision. While the implications of the relationship of organizational culture with OCB, from the perspective of organizational culture theory is a system of shared values and beliefs that interact with people within a company, organizational structure, and control systems to produce norms of behavior. Furthermore, the ethical relationship with OCB from the perspective of the theory of values developed by individuals and groups in organizations enables to adapt to organizational external factors and integrate them internally to maintain organizational stability. These norms and values serve as principles, which underlie thoughts and perceptions in dealing with organizational problems.

The limitation of this study is that it produces a small Squared Multiple Correlation coefficient, so that it does not rule out the possibility of future research with other constructs that become OCB antecedents to be important to find and added to the model. Research can be retested on other objects, if there are different internal problems.

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