

# The Influence of Organizational Culture Behavior on Work Motivation: Case Study of Returnee of AFS Bina Antar-Budaya, Yogyakarta

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**ABSTRACT---** *Knowledge realm of organizational behavior has developed dramatically. The influence of organizational culture on work motivation is an attractive review to improve the quality of human research. Inferential statistic analysis is employed in this research by using multiple linear regression model (or linear regression method) to understand the influence of organizational culture on work motivation among Returnee of AFS Bina Antar-Budaya Yogyakarta. Regression equation is  $Y = 12.728 + 0.871 X_1 + 0.480 X_2 + 1.165 X_3$ , which means that the contribution of independent variables to dependent variable is explained as follows: leadership behavior is 0.871, organizational responsibility is 0.480, and work achievement is 1.165. It can be concluded that leadership behavior, organizational responsibility, and work achievement are positively influencing demand hierarchy of Maslow and McClelland. Result of research indicates that leadership behavior among returnee of AFS Bina Antar-Budaya Yogyakarta is significantly influencing on work motivation (demand hierarchy of Maslow and McClelland).*

**Keywords---** Organizational Culture, Work Motivation, Returnee

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## 1. INTRODUCTION

Understanding the behavior of any individuals in organization is not easy task for a leader. Every individual has unique characteristic (different from other), and therefore, each individual demands different treatment, attitude and action from others. Besides individuals, groups also present within organization. Understanding the behavior of groups is more difficult because within groups itself, there are many individuals with different personalities. It is difficult task but still challenging to a leader (Sopiah, 2008).

Organizational issues are getting harder. Human issue becomes a primary challenge to any managers. In two decades recently, organizational theories are witnessing fundamental changes. Those changes bring along great diversity of approaches, shifts and orientations within the study of organizational theories (Winda, 2014).

Every individual who enters the organization is always bringing along the culture of their original group and community and sharing this culture to become collective belonging (Noermijati, 2005). Youths or learners are a quite potential agent of social change in Indonesia. Organizational programs from AFS are aimed to prepare the youths to become social change agents who will be active and act positively to the development. Student exchange program helps the youths to interact with others from other country. The membership of AFS Yogyakarta is increasing but working enthusiasm at AFS is not declining. When the students are graduated or completing the exchange program at abroad, and after returning to Indonesia, they still work with AFS. Therefore, research about the influence of organizational culture behavior on work motivation is important for further acknowledgment.

## 2. METHOD

### 2.1 Research Location

Research is conducted at organizational environment of AFS Bina Antar-Budaya Yogyakarta. Questionnaire is distributed to respondents, precisely the returnee of AFS Bina Antar-Budaya Yogyakarta on July 2014.

## 2.2 Data Collection

Data are collected through questionnaire. The questionnaire is a data collecting tool which involves distributing a list of questions or written statements to respondents to answer. Respondents are returnee of AFS Bina Antar-Budaya Yogyakarta.

## 2.3 Data Analysis

Analysis method is inferential statistic analysis which uses multiple linear regression model (*linear regression method*). Mathematic formulation in multiple linear regression analysis is used to understand the influence of independent variable, mainly organizational culture behavior, on dependent variable, which is work motivation of *returnee* of AFS Bina Antar-Budaya Yogyakarta. This formula is

$$y = a + b_1 x_1 + b_2 x_2 + b_3 x_3$$

Note:

y = work motivation of *returnee*

a = constant (*intercept*)

b = coefficient of regression

x = Organizational Culture Behavior

## 2.4 Operational Definition

The operational definition is that better explain the withdrawal of restrictions specific characteristics are more substantive than a concept. The goal is that researchers can achieve an appropriate measuring instrument with the nature of the variables that have been defined concept, the investigator must enter the process or operational aka measuring tool used to quantify symptoms or variables examined.

The operational definition of variables can be seen in Table 1 below:

Table 1. Theories, concepts, variables, indicators and Item

No	Consep	Sub variable	Indicators	Item	Scale Measurement
1	Culture	Behaviour culture organization (X) Leadership behavior (X1)	Make judgments and decisions (X1)	1. No obvious consideration 2. the right decision 3. Leadership is not authoritarian	scores
		Organizational responsibility (X2)	Planning, organizing, giving orders, coordinating, monitoring (X2)	1. Make a plan in each event 2. Organizing systematic 3. The provision of detailed orders from sending department 4. Each returnees	Scores

				provide coordination of each other 5. This form of supervision	
			participation in decision-making (X2)	6. There is participation in decision-making is done by the returnees and leadership	Scores
		Work Performance (X3)	- Satisfaction at the awards (reward) (X3)	7. Returnee have equal opportunities to obtain awards	Scores
			- Rewarded with the satisfaction / needs are met as (X3)	8. Adequate accommodation in the execution of duties	Scores
2	Motivasi	Motivation Returnee Performance (Y)  Job Satisfaction (Y1)	1. Physiological Needs: - Hungry, thirsty - The shelter	9. The existence of consumption of each event selection out of town 10. The existence of a gathering place (office) to the AFS returnees Yogyakarta	Scores
			2. The need for a sense of security: security cover	11. The working environment Leisure	Scores
			3. Needs social: love, friendship and a sense of security	12. Organizations pay attention to the welfare of all members	Scores
			4. The need for appreciation: such as status, recognition, and attention	13. Members returnees get status, recognition and attention as returnees	Scores
			5. The need for self-actualization: the urge to become what he is able to do, include: the achievement of self-potential, and self-fulfillment	14. There is employment targets set by the organization affect the work activity 15. There is always willing to come to work, because they have to adjust to another schedule 16. The aspiration of the members of the organization are important in decision-making	Scores

				<p>together</p> <p>17. The organization provides job that suits your ability as returnees</p> <p>18. Each execution of the task is always accompanied with the support of the organization's accommodation (in town and out of town)</p>	
		Labor discipline (Y2)	Achievement needs (need for achievement)	19. The high performance is directly related to high performance	Scores
			Power needs (need for power)	20. The existence of the power of each individual in the line of duty	Scores
				21. The desire to influence others to follow the AFS program and become returnees in Yogyakarta	Scores
			Relationship needs (need for affiliation)	<p>22. The existence of a happy relationship affects returnees to remain in the job</p> <p>23. Returnee motivated in a friendly and supportive environment</p> <p>24. Each individual work effectively in teams</p>	Scores

### 3. RESULT AND DISCUSSION

#### 3.1 Respondent Characteristic

Questionnaire is distributed to 83 respondents of college students. The characteristic of respondents, including age and gender, is then understood. Respondents between 16 and 20 years old are 7.23 %, those between 21 and 25 years old are 84.34 %, those between 26 and 30 years old are 7.23%, and those between 31 and 35 years old are 1.20 %. In relative with gender, male respondents are 26.51 % and female respondents are 73.49 % (Figure 1).

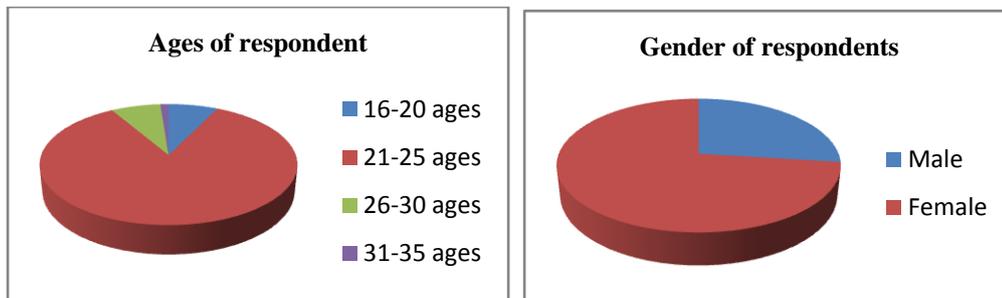


Figure 1. Characteristic of respondents: (a) Age of respondents, (b) Gender of respondents

#### 3.2 Relationship between organizational culture and work motivation

Regression analysis is used to calculate the influence rate between independent variables, respectively leadership behavior (X<sub>1</sub>), organizational responsibility (X<sub>2</sub>), and work achievement (X<sub>3</sub>) on dependent variable, which is demand hierarchy of Maslow (Y<sub>1</sub>) and McClelland (Y<sub>2</sub>). Regression equation is used to acknowledge the relationship between independent and dependent variables.

$$Y = 12.728 + 0.871 X_1 + 0.480 X_2 + 1.165 X_3$$

Pursuant to this interpretation, it is known that the contribution of independent variables to dependent variable can be described as follows. The contribution of leadership behavior is 0.871, organizational responsibility is 0.480, and work achievement is 1.165. It can be concluded that leadership behavior, organizational responsibility, and work achievement are positively influencing demand hierarchy of Maslow and McClelland. In other words, leadership behavior, organizational responsibility and work achievement are increased with the increase of demand hierarchy of Maslow and McClelland.

Result of research indicates that leadership behavior among returnee of AFS Bina Antar-Budaya Yogyakarta is significantly influencing on work motivation (demand hierarchy of Maslow and McClelland). When leadership behavior is improved, then demand hierarchy of Maslow has increased work achievement in obvious way. Leadership behavior also influences group behavior, and the group can also influence leadership behavior (Indrawijaya, 2010).

Leadership is an important part of the organization, but not exclusive. Successful leadership is still depending on the presence of appropriate behavior, skill and action, not on merely personal characteristic. Leaders may use different skills in organizational practice (Davis, 1985). When peoples start to accept responsibility to group activity, they may see the opportunity to do what they want and to feel sense of responsibility to accomplish the work (Davis, 1990).

This result is consistent to Noermijati (2005) who says that the motivation is simultaneously or partially influencing work satisfaction of employee. The giving of motivation may also influence work satisfaction and this is validated through linear regression equation.

### 4. CONCLUSION

Considering the result of research, it may be concluded that leadership behavior, organizational responsibility and work achievement are positively influencing demand hierarchy of Maslow and McClelland. Result of analysis also

shows that leadership behavior among returnee of AFS Bina Antar-Budaya Yogyakarta has significantly influenced work motivation (demand hierarchy of Maslow and McClelland).

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