



The Influence Of Democratic Leader Shipstyle, Work Environment And Extrinsic Motivation On Affective Commitment In Employees Of The Transportation Department Of The Government Yogyakarta Special Region

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ABSTRACT

This study aims to determine the influence of Democratic Leadership Style, Work Environment and Extrinsic Motivation on Affective Commitment in Employees of the Yogyakarta Special Region Government Transportation Office. The type of research used is quantitative research. The population in this study is all employees of the Yogyakarta Special Region Government Transportation Office totaling 53 respondents. Data collection techniques with questionnaire dissemination methods. Data analysis was performed by validity test, reliability test, classical assumption test and multiple linear regression analysis. The results of data analysis with a significant 0.05 show that democratic leadership style has a positive and significant effect on affective commitment, work environment has a positive and significant effect on affective commitment, extrinsic motivation has a positive and significant effect on affective commitment and democratic leadership style, work environment and extrinsic motivation simultaneously affect affective commitment.

INTRODUCTION

The Department of Transportation is a government agency responsible for the management and development of the transportation and communication sector in a region. The Yogyakarta Special Region Transportation Agency is part of the government structure at the provincial, district or city level that works together with other institutions such as the police, government agencies, and the private sector to achieve the goal of effective and efficient transportation development and management. The Yogyakarta Special Region Government Transportation Agency plays an important role in organizing various activities related to transportation and communication to support community mobility and the smooth flow of goods and information. One of its objectives is to ensure an efficient and reliable transportation system to facilitate community mobility.

Employees of the Yogyakarta Special Region Transportation Agency need to pay attention to affective commitment so that they can improve their performance. According to Rhoades et al. in (Nurhayati, 2014) Affective commitment is an individual's emotional attachment to an

organization that determines individual dedication and loyalty. Affective commitment can be a strong basis in maintaining the relationship between employees and their organization, because it involves emotional attachment to a party or something related to organizational goals. Affective commitment can create employee loyalty in an organization. Affective commitment refers to the level of emotional attachment and loyalty that employees have towards the organization. Employees who have high affective commitment tend to be more motivated, loyal and willing to contribute optimally.

In an effort to increase affective commitment, a democratic leadership style is one important aspect in increasing emotional attachment between leaders and subordinates. According to Basri in (Sari et al., 2020) a democratic leadership style is a way for a leader to involve his members in decision making and problem solving in deliberation and willing to listen to opinions and appreciate every potential to achieve a goal. The democratic leadership style describes leaders who tend to involve employees in making decisions, delegating authority, Encourage participation in deciding work methods and goals and use feedback as an opportunity to train employees (Robbins in Nopitasari & Krisnandy, 2019). Democratic leaders can create an open work environment, motivate through collaboration and value the contribution of each individual. This can increase the sense of belonging and motivate employees and encourage creativity and innovation in achieving common goals.

Affective commitment can create a positive work environment and increase employee productivity due to a strong emotional attachment to an organization. According to Serdamayanti in (Suroso, 2018) the work environment is the whole of the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and a group. The work environment is a situation where a good workplace, including physical and non-physical conditions that can give a pleasant, safe and peaceful impression (Parlinda in Nofi et al., 2017). A pleasant work environment will provide a sense of comfort to employees so that it can affect the increase in employee performance and employee emotional attitudes.

Affective commitment can influence a person's extrinsic motivation by creating an emotional attachment to the goals and activities carried out. According to Nawawi in (Muhammad C. Rizky, 2018) extrinsic motivation is a driver of work that comes from outside as an individual. Extrinsic motivation is motivation that arises from outside a person that determines behavior in a person's life known as the hygiene factor (Luthans in Widyaputra & Dewi, 2018). Extrinsic motivation is an impulse that grows from outside the employee that helps determine one's behavior in one's life so that individuals can trigger their enthusiasm for work because of an open career path, job safety that employees feel is good and expectations for compensation are met (Yusuf in Novianti et al., 2021). An individual who has an affective commitment to his job will be motivated to achieve extrinsic goals such as recognition or financial rewards due to emotional involvement in a job.

The democratic leadership style involves the active participation of each employee in decision making, creating an inclusive work environment that encourages collaboration and extrinsic motivation which involves encouragement from external factors, such as recognition or material rewards, thereby increasing affective commitment in employees. This is supported by previous research conducted by R. Zulaiha, et.al (2019) which states that democratic leadership style and work environment have a positive and significant effect on affective commitment. In the research of R. T. Lestari & Rachmawati (2020) which states that extrinsic motivation has a positive and significant effect on affective commitment.

LITERATURE REVIEW

Democratic Leadership Style

According to Robbins in (Nopitasari & Krisnandy, 2019) suggests that a democratic leadership style describes leaders who tend to involve employees in making decisions,

delegating authority, encouraging participation in deciding work methods and goals and using feedback as an opportunity to train employees. The democratic leadership style generally assumes that people's opinions are better than their own opinions and that participation will create responsibility for the implementer. Another assumption is that participation provides opportunities for members to develop themselves so that employees continue to be innovative and creative (Rivai in Joshua F. Kurniawan, 2018). According to Sutarto in (Nopitasari & Krisnandy, 2019) indicators to measure democratic leadership style include:

- 1) Involvement of team members
- 2) Empowerment of team members
- 3) Open and honest communication
- 4) Equality and fairness
- 5) Coaching and development

Work Environment

According to Soejipto in (Sihaloho & Siregar, 2020) the work environment is all things or elements that can directly or indirectly affect the organization or company which will have a good or bad impact on employee performance and job satisfaction. The work environment is the environment where employees do their daily work. According to Siagian in (Sihaloho & Siregar, 20019) The work environment is everything that is around employees at work, both in physical and non-physical form, directly or indirectly, which can affect him and his work while working. According to Siagian in (Sihaloho & Siregar, 20019) there are several indicators of the work environment, among others:

- 1) Workplace building
- 2) Adequate equipment
- 3) Facilities
- 4) 4)Availability of transportation facilities
- 5) 5)The relationship of coworkers at the same level
- 6) 6)Relationship between superiors and employees
- 7) 7)Cooperation between employees.

Extrinsic Motivation

According to Gunarsa in (Nur Khasanah & Khomsum Nurhalim, 2016) extrinsic motivation is everything that is obtained through self-observation or through advice, suggestions or encouragement from others. Extrinsic motivation is operationally defined as a driver of work that comes from outside the worker as an individual, in the form of a condition that requires workers to carry out work optimally. According to Yusuf (in Novianti et al., 2021) Extrinsic motivation is an impulse that grows from outside the employee that helps determine one's behavior so that individuals can trigger enthusiasm at work because of an open career path, job safety that employees feel is good and expectations for compensation are met. According to Herzberg in (Risqi et al., 2016) indicators classified as extrinsic motivation include:

- 1) Policy and administration
- 2) Quality of supervision
- 3) 3)Inter-personal relationships
- 4) 4)Working conditions
- 5) 5)Wages.

Affective Commitment

According to Rhoades et al. in (Nurhayati, 2014) affective commitment is an individual's emotional connection to the organization which determines individual dedication and loyalty. Affective commitment is a person's behavior to think about the relationship between the organization and the organization in the form of common values and alignment of goals with the

organization. Affective commitment is closely related to emotional, identification and employee involvement in an organization. According to Schultz in (Mujiasih, 2017) suggests that affective commitment is also called attitudinal commitment (commitment as an attitude), which is a state when individuals consider the extent to which their values and goals are in accordance with the values and goals of the organization. Indicators of affective commitment according to Meyer et al., in (Harianto. A., 2016) include:

- 1) Loyalty
- 2) A sense of pride
- 3) Participation
- 4) Considering the organization the best
- 5) Emotionally tied to the organization.

METHODS

This research was conducted at the Yogyakarta Special Region Transportation Office, Jl. Babarsari No. 30, Sleman, Yogyakarta 55152. The research method used is quantitative research. The population in this study were employees of the Transportation Department of the Government of the Special Region of Yogyakarta. The number of samples taken was 53 respondents. Sampling using the census method. This study uses primary data, with data collected through questionnaires. There are 3 independent variables in this study, namely the variable democratic leadership style (X_1), work environment (X_2), extrinsic motivation (X_3) and the dependent variable is the affective commitment variable (Y). The data analysis technique in this study was carried out by validity test, reliability test, classical assumption test and multiple linear regression analysis.

RESULTS AND DISCUSSION

Validity Test

The validity test results show that all democratic leadership style (X_1), work environment (X_2), extrinsic motivation (X_3) and affective commitment (Y) statement items have a value of $r_{count} > r_{table}$. Thus all statement items are declared valid.

Reliability Test

The reliability test is applied to find out which respondents answer the questionnaire statements consistently or not. The statement will be considered reliable if the Cronbach alpha value is > 0.6 . The following is a table of reliability test results:

Tabel 1 Reliability Test

Variabel	Cronbach's Alpha
Democratic Leadership (X_1)	0,909
Work Environment (X_2)	0,924
Extrinsic Motivation (X_3)	0,918
Affective Commitment (Y)	0,922

Sumber :Data Primer, 2022 diolah

Table 1 shows that all research variables, namely democratic leadership style (X_1), work environment (X_2), extrinsic motivation (X_3) and affective commitment (Y) are declared reliable, because the required value is greater than the Cronbach alpha value (> 0.6).

CLASSICAL ASSUMPTION TEST**Multicollinearity Test**

Multicollinearity test is conducted to determine the presence or absence of multicollinearity, it can be seen from the Variance Inflation Factor (VIF) and tolerance (α) values.

Tabel 2. Multicollinearity Test

Variabel	Tolerance	VIF
Democratic Leadership (X_1)	0,274	3,654
Work Environment (X_2)	0,261	3,837
Extrinsic Motivation (X_3)	0,261	3,825

Sumber :Data Primer, 2022 diolah

Table 2 shows that the tolerance value > 0.10 or $VIF < 10$ so that there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is carried out to determine the presence or absence of heteroscedasticity, namely using the Glejser test with a significance level > 0.05 .

Tabel 3. Heteroscedasticity Test

Variabel	Sig	Batas
Democratic Leadership (X_1)	0,103	$>0,05$
Work Environment (X_2)	0,833	$>0,05$
Extrinsic Motivation (X_3)	0,305	$>0,05$

Sumber :Data Primer, 2022 diolah

Table 3 shows that the probability value is greater than 0.05, so there is no heteroscedasticity.

Normality Test

The Normality Test is conducted to test whether in the regression model, the independent variable or the dependent variable, both have a normal data distribution or not.

Table 5. Normality Test

		Unstandardized Residual
N		53
Normal Parameters^{a,b}	Mean	0000000
	Std. Deviation	2,91953958
Most Extreme Differences	Absolute	092
	Positive	086
	Negative	-,092
Test Statistic		,092
Asymp. Sig. (2-tailed)		,200

Sumber :Data Primer, 2022 diolah

In table 5. Shows that the asymp.sig value is $0.200 > 0.05$, so it can be concluded that the data is normally distributed.

MULTIPLE LINEAR REGRESSION ANALYSIS**Table 5. Hypothesis Test**

Variabel	B	T hitung	sig.
(Constant)	13,326		
Democratic Leadership (X_1)	0,178	2,468	0,017
Work Environment (X_2)	0,400	7,039	0,001
Extrinsic Motivation (X_3)	0,254	3,593	0,001
F Count	193,699		0,001
Adjusted R Square	0,917		

Sumber :Data Primer, 2022 diolah

Based on table 5 multiple linear regression calculations, the following results are obtained:

$$Y = 13.326 + 0.178X_1 + 0.400X_2 + 0.254X_3 + e$$

DISCUSSION**The Effect of Democratic Leadership Style on Affective Commitment**

The results of this study indicate that democratic leadership style has a positive effect on affective commitment. This is evidenced by the calculated t value of 2.468 with sig.t 0.017 <0.05. So it shows that the democratic leadership style variable has a positive and significant effect on affective commitment. Based on the results of this study, it is proven that the first hypothesis shows that democratic leadership style has a positive and significant effect on affective commitment can be accepted.

The results of this study are in line with research conducted by R. T Lestari and S. Rachamawati (2020) in their research entitled the influence of democratic leadership style and extrinsic motivation on affective commitment in employees.

The Effect of Work Environment on Affective Commitment

This hypothesis testing was carried out to prove the effect of the work environment on affective commitment. The results of this study indicate that the work environment has a positive effect on affective commitment. This is evidenced by the calculated t value of 7.039 with sig.t 0.001 <0.05. So it shows that the work environment variable has a positive and significant effect on affective commitment. Based on the results of this study, it is proven that the second hypothesis shows that the work environment has a positive and significant effect on affective commitment can be accepted.

The results of this study are in line with research conducted by R. Zulaiha et al., (2019) in his research entitled the influence of democratic leadership and the work environment on affective commitment to teachers in pesantren. The results of this study state that the work environment has a positive and significant effect on employee affective commitment. In the research of Hans Christian Tjandra, et al., (2018) stated that the influence of organizational support has a significant effect on affective commitment, partially organizational rewards and working conditions have a significant effect on affective commitment.

The Effect of Extrinsic Motivation on Affective Commitment

This hypothesis testing was carried out to prove the effect of extrinsic motivation on affective commitment. The results of this study indicate that extrinsic motivation has a positive effect on affective commitment. This is evidenced by the calculated t value of 3.593 with sig.t 0.001 <0.05. So it shows that the extrinsic motivation variable has a positive and significant effect on affective commitment. Based on the results of this study, it is proven that the third hypothesis

shows that extrinsic motivation has a positive and significant effect on affective commitment can be accepted.

The results of this study are in line with research conducted by A. Nurkhin and S. Martoyo (2018) in their research entitled the influence of democratic leadership and extrinsic motivation on affective commitment in Bank Syariah Indonesia employees. The results of this study state that extrinsic motivation has a positive and significant effect on affective commitment.

The Effect of Democratic Leadership Style, Work Environment and Extrinsic Motivation on Affective Commitment

This test was conducted to prove the effect of democratic leadership style, work environment and extrinsic motivation on affective commitment. The results of this study indicate that democratic leadership style, work environment and extrinsic motivation simultaneously affect affective commitment. This is evident in the calculated f value of 193.699 with a probability of $0.001 < 0.05$. So it shows that democratic leadership style, work environment and extrinsic motivation simultaneously affect affective commitment. Based on the results of this study, it shows that this hypothesis states that democratic leadership style, work environment and extrinsic motivation have a positive and significant effect on affective commitment can be accepted.

The results of this study are in line with research conducted by D. Anggraeni, et al., (2021) which states that democratic leadership style, work environment and extrinsic motivation have a positive and significant influence on the affective commitment of non-teaching staff at UIN East Java.

CONCLUSION

Based on the results of statistical research and discussion, it can be concluded that leadership style has a positive and significant effect on affective commitment. The work environment has a positive and significant effect on affective commitment. Extrinsic motivation has a positive and significant effect on affective commitment. Democratic leadership style, work environment and extrinsic motivation simultaneously affect affective commitment.

Extrinsic motivation needs to be increased so that affective commitment in employees becomes stronger. Future research is expected to add other variables besides the variables used in this study.

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