

## ANALYSIS OF WORK MOTIVATION, DEMOCRATIC LEADERSHIP and WORK ENVIRONMENT

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### Abstract

This research aims to analyze Affective Commitment which is influenced by Work Motivation, Democratic Leadership and Work Environment among Employees at the NTB Provincial Regional Hospital. The population and sample in this research were all employees in the Lakey Beach and Pink Beach Rooms at the NTB Provincial Regional Hospital, totaling 53 employees using the Saturated Sample Technique. The data collection method uses questionnaires. Data analysis uses multiple linear regression. The results of this research obtained a calculated f value of 10.738 with a significance value of 0.000. significance value is smaller than 0.05 ( $0.000 < 0.05$ ). Thus, it can be stated that together the independent variables have an effect on the dependent variable.

**Keywords:** Affective Commitment, Democratic Leadership, Work Environment,

### Introduction

In this era of globalization, the government faces many big challenges, especially in the health or hospital sector, in carrying out its duties as an effort to provide services to the community in an empowered and successful manner, by prioritizing healing and recovery carried out in an integrated manner. In carrying out duties and responsibilities in the Health sector, ethics must be maintained properly and competitively. Basically, the government has a duty to help society, especially in the health sector.

The West Lombok government must strive to improve the quality of its human resources. And service to the community is better than before. Hospitals are organizations that are intensive in human resources because of the many types of professions and the large number of workers in them. NTB Regional Hospital includes type B education. Human resources at NTB Provincial Regional Hospital consist of health personnel (including doctors, nurses, pharmacists, analysts, nutritionists, physiotherapists, radiographers, medical recorders) and also non-health personnel (finance, administration, personnel, security and so on).

According to Munajah and Purba (2018), it is explained that affective commitment is an employee's attitude that shows the employee's attachment to the company, thereby directing employees to behave positively, such as wanting to achieve the company's goals.

Work motivation is one of the factors that influences Affective Commitment. According to Hamzah, (2008) that work motivation is an encouragement or process carried out to move a person so that his behavior can be directed towards real efforts such as: responsibility in carrying out work, achievements achieved, self-development and independence in acting, so that goals can be achieved . Therefore, without high motivation from a leader or organization at the NTB Provincial Regional Hospital. So employees are no longer enthusiastic about carrying out or completing their duties to serve the community. Work motivation can change a condition that has the effect of generating, directing and maintaining the environment around it.

Democratic Leadership is a factor that can influence Affective Commitment. According to Rivai (2014), the democratic leadership style generally assumes that the opinion of many people is better than one's own opinion and participation will give rise to responsibility for its implementation. Another assumption is that participation provides members with the opportunity to develop themselves so that employees can continue to be innovative and creative. Leaders are very influential in the progress of an organization. Therefore, the NTB Regional Hospital must apply a leadership style that is appropriate to current conditions which are always changing and very dynamic. An effective leadership style can influence employee morale, so that the vision and mission that have been implemented can be achieved.

Work Environment is also a factor that influences Affective Commitment. According to Sedarmayanti (2017), the work environment is a place for a number of groups where there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. A comfortable work environment can certainly help employees in carrying out activities where employees carry out work that can influence the achievement of organizational goals and create comfort in carrying out their duties. The work environment is everything that is around employees and that can influence the tasks assigned. The work environment can also create progress to improve an organization so that it can survive in running the wheels of government in the Health sector for better and more efficient community services.

In the process of carrying out government affairs duties in the Health sector, there were several problems at the NTB Provincial Regional Hospital Office, such as many public complaints about less than optimal service and employee complaints due to the lack of employee Affective Commitment in employee loyalty and dedication in the organization.

Based on the background problem, the author is interested in further research regarding "Analysis of Work Motivation, Democratic Leadership and Work Environment on Affective Commitment in NTB Provincial Regional Hospital Employees."

### Materials and Methods

Population is a generalized area that exists in that area consisting of research subjects that are determined and have characteristics and qualities to be studied by the author and then draw conclusions (Sugiyono, 2016). The population in this study were all employees who only worked in the Lakey Beach and Pink Beach Rooms at the NTB Provincial Regional Hospital. The number of employees is 53 people as nurses, both civil servants and honorary workers in the Lakey Beach and Pink Beach Rooms at the NTB Provincial Regional Hospital.

### Results and Discussion

Validity test in this research is used to test wheter or not the value of each question in the research is valid or not using SPSS 25.

**Tabel 1. Validity Test Result**

Variable	Indicator	r count	r table	Information
Work Motivation	X1.1	0,186	0,2284	Valid
	X1.2	0,304	0,2284	Valid
	X1.3	0,423	0,2284	Valid
	X1.4	0,319	0,2284	Valid
	X1.5	0,309	0,2284	Valid
Democratic Leadership	X2.1	0,468	0,2284	Valid
	X2.2	0,461	0,2284	Valid
	X2.3	0,538	0,2284	Valid
	X2.4	0,521	0,2284	Valid
	X2.5	0,407	0,2284	Valid
Work Environment	X3.1	0,468	0,2284	Valid
	X3.2	0,461	0,2284	Valid
	X3.3	0,538	0,2284	Valid
	X3.4	0,521	0,2284	Valid
	X3.5	0,407	0,2284	Valid
Affective Commitment	Y1	0,778	0,2284	Valid
	Y2	0,832	0,2284	Valid
	Y3	0,755	0,2284	Valid
	Y4	0,677	0,2284	Valid
	Y5	0,839	0,2284	Valid

Source : Data Processed by researschers 2023

The value for rtable is obtained from the r table by calculating the degrees of freedom (df), namely  $df = \text{sample} - 2$  ( $df = 53 - 2 = 51$ ) so that with a df value of 51 and a significance level of 0.05 in the one-way test, the r value is obtained table of 0.2284.

**Tabel 2. Reliability Test**

No	Variabel	Cronsbach's alpha	Indeks reliabelitas	Information
1	Motivasi Kerja (X1)	0,900	0,60	Reliabel
2	Kepemimpinan Demokratis (X2)	0,989	0,60	Reliabel
3	Lingkungan Kerja (X3)	0,900	0,60	Reliabel
4	Komitmen Afektif (Y)	0,903	0,60	Reliabel

Sumber : data diolah 2023

The table above shows that the variables product quality, customer trust, purchasing decisions and purchasing interest have Cronbach's alpha coefficient values above 0.60, so it can be concluded that all variables are proven to be reliable.

## Classic Assumption Test

### 1. Normality Test

One Sample Normality Test Kolmogorov-Smirnov Test Equation 1		
		Unstandardized Residual
N		53
Normal Parameter	Mean	.0000000
	Std. Deviation	1.92427221
	Absolute	.060
	Positive	.060
	Negative	-.058
Kolmogorof-Smirnov Z		.060
Asymp.Sig (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal
- b. Calculated from data

Source: Data processed by researchers in 2023

Based on the test results, it can be seen that the asymp. Sig (2-tailed) 0.200, this shows that the value is greater than 0.05 so it can be concluded that the data used in the research is normally distributed.

### 2. Multicollinierity Test

Independent variabel	Tolerance	VIF	Information
Work Motivation (X1)	0,614	1,628	Multicollinierity does not occur
Democratic Leadership (X2)	0,583	1,716	Multicollinierity does not occur
Work Environment (X3)	0,572	1,747	Multicollinierity does not occur

**Dependen Var** : Affective Commitment

Based on the table above, it can be seen that the tolerance value for each independent variable is (0.614, 0.583 and 0.572), which means that the three independent variables have a tolerance value greater than 0.01, besides that the VIF values for all variables are sequentially (1.628, 1.716 and 1.747). ) which means more than 10.00. Based on the two values above, it can be concluded that in this study there were no symptoms of multicollinearity.

### 3. Heteroscedasticity Test

Independent Variable	Significant	Information
Work Motivation (X1)	0,268	Heteroscedasticity does not occur
Democratic Leadership (X2)	0,555	Heteroscedasticity does not occur
Work Environment (X3)	0,455	Heteroscedasticity does not occur

Dependent Var : Affective commitment

Based on the table of heteroscedasticity test results above, it can be seen that the sig value of each influence of the independent variables (work motivation, democratic leadership and work environment) obtained a significance value above 0.05 so it can be concluded that in this study there was no heteroscedasticity.

### 4. Multiple Linear Regression Test

a. dependent var : Affective commitment

Independent Var	Regression Coefficients	tstatistic	Significant
Work motivation	.182	1.282	.206
Democratic leadership	.429	2.950	.005
Work environment	.115	.782	.438

This equation can be interpreted as follows:

#### 1) Work Motivation

The regression coefficient for the Work Motivation variable is 0.207, meaning that Work Motivation influences Affective Commitment.

#### 2) Democratic Leadership

The regression coefficient for the Democratic Leadership variable is 0.451, meaning that there is an influence of Democratic Leadership on Affective Commitment.

#### 3) Work Environment

The regression coefficient for the Work Environment variable is 0.123, meaning that there is an influence of the Work Environment on Affective Commitment.

## **Hypotesis Test**

### **1. T Test**

From the results of the t test above, the calculated t value for each variable and its significance are obtained. The t table is obtained by looking at the values listed in table 1 by calculating the df (degree of freedom) value first and with a significance level of 0.05 using the one-way t test. The df value is obtained from the formula  $df = n - k - 1$ , where n is the number of samples and k is the number of independent variables, so that a df is obtained of 49 ( $53-3-1 = 49$ ) and thus a t table of 1.676 can be obtained. The results of this research can be explained as follows:

#### 1) The Influence of Work Motivation on Affective Commitment

Based on the Coefficients table above, the calculated t value of the Work Motivation variable (X1) is 1.282 with a significance value of 0.206. Based on these values, it can be seen that the calculated t value < t table is  $1.282 < 1.676$ . If we look at the significance value, the significance value is  $> 0.05$ , namely  $0.206 > 0.05$ . With this value, it can be concluded that the Work Motivation variable (X1) has no effect on the Affective Commitment variable (Y). So it is stated that  $H_0$  is accepted and  $H_1$  is rejected, meaning that work motivation has no effect on affective commitment in the NTB Provincial Regional Hospital.

#### 2) The Influence of Democratic Leadership on Affective Commitment

Based on the Coefficients table above, the calculated t value of the Democratic Leadership variable (X2) is 2.950 with a significance value of 0.005. Based on these values, it can be seen that the calculated t value > t table is  $2.950 > 1.676$ . If we look at the significance value, the significance value is  $< 0.05$ , namely  $0.005 < 0.05$ . With these values, it can be concluded that the Democratic Leadership variable (X2) influences the Effective Commitment variable (Y). so it can be stated that  $H_0$  is rejected and  $H_2$  is accepted, meaning that Democratic Leadership influences Affective Commitment in the NTB Provincial Regional Hospital.

#### 3) The Influence of the Work Environment on Affective Commitment

Based on the Coefficients table above, the calculated value of the Work Environment variable (X3) is 0.782 with a significance value of 0.438. Based on these values, it can be seen that the calculated t value < t table is  $0.782 < 1.676$ . If we look at the significance value, the significance value is  $> 0.05$ , namely  $0.438 > 0.05$ . With this value, it can be concluded that the Work Environment

variable (X3) has no effect on the Affective Commitment variable (Y). so it can be stated that Ho is accepted and H3 is rejected, meaning that the Work Environment has no effect on Affective Commitment in the NTB Provincial Regional Hospital.

## 2. F Test

Based on the research results, it is known that the calculated f value is 10.738 with a significance value of 0.000. The f table value can be found in table f with values  $df_1=3$  and  $df_2=49$  with a significance level of 0.05 so that an f table value of 2.794 can be found. From this value it can be concluded that  $calculated\ f > table\ f$  ( $10.738 > 2.794$ ). Apart from that, the significance value is smaller than 0.05 ( $0.000 < 0.05$ ). Thus, it can be stated that together the independent variables have an effect on the dependent variable.

## 3. Coefficients of Determination

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	.630	.397	.360	1,982

a. Predictor: (Constant), *work environment, work motivation, democratic leadership*

The value of R-Square is 0.397, this means that 39.7% of the Affective Commitment (Y) variable can be explained by the Work Motivation (X1), Democratic Leadership (X2) and Work Environment (Y) variables in the NTB Provincial Regional Hospital. Meanwhile, the remainder ( $100\% - 39.7\% = 60.3$ ) is explained by other variables outside this research.

## Discussion

Based on the classification that has been determined, the overall data that has been obtained from respondents for each research variable is described as follows:

Hypothesis 1: The Influence of Work Motivation on Affective Commitment in NTB Provincial Regional Hospital.

Based on the research results, Work Motivation (X1) on Affective Commitment (Y) shows that the significance value is 0.206. This shows that Hypothesis 1 is rejected, because the significance value is greater than 0.05 ( $0.206 > 0.05$ ). Therefore, it can be concluded that Work Motivation (X1) is not proven to have an effect on Affective Commitment (Y) in NTB Provincial Regional Hospital employees.

The results of this research contradict the results of research conducted by Agung Harianto in 2016 which showed that work motivation has an influence on affective commitment. This is in line

with the results of research by Wardhani, Susilo and Iqbal (2015), which states that motivation has a significant effect on organizational commitment. The higher the motivation felt by employees, the higher the level of commitment that employees have.

**Hypothesis 2: The Influence of Democratic Leadership on Affective Commitment in the NTB Provincial Regional Hospital**

Based on the research results, Democratic Leadership (X2) on Affective Commitment (Y) shows that the significance value is 0.005. This shows that Hypothesis 2 is accepted, because the significance value is smaller than 0.05 ( $0.005 < 0.05$ ). Therefore, it can be concluded that Democratic Leadership (X2) is proven to influence Affective Commitment (Y) in NTB Provincial Regional Hospital employees.

This influences the results of research conducted by Tri Aprilia Paskauli and Fransisca Andreani (2019) which found that democratic leadership style had an effect on organizational commitment.

**Hypothesis 3: The Influence of the Work Environment on Affective Commitment in the NTB Provincial Regional Hospital**

Based on the research results, the Work Environment (X3) on Affective Commitment (Y) shows that the significance value is 0.438. This shows that Hypothesis 3 is rejected, because the significance value is greater than 0.05 ( $0.438 > 0.05$ ). Therefore, it can be concluded that Work Motivation (X1) is not proven to have an effect on Affective Commitment (Y) in employees of the NTB Provincial Regional Hospital.

This is contrary to the results of research conducted by Subagyo in 2014 which found that the work environment had an influence on the organizational commitment of Semarang State Polytechnic Lecturers.

**Hypothesis 4: Analysis of Work Motivation, Democratic Leadership and Work Environment on Affective Commitment in RSUD NTB Province**

In this research, it will be tested whether the variables Work Motivation, Democratic Leadership and Work Environment have a joint effect on the variable Affective Commitment (Y). If calculated  $f > f$  table or significance value  $< 0.05$  then it can be stated that all independent variables have a joint (simultaneous) effect on the dependent variable.



## Conclusion

1. In accordance with the results of research conducted by researchers on employees of the NTB Provincial Regional Hospital, researchers reached the following conclusions:
2. Work Motivation has a positive and insignificant effect on Affective Commitment in the NTB Provincial Regional Hospital
3. Democratic Leadership has a positive and significant effect on Affective Commitment in the NTB Provincial Regional Hospital
4. Work Environment has a positive and insignificant influence on Affective Commitment in the NTB Provincial Regional Hospital
4. The variables Work Motivation, Democratic Leadership and Work Environment simultaneously influence the Affective Commitment variable in the NTB Provincial Regional Hospital.

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