

THE INFLUENCE OF WORK DISCIPLINE, PHYSICAL WORK ENVIRONMENT AND CAREER DEVELOPMENT ON AFFECTIVE COMMITMENT WITH EXTRINSIC MOTIVATION AS AN INTERVENING VARIABLE IN THE DEPARTMENT OF LABOR AND SPECIAL REGION TRANSMIGRATION YOGYAKARTA

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Abstract

This research aims to analyze the influence of work discipline, physical work environment and career development on affective commitment with extrinsic motivation as an intervening variable in the Yogyakarta Special Region Manpower and Transmigration Service. The subjects and objects in this research were all employees at the Yogyakarta Special Region Manpower and Transmigration Service, namely 100 respondents. This type of research uses quantitative techniques and data processing techniques in research using SmartPLS 3.3.3. Work Discipline Has No Effect on Extrinsic Motivation with a Parameter Coefficient (Original Sample) of 0.095, with a t-statistic value of 1.347 and a p-value of 0.179. With a p-value > 0.05. The physical work environment has a significant effect on Extrinsic Motivation, having a Parameter Coefficient (Original Sample) of 0.501 with a t-statistic value of 5.684 and a p-value of 0.000. With a p-value < 0.05. Career Development has a significant effect on Extrinsic Motivation. Has a Parameter Coefficient (Original Sample) of 0.368 with a t-statistic value of 4.373 and a p-value of 0.000<0.05. Work Discipline has a significant effect on Affective Commitment having a Parameter Coefficient (Original Sample) of 0.305, with a t-statistic value of 2.956 and a p-value of 0.003<0.05. Career Development has no effect on Affective Commitment having a Parameter Coefficient (Original Sample) of 0.255 with a t-statistical value of 1.909 and a p-value of 0.057>0.05. Extrinsic Motivation (Y2) has no effect on Affective Commitment, having a Parameter Coefficient (Original Sample) of 0.187 with a t-statistical value of 1.166 and a p-value of 0.244> 0.05.

Keywords: Work Discipline, Physical Work Environment, Career Development, Affective Commitment, Extrinsic Motivation.

1. Introduction

The Yogyakarta Province Manpower and Transmigration Service has a division that regulates work placement and expansion as regulated in Article 15 paragraph 1 of the Yogyakarta Special Region Governor Regulation Number 62 of 2018 concerning Position, Organizational Structure, Duties, Functions and Work Procedures of the Manpower and Transmigration Service which reads, the Division of Protection and Placement of Workers, Expansion of Job Opportunities and Transmigration as intended in Article 14 has the task of carrying out protection and placement of workers, expansion of job opportunities, and transmigration to increase the number of workforce placements, job expansion, and placement of transmigrants. The field of work placement and expansion at the Manpower and Transmigration Service of the Special Region of Yogyakarta Province itself has sections as regulated in Article 17 paragraphs 1 and 2.

Regulation of the Governor of the Special Region of Yogyakarta Number 62 of 2018 concerning Position, Organizational Structure, Duties, Functions and Work Procedures for the Manpower and Transmigration Service.

Human Resources (HR) are an important factor in an organization, because human resources are a collection of a group of people who work together to achieve certain goals. Whatever the form and purpose, organizations are created based on various visions for the benefit of humans and in carrying out their missions are managed and administered by humans. So, humans are a strategic factor in all organizational/company activities. Human resource management has an important contribution to the long-term value of a company or institution, and ultimately to its survival. The better the management of human resources, it is hoped that human resources will grow and develop into Human Capital Investment (HCI).

According to Anika et al., (2022) Human resource management is a process of solving various problems within the scope of employees, workers, managers and other workers to be able to support the activities of human resources, organizations or companies to achieve predetermined goals. Therefore, managers must ensure that the company or organization has the right workforce in the right place, at the right time, who have the ability to complete the tasks that will help the company achieve its goals. Without the existence of human resources, other resources owned by the organization will not be able to function. Therefore, in an effort to support the goals of this organization, qualified and professional human resources are needed. Quality and professional human resources tend to have a higher level of affective commitment, so efforts to improve the quality of human resources are very important for organizational leaders. Human resources in the organization must continue to be empowered and developed so that they become competitive.

Affective commitment is employee engagement that has a positive influence on behavior, such as the desire to achieve organizational goals, high levels of organizational behavior, reduced levels of absenteeism and employee turnover, and influences employee resistance in an organization or company (Anwar & Debora E., 2018).

According to Rufina & Francisca, (2018) affective commitment is an employee's emotional bond to the organization, identification with the organization, and involvement in the organization. Organization members with high affective commitment will continue to be members of the organization because they want to.

In increasing employee Affective Commitment, there are many factors that need to be considered, but in this research, researchers only determined the factors of Extrinsic Motivation, Work Discipline and Physical Work Environment.

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The second factor that determines the success of employees in carrying out their work is work discipline, employee work discipline is one of the factors that needs attention. According to Ellisyah, (2022) Work discipline is a manager's medium for establishing communication as well as a means of increasing employee awareness to be more compliant with company regulations. The list of perspectives related to work discipline includes retributive, corrective, personal rights and utilitarian discipline. Meanwhile, according to Diah et al., (2021). Apart from work discipline, the physical work environment is a supporting factor and important contributor to achieving employee affective commitment. According to Wiryawan et al., (2020) The work environment is something that surrounds workers and that influences them in carrying out their assigned tasks.

How an organization values and treats its human resources influences its attitudes and behavior in effective employee commitment. Good employee effective commitment is optimal performance. Appropriate affective commitment greatly supports the achievement of organizational goals. Increasing employee affective commitment will bring progress for government agencies to be able to survive in an unstable competitive government environment. Therefore, efforts to increase employee affective commitment and motivation are the most serious management challenges, therefore success in achieving goals and the survival of a government agency depends on the quality of performance of the human resources within it. Various strategies that can be implemented by organizations to manage employee affective commitment include: implementing work discipline, paying attention to the physical environment and career development.

Based on the description above, researchers are interested in conducting research with the title "The Influence of Work Discipline, Physical Work Environment and Career Development on the Affective Commitment of Employees with Extrinsic Motivation as an Intervening Variable in the Yogyakarta Special Region Manpower and Transmigration Service".

2. Theoretical Background

2.1 Work Motivation

According to Novianti et al. (2021). Extrinsic motivation is an encouragement that grows from outside the employee which helps determine a person's behavior in a person's life so that the individual can trigger his enthusiasm for work because there is an open career path, employee safety is felt to be good and expectations regarding compensation are met.

Motivation is a force that encourages a person to carry out an action or not which is essentially positive or negative internally and externally, work motivation is something that creates encouragement/enthusiasm for work (Zulaspan et al., 2022).

2.2 Work discipline

According to Nur Fajar et al., (2022). Work discipline is an employee's attitude that reflects respect and obedience to the rules and regulations of an organization or company, which exists within an employee, which causes the employee to adjust voluntarily to the rules and regulations of the organization or company.

According to Sahrul et al., (2022) Work Discipline can be interpreted as follows: "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms". Discipline is really needed by both the individual concerned and the agency, because discipline really helps individuals to straighten out what can and cannot be done in an office.

Discipline is a tool a manager uses to coordinate with employees. The aim is to emphasize employee changes in increasing awareness to comply with social norms and regulations that apply in the company. If company regulations are ignored, employees will have poor work discipline. On the other hand, if employees obey the regulations that apply within the company, then employees will demonstrate good work discipline (Partika et al., 2020).

According to Diah et al., (2021). Work discipline is a tool that leaders use to talk to employees so that they want to change attitudes and as an effort to increase a person's understanding and willingness to comply with all agency regulations and legal social norms.

2.3 Work environment

According to Alrizal Diaz & Marsudi, (2023) the work environment includes anything around the employee, thus influencing an individual in carrying out the obligations assigned to him, such as air conditioning, good lighting and so on.

According to Dicky Fernando et al., (2022). The work environment is a source of information and a place to carry out activities, so good work environment conditions must be achieved so that employees feel more comfortable and comfortable in the work space. The work environment in an office where you work is very important to pay attention to. Even though the work environment does not carry out the production process in an office, the work environment has a direct influence on the employees who carry out the work process.

According to Ignatius Soni & Annisa, (2021). The work environment is everything around employees that can influence employee satisfaction in carrying out their daily work. The work environment can be physical, such as facilities inside the office or outside the office, as well as relationships between employees that affect employees' psychosocial behavior in the long term.

Based on several expert opinions above, according to researchers themselves, the work environment is everything that exists around workers or employees that can influence employee performance in carrying out their work. An organizational institution or company must be able to create a comfortable, conducive and enjoyable work environment, this is expected to increase employee productivity and performance.

2.4 Career Development

According to Hani (2020) Career development is very important for an organization or company, because career is a need that must be developed within an employee so that it can motivate employees to improve their performance.

According to Salmawati & Ignatius Soni, (2022) Career development can be interpreted as a formal and continuous effort that is focused on developing increasingly good employees. Developing a career and taking place in a focused manner on improving and enhancing workers' skills.

Career development is a series of promotions or transfers to higher positions in an organization from an employee during work. Career is a journey towards a person's life goals. Everyone has the right to achieve success (Salmawati & Ignatius Soni, 2022).

2.5 Affective Commitment

According to Ria Padma Nur & Eviatiwi Kusumaningtyas, (2020). Affective Commitment is part of Organizational Commitment which refers to the emotional side inherent in an employee regarding his involvement in an organization.

According to Bayu et al., (2023) Affective commitment is part of organizational commitment which refers to the emotional side inherent in a person regarding his involvement in an organization. Employees who have affective commitment will tend to be faithful and loyal to their organization.

There are several antecedents of Affective Commitment that have been identified, including personal characteristics, structural characteristics, work-related characteristics, and work experience, of which work experience has the strongest and most consistent relationship. emotional feelings towards the organization and belief in the values of the organization. Each employee has different principles and behavior based on their organizational commitment (Anis Fitri & Siti Nur, 2022).

3. Methods

3.1 Research Subject

According to Teguh, (2023) the research subject is to define the research subject as an object, thing or person to which the data for the research variable is attached and which is at issue. The subjects of this research are employees at the Yogyakarta Special Region Manpower and Transmigration Service.

3.2 Object

A research object is something that is of concern in research, this research object is a target in research to get answers or solutions to problems that occur. According to Neneng Nita Granita et al., (2019) a research object is an attribute or value of a person, object or activity that has certain variations determined by the researcher to be studied and then conclusions drawn.

According to the research title chosen, the object of this research is the Yogyakarta Special Region Manpower and Transmigration Service.

3.3 Population

According to Jijah Hilyatul & Evi, (2021) population is a generalized area consisting of objects or subjects that have certain quantities and characteristics that are determined by researchers to be studied and then draw conclusions. The population in this study were

employees of the Yogyakarta Special Region Manpower and Transmigration Service, totaling 100 employees.

3.4 Sample

Sample According to Galuh Tresna et al., (2021) the sample is part of the number and characteristics of the population. Meanwhile, sample size is a step to determine the size of the sample taken in carrying out research.

The population in this study were employees of the Yogyakarta Special Region Manpower and Transmigration Service. Research Sample According to Nur Fadilah et al., (2023), in determining the sample size, use the Krejcie table. Krejcie in calculating the sample size was based on an error of 5%. So, the sample obtained has 95% confidence in the population. So, the number of samples taken refers to the Krejcie table, that is, with a population of between 100, the sample used is 80. So, in this study, with a population of 100 employees, the sample that will be taken is 80 employees.

3.5 Sampling Technique

The sampling technique for this research uses Simple Random Sampling. Simple Random Sampling is taking sample members from a population randomly without paying attention to the strata in that population (Nur Fadilah et al., 2023).

3.6 Data Type

In this research, the scale used is an ordinal scale. (Alfia Shafira, 2023) an ordinal scale is data that is categorized into levels starting from the highest level to the lowest level, or vice versa, using distance. The following study is to provide value with the answers given.

3.7 Data Analysis Method

In this research the analysis was carried out using inferential analysis methods.

4. Results and Discussion

4.1 Inferential Analysis

Inferential analysis in this research uses an analysis tool in the form of Partial Least Square (PLS), namely variance-based SEM, with SmartPLS Version v.2.9 software. Testing using SmartPLS is carried out in stages, namely: indicator test, Model Fit test and Hypothesis Test.

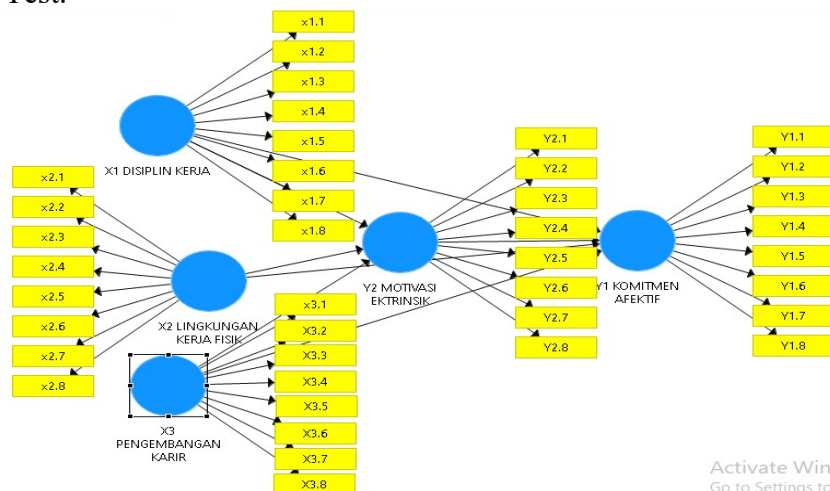


Figure 1. Latent Variable Model

Indicator testing or also called Outer model or measurement model is testing the relationship between indicators and the construct variables. From this indicator test, the validity and reliability output of the model is obtained as measured by the criteria: Convergent Validity, Discriminant Validity, and Composite Reliability.

- a. Convergent Validity is measured from the correlation between indicator scores and their constructs. Individual indicators are considered valid if they have a correlation value above 0.50. If there are indicators that do not meet these requirements, they must be discarded.

Table 1. Convergent Validity Test

	Work Discipline	Physical Work Environment	Career Development	Affective Commitment	Extrinsic Motivation	Status
	X1	X2	X3	Y1	Y2	
X1.1	0.588					Valid
X1.2	0.623					Valid
X1.3	0.641					Valid
X1.4	0.645					Valid
X1.5	0.748					Valid
X1.6	0.870					Valid
X1.7	0.779					Valid
X1.8	0.673					Valid
X2.1		0.785				Valid
X2.2		0.855				Valid
X2.3		0.879				Valid
X2.4		0.838				Valid
X2.5		0.887				Valid
X2.6		0.908				Valid
X2.7		0.772				Valid
X2.8		0.783				Valid
X3.1			0.669			Valid
X3.2			0.531			Valid
X3.3			0.770			Valid
X3.4			0.871			Valid
X3.5			0.801			Valid
X3.6			0.812			Valid
X3.7			0.685			Valid
X3.8			0.731			Valid
Y1.1				0.684		Valid
Y1.2				0.758		Valid
Y1.3				0.871		Valid
Y1.4				0.820		Valid
Y1.5				0.838		Valid
Y1.6				0.872		Valid
Y1.7				0.787		Valid
Y1.8				0.800		Valid
Y2.1					0.730	Valid
Y2.2					0.722	Valid

Y2.3					0.785	Valid
Y2.4					0.780	Valid
Y2.5					0.752	Valid
Y2.6					0.785	Valid
Y2.7					0.781	Valid
Y2.8					0.774	Valid

From the table above it can be explained that based on the convergent validity analysis test with SmartPLS, all values per indicator showing numbers above 0.5 are declared valid.

b. Discriminant Validity is measured from the cross loading between the indicator and the construct. An indicator is declared valid if the relationship between the indicator and its construct is higher than its relationship with other constructs.

Table 2. Discriminant Validity

	Work Discipline	Physical Work Environment	Career Development	Affective Commitment	Extrinsic Motivation
	X1	X2	X3	Y1	Y2
X1.1	0.588	0.092	0.038	0.185	0.100
X1.2	0.623	0.153	0.170	0.192	0.183
X1.3	0.641	0.125	0.047	0.298	0.084
X1.4	0.645	0.128	0.077	0.192	0.023
X1.5	0.748	0.230	0.140	0.324	0.192
X1.6	0.870	0.412	0.275	0.422	0.405
X1.7	0.779	0.247	0.112	0.364	0.339
X1.8	0.673	0.319	0.230	0.212	0.316
X2.1	0.334	0.785	0.347	0.229	0.558
X2.2	0.362	0.855	0.393	0.279	0.659
X2.3	0.272	0.879	0.520	0.257	0.626
X2.4	0.301	0.838	0.466	0.253	0.613
X2.5	0.241	0.887	0.386	0.326	0.623
X2.6	0.263	0.908	0.443	0.345	0.673
X2.7	0.283	0.772	0.345	0.306	0.505
X2.8	0.246	0.783	0.397	0.278	0.521
X3.1	0.167	0.425	0.669	0.428	0.315
X3.2	0.164	0.288	0.531	0.395	0.291
X3.3	0.206	0.347	0.770	0.226	0.446
X3.4	0.199	0.411	0.871	0.392	0.600
X3.5	0.129	0.326	0.801	0.279	0.476
X3.6	0.143	0.373	0.812	0.388	0.515
X3.7	0.165	0.376	0.685	0.229	0.534
X3.8	0.111	0.361	0.731	0.191	0.514
Y1.1	0.318	0.209	0.264	0.684	0.399
Y1.2	0.332	0.193	0.315	0.758	0.357
Y1.3	0.320	0.180	0.244	0.871	0.247
Y1.4	0.307	0.258	0.275	0.820	0.286
Y1.5	0.372	0.227	0.280	0.838	0.266

Y1.6	0.376	0.230	0.318	0.872	0.275
Y1.7	0.331	0.412	0.455	0.787	0.465
Y1.8	0.318	0.389	0.502	0.800	0.437
Y2.1	0.284	0.555	0.469	0.324	0.730
Y2.2	0.261	0.530	0.440	0.269	0.722
Y2.3	0.274	0.544	0.602	0.259	0.785
Y2.4	0.331	0.528	0.370	0.313	0.780
Y2.5	0.338	0.513	0.400	0.404	0.752
Y2.6	0.229	0.541	0.440	0.360	0.785
Y2.7	0.105	0.561	0.586	0.332	0.781
Y2.8	0.301	0.590	0.548	0.400	0.774

From the table above it can be seen that the Discriminant Validity test results show valid numbers. This means that the indicator's relationship with the construct is higher than its relationship with other constructs. For example, the numbers X1.1, X1.2, X1.3, X1.4, X1.5, X1.6, This also applies to all other items.

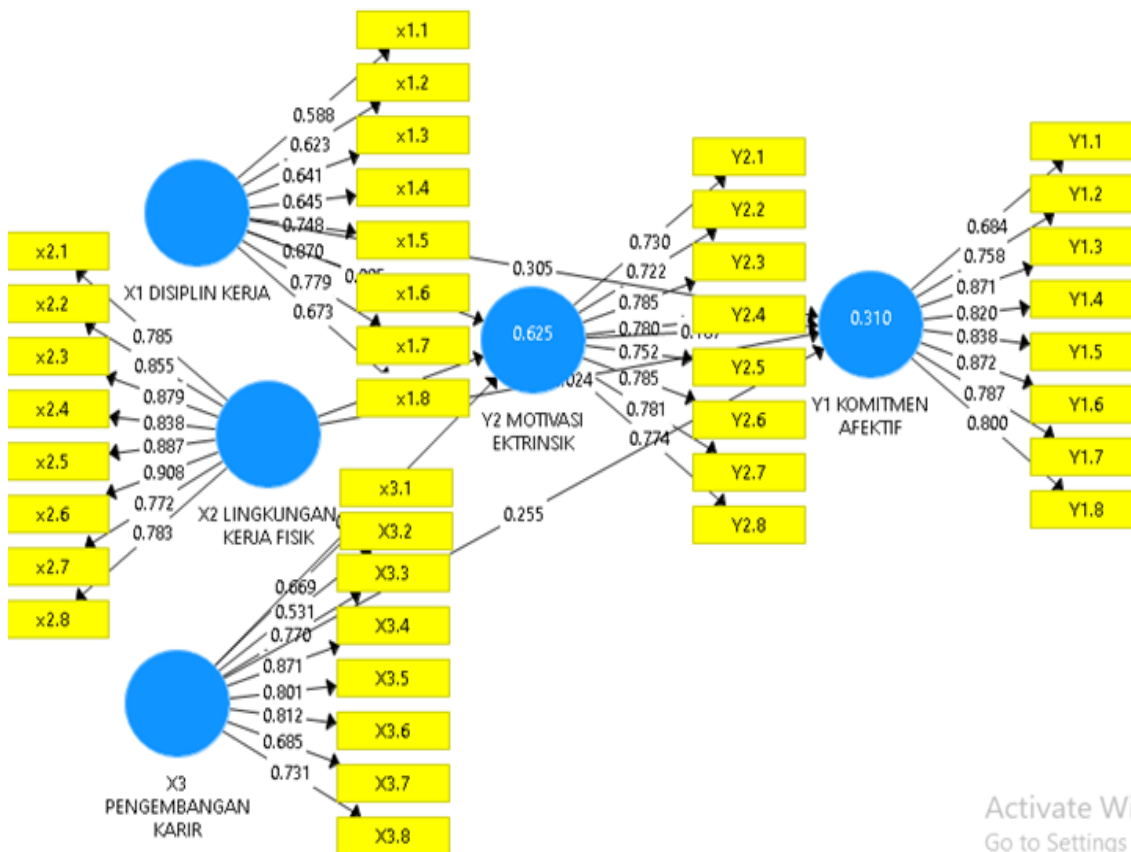


Figure 3. Model after dropping

4.2 Hypothesis testing

Hypothesis testing is carried out based on the results of testing the Inner model or structural model which describes the relationship and influence between latent variables based on substantive theory. Hypothesis testing is carried out by paying attention to the significance between constructs, t-statistics and p-value. Hypothesis testing was carried out with the help of the SmartPLS 2.9 application. From calculations using SmartPLS, the results obtained are as shown in the table below.

Table 3. Hypothesis Tests

	Variable	Sign	Coefficient Parameter (Ordinal Sample)	T Statistic	P Values	Status
H1	X1 Work Discipline -> Y2 Extrinsic Motivation	(+)	0.095	1.347	0.179	Not proven
H2	X2 Physical Work Environment -> Y2 Extrinsic Motivation	(+)	0.501	5.684	0.000	Proven
H3	X3 Career Development -> Y2 Extrinsic Motivation	(+)	0.368	4.373	0.000	Proven
H4	X1 Work Discipline -> Y1 Affective Commitment	(+)	0.305	2.956	0.003	Proven
H5	X2 Physical Work Environment -> Y1 Affective Commitment	(+)	-0.024	0.170	0.865	Not Proven
H6	X3 Career Development -> Y1 Affective Commitment	(+)	0.255	1.909	0.057	Not Proven
H7	Y2 Extrinsic Motivation -> Y1 Affective Commitment	(+)	0.187	1.166	0.244	Not Proven

For the first hypothesis (H1), namely that work discipline (X2) has no effect on extrinsic motivation (Y2), it has a parameter coefficient (original sample) of 0.095, with a t-statistic value of 1.347 and a p-value of 0.179. With a p-value greater than 0.05, it can be concluded that the first hypothesis (H1) is not proven.

For the second hypothesis (H2), namely that the physical work environment (X2) influences extrinsic motivation (Y2), it has a parameter coefficient (original sample) of 0.501 with a t-statistic value of 5.684 and a p-value of 0.000. With a p-value smaller than 0.05, it can be concluded that the second hypothesis (H2) is proven.

For the third hypothesis (H3), namely Career Development (X2) Influences Extrinsic Motivation (Y2), it has a Parameter Coefficient (Original Sample) of 0.368 with a t-statistical value of 4.373 and a p-value of 0.000. With a p-value smaller than 0.05, it can be concluded that the third hypothesis (H3) is proven.

For the fourth hypothesis (H4) Work Discipline (X1) Influences Affective Commitment (Y1) has a Parameter Coefficient (Original Sample) of 0.305, with a t-statistic value of 2.956 and a p-value of 0.003. With the t-table and p-value less than 0.05, it can be concluded that the fourth hypothesis (H4) is proven.

For the fifth hypothesis (H5), namely that the Physical Work Environment (X3) has no effect on Affective Commitment (Y1), it has a Parameter Coefficient (Original

Sample) of -0.024 with a t-statistic value of 0.170 and a p-value of 0.865. With a p-value greater than 0.05, it can be concluded that the fifth hypothesis (H5) is not proven.

For the sixth hypothesis (H6), namely Career Development (X2) Has No Effect on Affective Commitment (Y1), it has a Parameter Coefficient (Original Sample) of 0.255 with a t-statistical value of 1.909 and a p-value of 0.057. With a p-value greater than 0.05, it can be concluded that the sixth hypothesis (H6) is not proven.

For the seventh hypothesis (H7), namely that Extrinsic Motivation (Y2) has no effect on Affective Commitment (Y1), it has a Parameter Coefficient (Original Sample) of 0.187 with a t-statistical value of 1.166 and a p-value of 0.244. With a p-value greater than 0.05, it can be concluded that the seventh hypothesis (H7) is not proven.

4.3 Path Analysis (Intervening)

Table 4. Path Analysis Hypothesis Tests (Intervening)

Variable	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Mediation Effects
	X1 → Y2	X1 → Y1 → Y2	DE + IE	TE-DE
	2	3	4	5
X1	0.095 (0.171)	0.018 (0.380)	0.095 (0.171)	0.095-0.095 (0.171) = 0.000
X2	0.501 (0.000)	0.094 (0.235)	0.501 (0.000)	0.501 -0.501 (0.000) = 0.000
X3	0.368 (0.000)	0.069 (0.277)	0.368 (0.000)	0.368 -0.368 (0.000) = 0.000

Through table 4, namely the data from the results of processing using SmartPLS above, it is known that the mediation (intervening) effect on each variable can be described as follows:

- 1) Through Affective Commitment (Y1), Work Discipline (X1) has no effect on Extrinsic Motivation (Y2), the direct influence value of X1 on Y2 is 0.095, the P value is not significant at 0.171 (greater than 0.05), with a value (OS) Total effect is the same as (OS) Direct Effect and Total effect and Direct Effect is not significant, the mediation effect value is small (0.000), indicating there is no mediation effect, it can be said that extrinsic motivation does not play a significant role as a variable that increases influence Affective commitment.
- 2) Through Affective Commitment (Y1), the work environment (X2) has a negative and insignificant influence on extrinsic motivation (Y2). This is indicated by the direct influence value of X2 on Y2 of 0.501 and a p value of 0.000 (less than 0.05). With the (OS) Total effect value being the same as the (OS) Direct Effect and Total effect and Significant Direct Effect, the mediation effect value is small (0.000), indicating there is no mediation effect, it can be said that extrinsic motivation does not play a significant role as a variable that increases the influence of Affective commitment.
- 3) Through Affective Commitment (Y1), Career Development (X3) has a negative and insignificant influence on Extrinsic Motivation (Y2). This is indicated by the direct influence value of X1 on Y2 of 0.368 and a p value of 0.000 (less than 0.05). With the value of (OS) Total effect equal to (OS) Direct Effect and Total effect and Direct Effect Significant, the mediation effect value is small (0.000), indicating there is no mediation effect, it can be said that extrinsic motivation does not play a significant role as a variable that increases the influence of Affective commitment.

4.4 Discussion

Based on the research objective, namely to assess the influence of work discipline, physical work environment, and career development on Affective Commitment with Extrinsic Motivation as an intervening variable at the Yogyakarta Regional Manpower and Transmigration Service, this analysis was discussed. Because it is an analysis that refers to previous research in this study, the discussion is explained on the next page:

1) The Influence of Work Discipline on Extrinsic Motivation in the Iatimewa Yogyakarta Regional Manpower and Transmigration Service.

For the first hypothesis (H1), namely that work discipline (X1) has no effect on extrinsic motivation (Y2), it has a parameter coefficient (original sample) of 0.095, with a t-statistic value of 1.347 and a p-value of 0.179. With a p-value greater than 0.05, it can be concluded that the first hypothesis (H1) is not proven.

This finding is not in line with the research results of Fahmi & Siti, (2022). The results of the research show that the variable work discipline has a positive and significant effect on employee motivation, research by M. Taufik & Salman, (2022) shows that work discipline has a significant effect on employee motivation and research by Mirawati et al., (2022) shows that work discipline has an effect on work motivation.

Although in theory work discipline greatly influences extrinsic motivation, this research at the Iatimewa Yogyakarta Regional Manpower and Transmigration Service shows research results where work discipline has no effect on extrinsic motivation. Of the 8 questions, statistically there were 1% of them who answered disagree, 1% in the indicator table, especially in the question of punctuality and being able to complete tasks, and respondents who answered neutral were very high, there were 61, which means that employees need serious attention regarding punctuality and being able to complete tasks well, so that employees can maximize their work and have disciplined work behavior. This can influence work discipline on the extrinsic motivation of employees at the Yogyakarta Regional Manpower and Transmigration Service.

2) The Influence of the Physical Work Environment on Extrinsic Motivation in the Yogyakarta Special Region Manpower and Transmigration Service.

The second hypothesis (H2), namely that the physical work environment (X2) influences extrinsic motivation (Y2), has a parameter coefficient (original sample) of 0.501 with a t-statistic value of 5.684 and a p-value of 0.000. With a p-value smaller than 0.05, it can be concluded that the second hypothesis (H2) is proven. This means that work environment variables have a significant influence on extrinsic motivation.

This value was obtained based on the answers given by respondents to 8 question items with a percentage value of Agree of 57% and Strongly Agree of 37%. This shows that there is a significant influence between physical work environment variables on the extrinsic motivation of the Yogyakarta Regional Manpower and Transmigration Service.

This finding is in line with the research results of Nur, (2020) whose research shows that the Physical Work Environment partially has a positive and significant effect on Work Motivation, research by Tri Wahyu et al., (2020) shows that the Physical Work Environment has a positive and significant effect on Work Motivation and research by Ignatius Soni & Sessions, (2022) with research results showing that the physical work environment influences extrinsic motivation.

3) The Influence of Career Development on Extrinsic Motivation in the Yogyakarta Special Region Manpower and Transmigration Service.

For the third hypothesis (H3), namely Career Development (X2) Influences Extrinsic Motivation (Y2), it has a Parameter Coefficient (Original Sample) of 0.368 with a t-statistical value of 4.373 and a p-value of 0.000. With a p-value smaller than 0.05, it can be concluded that the third hypothesis (H3) is proven.

This value was obtained based on the answers given by respondents to 8 question items with a percentage value of Agree of 67% and Strongly Agree of 25%. This shows that there is a significant influence between career development variables on the extrinsic motivation of the Yogyakarta Regional Manpower and Transmigration Service.

This finding is in line with the results of research according to Yustitie Evelina et al. (2022). Based on the research results, it is known that career development has a significant effect on work motivation. Research by Triadi et al., (2019) shows that career development has an effect on work and research motivation. According to Iban Abraham et al., (2022). Career Development has a positive effect on motivation.

4) The Influence of Work Discipline on Affective Commitment in the Yogyakarta Special Region Manpower and Transmigration Service.

For the fourth hypothesis (H4) Work Discipline (X1) Influences Affective Commitment (Y1) has a Parameter Coefficient (Original Sample) of 0.305, with a t-statistic value of 2.956 and a p-value of 0.003. With the t-table and p-value less than 0.05, it can be concluded that the fourth hypothesis (H4) is proven.

This value was obtained based on the answers given by respondents to 8 question items with the highest percentage value on the question I was able to complete it on time with the answer Agree at 67.50% and the question I am willing to accept sanctions for mistakes in work Strongly Agree at 61.25% This means that employees have complied with the established regulations. This shows that there is a significant influence between work discipline variables on the affective commitment of employees at the Yogyakarta Special Region Manpower and Transmigration Service.

5) The Influence of the Physical Work Environment on Affective Commitment in the Yogyakarta Special Region Manpower and Transmigration Service.

For the fifth hypothesis (H5), namely that the Physical Work Environment (X3) has no effect on Affective Commitment (Y1), it has a Parameter Coefficient (Original Sample) of -0.024 with a t-statistic value of 0.170 and a p-value of 0.865. With a p-value greater than 0.05, it can be concluded that the fifth hypothesis (H5) is not proven.

This is not in line with research according to Riyani & Azizah, (2022). The work environment has a direct effect on affective commitment, research results by Bayu et al., (2023). The work environment has a direct effect on affective commitment and research by Ignatius Soni et al. (2022) shows that the work environment has a direct effect on affective commitment.

Although in theory the physical work environment greatly influences affective commitment, this research at the Yogyakarta Special Region Manpower and Transmigration Service shows research results where the physical work environment has no effect on employee affective commitment. Statistically, several respondents answered Strongly Disagree 2, Disagree 4 and Neutral 20 and the highest score of neutral was in the question, I have light that is not dazzling and I have a work space where the air temperature is cool at 17.75% and my work room has an interior that provides comfort.

This means that employees need serious attention to their work space, both lighting and equipment. Thus, the physical work environment can influence the affective commitment of employees at the Yogyakarta Special Region Manpower and Transmigration Service.

6) The Influence of Career Development on Affective Commitment in the Yogyakarta Special Region Manpower and Transmigration Service.

For the sixth hypothesis (H6), namely Career Development (X2) Has No Effect on Affective Commitment (Y1), it has a Parameter Coefficient (Original Sample) of 0.255 with a t-statistical value of 1.909 and a p-value of 0.057. With a p-value greater than 0.05, it can be concluded that the sixth hypothesis (H6) is not proven. This is not in line with research according to Dasy et al., (2022). Career development influences affective commitment, research by Salmawati & Kurniawan, (2022). Career development does not have a significant positive effect on affective commitment and according to Rahmi et al., (2020)). The research results show that there is an influence of career development on affective commitment.

Although in theory career development greatly influences affective commitment, this research at the Yogyakarta Special Region Manpower and Transmigration Service shows research results where career development has no effect on employee affective commitment. Statistically there were several answers: Strongly Disagree 1, Disagree 4 and Neutral 61 and the highest neutral score was in the question I will stay with the organization where I work because of the opportunity for career planning at 16.25%. This means that employees need serious attention regarding career planning. Thus, career development can influence the affective commitment of employees at the Yogyakarta Special Region Manpower and Transmigration Service.

7) The Influence of Extrinsic Motivation on Affective Commitment in the Yogyakarta Special Region Manpower and Transmigration Service.

For the seventh hypothesis (H7), namely that Extrinsic Motivation (Y2) has no effect on Affective Commitment (Y1), it has a Parameter Coefficient (Original Sample) of 0.187 with a t-statistical value of 1.166 and a p-value of 0.244. With a p-value greater than 0.05, it can be concluded that the seventh hypothesis (H7) is not proven.

Although in theory extrinsic motivation greatly influences affective commitment, this research at the Yogyakarta Special Region Manpower and Transmigration Service shows research results where extrinsic motivation has no effect on affective commitment. There were several who answered strongly disagree, disagree and neutral on the indicators of physical needs, security needs, social needs and esteem needs. This means that employees need serious attention. Thus, extrinsic motivation can influence the affective commitment of employees at the Yogyakarta Special Region Manpower and Transmigration Service

5. Conclusion

The following conclusions regarding the research findings have been discussed in the previous chapter:

- 1) Work Discipline Has No Effect on Extrinsic Motivation with a Parameter Coefficient (Original Sample) of 0.095, with a t-statistic value of 1.347 and a p-value of 0.179. With a p-value greater than 0.05. This means that work discipline has a negligible influence on the development of Extrinsic Motivation.
- 2) The physical work environment has a significant effect on Extrinsic Motivation, having a Parameter Coefficient (Original Sample) of 0.501 with a t-statistical value of 5.684 and a p-value of 0.000. With a p-value smaller than 0.05. The better the

physical work environment, the more effectively it is used, the more extrinsic motivation will increase.

- 3) Career Development has a significant effect on Extrinsic Motivation. Has a Parameter Coefficient (Original Sample) of 0.368 with a t-statistic value of 4.373 and a p-value of 0.000. With a p-value smaller than 0.05, it can be concluded that the better the career development, the more affective the extrinsic motivation will be towards employees.
- 4) Work Discipline has a significant effect on Affective Commitment, having a Parameter Coefficient (Original Sample) of 0.305, with a t-statistic value of 2.956 and a p-value of 0.003. With a t-table and p-value less than 0.05. The better the work discipline, the more effective and affective commitment will be achieved.
- 5) The Physical Work Environment has no effect on Affective Commitment, having a Parameter Coefficient (Original Sample) of -0.024 with a t-statistic value of 0.170 and a p-value of 0.865. With a p-value greater than 0.05, it can be interpreted that the work environment has a negligible influence on the development of affective commitment.
- 6) Career Development has no effect on Affective Commitment, having a Parameter Coefficient (Original Sample) of 0.255 with a t-statistical value of 1.909 and a p-value of 0.057. With a p-value greater than 0.05, it means that career development has a negligible influence on the development of affective commitment.
- 7) Extrinsic Motivation (Y2) has no effect on Affective Commitment, having a Parameter Coefficient (Original Sample) of 0.187 with a t-statistical value of 1.166 and a p-value of 0.244. With a p-value greater than 0.05. It can be concluded that extrinsic motivation has a negligible influence on the development of affective commitment.
- 8) With a P-Value of 0.095, it shows that extrinsic motivation can have a negative and minimal impact on the influence of work discipline on affective commitment (0.000). This means that even though the work discipline of the organization is getting better, it is not certain that employees will have extrinsic motivation for employee affective commitment.
- 9) Even though the p-value of 0.000 is significant, motivation has a poor impact as a mediating variable. The (OS) Total Effect value is the same as the (OS) Direct Effect value and the mediation effect value is small (0.000), indicating that there is no mediation effect. This means that even though the employee's extrinsic motivation is getting better, it does not necessarily mean that the employee will increase Affective Commitment.
- 10) Career Development has a negative and insignificant influence on extrinsic motivation. This is indicated by a p value of 0.000 (less than 0.05). With the (OS) Total Effect value being the same as the (OS) Direct Effect value with a small mediation effect value (0.000), indicating the absence of a mediation effect, it can be said that extrinsic motivation does not play a significant role as a variable that increases the influence of Affective Commitment.

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