

# **Job Satisfaction Job Competence, Extrinsic Motivation Towards Organizational Commitment At PT Sumber Alfaria Trijaya Malang Branch**

**Faizal Zahrandika<sup>1)\*</sup>, Prayekti<sup>2)</sup>, Eko Yulianto<sup>3</sup>**

<sup>1</sup>Faculty of Economics, Sarjanawiyata Tamansiswa Yogyakarta University, Indonesia

\*Corresponding author E-mail: [faizalZahrandika79@gmail.com](mailto:faizalZahrandika79@gmail.com)

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## **ABSTRACT**

This study aims to examine whether job satisfaction, job competence and extrinsic motivation affect organizational commitment at PT Sumber Alfaria Trijaya Tbk, Malang branch. This research collects samples at PT Sumber Alfaria Trijaya Tbk, Malang branch which is located in Malang city. The withdrawal method is sampling using accidental sampling using the slovin formula. Data collection was carried out through a questionnaire technique distributed via google form submitted to the human resource of PT Sumber Alfaria Trijaya Malang. The number of questionnaires processed was 68 respondents. The data was analyzed using spss. The results showed that each component has the same influence, which is positive and significant. The results showed that job satisfaction was shown to have a positive and significant effect on organizational commitment, work competence had a positive and significant effect on organizational commitment, and extrinsic motivation was shown to have a positive and significant effect on organizational commitment, and job satisfaction, work competence, and extrinsic motivation from simultaneous results (f test) were shown to have a significant positive effect together on organizational commitment at PT Sumber Alfaria Trijaya Tbk Malang branch.

**Keywords:** Job Satisfaction, Job Competence, Extrinsic Motivation, Organizational Commitment

## **INTRODUCTION**

In the era of globalization, human resources are a key factor in determining the effectiveness of an organization or company. Therefore, HR management needs to be done optimally in order to support the acceleration of national development (Fadhilah & Adiwati, 2022) . "Human resources (HR) is a crucial element in a company. The performance of each individual plays a major role in determining the success of the organization, so HR has a vital role in carrying out various company activities. HR is also considered the most important asset that an organization must have, because the achievement of organizational goals is highly dependent on the quality and contribution of its people." (Mursani & Sudiyani, 2023) .

The workforce is the main asset that must receive attention from management, because their role is very important in realizing the vision, mission and goals of the organization (Afrinaldi & Huseno, 2024) . Human resources have a crucial role in the company as an indicator of operational success. High organizational performance reflects the magnitude of the opportunity to achieve company goals, because each individual is expected to be able to demonstrate optimal performance and superior work quality (Ardany et al., 2024) .

PT Sumber Alfaria Trijaya Tbk (Alfamart) Malang Branch office located at Jalan Raya

Singosari Km 16, Losari Village, Singosari District, Malang Regency, East Java has been operating for 16 years. PT Sumber Alfaria Trijaya Tbk is one of the largest retail companies in Indonesia that operates the Alfamart minimarket network. Along with the development of the modern retail industry, Alfamart has experienced rapid growth and played an important role in meeting people's needs for daily products. The company develops by prioritizing innovation, service quality, and efficient distribution strategies, thus succeeding in becoming one of the market leaders in the national minimarket industry.

The growth phenomenon of PT Sumber Alfaria Trijaya Tbk can be seen from its continuous expansion since its establishment. The company has not only expanded its network domestically, but also started to penetrate the international market. By carrying out the concept of partnership and empowerment of small entrepreneurs, Alfamart has succeeded in attracting public attention as one of the retail networks that contribute to the national economy. However, behind the rapid growth, the phenomenon of job satisfaction at Alfamart is an aspect that needs attention. High workloads can affect employee well-being and their work effectiveness. In addition, the competence of some employees who are not fully optimized in carrying out their duties is also a challenge. On the other hand, extrinsic motivation such as providing adequate salaries has become an important factor in retaining employees and increasing productivity. Organizational commitment in maintaining welfare and providing a conducive work environment is very crucial in the sustainability of the company. Organizational commitment for large-scale companies has decreased, even though commitment is the key to successful implementation and achievement of company goals, its role is very necessary in supporting company performance (Setiawan et al., 2021) . Organizational commitment reflects the strong determination of an employee to remain part of an organization, make maximum efforts in working according to organizational expectations, and have confidence and acceptance of the values and goals of the organization (Triyanto & Jaenab, 2020) . Organizational commitment reflects the ability of individuals to align themselves and participate in achieving organizational goals (Nurmitasari et al., 2023) .

A factor that affects job satisfaction is organizational commitment. The level of job satisfaction of employees can determine the extent to which they contribute and commit to organizational goals. Job satisfaction reflects the emotional condition of an employee, whether it is a feeling of pleasure or displeasure, towards the task or job he is carrying out (Khoirul Mahmudi, 2020) . Job satisfaction is the difference between the rewards employees receive and the rewards they think they should receive, or it can also be interpreted as the extent to which a person has a positive or negative assessment of their job (Marimin & Santoso, 2020) . Job satisfaction is a condition in which individuals feel happiness or positive emotions about their work and the experiences gained during work (Atrizka et al., 2021) . Previous research on job

satisfaction on organizational commitment still occurs *research gap*. Previous research explains that job satisfaction variables have a direct, positive and significant effect on organizational commitment (Muti'ah, 2024) . However, further research findings state that job satisfaction and employee work involvement do not have a significant effect on organizational commitment ( Hidayanto & Kurniawa, 2022 )

In addition to job satisfaction, job competence is also one of the important factors affecting individual performance in organizations. Job competence not only supports job effectiveness, but also plays a role in creating a productive and professional work environment. Competence is a person's capacity to complete a task or job, which is based on mastery of skills and knowledge, and strengthened by work attitudes that are in accordance with the demands of the position (Jayaningrum et al., 2020) . Work competence is the capacity of individuals to carry out tasks with precision and quality, which is based on the knowledge, skills, and attitudes possessed (Malikhah et al., 2023) . Work competence is a basic characteristic that a person has and is related to the effectiveness of performance in work. These characteristics are causally related to the criteria used to evaluate success, both in achieving the best performance at work and under certain conditions (Arman et al., 2022) . Previous research according to Manurung & Riani (2022) Job competence has a positive and significant effect on organizational commitment. But further research according to Aminin & Rijanti (2022) competence has a negative and significant effect on organizational commitment.

In addition to work competence, extrinsic motivation is also a significant factor that encourages individuals to work optimally, especially in supporting the achievement of organizational goals. Extrinsic motivation plays an important role in encouraging individuals to carry out their duties and responsibilities optimally in accordance with organizational expectations. Extrinsic motivation includes factors such as salary, job security, work environment, status, company policies, quality of supervision, and interpersonal relationships among coworkers (S. Lestari et al., 2021) . Extrinsic motivation comes from factors external to the individual that encourage a person to take an action (Hidayanto & Kurniawa, 2022) . In addition, extrinsic motivation refers to external factors that affect individual workers, which encourage them to carry out their duties as well as possible (Hernanda Diva Auliya & Suhana, 2024) . Previous research according to Hidayanto & Kurniawa (2022) and with extrinsic motivation has a significant effect on organizational commitment. However, according to Sari (2022) shows no effect of extrinsic motivation on organizational commitment.

Based on the above phenomenon, it can be seen that organizational commitment is a valuable asset for every organization, including PT Sumber Alfaria Trijaya. Highly committed employees tend to be more loyal, productive, and contribute actively in achieving organizational goals. Previous research has shown that job satisfaction, job competence, and extrinsic

motivation are factors that can influence organizational commitment. However, the limited research that specifically examines these relationships in the context of retail companies prompted this study. By understanding the influence of these variables on employee organizational commitment, it is expected to provide relevant recommendations for management in an effort to improve employee performance and productivity.

### **Hypothesis Developer**

According to Hidayanto & Kurniawa (2022) , shows that there is an insignificant effect of job satisfaction on organizational commitment. Job satisfaction is a relative assessment, which is highly dependent on the individual's response to his job.

According to Yoga Pratama & Suwandana (2020) , job satisfaction has a positive and significant effect on organizational commitment. These results indicate that the higher the level of job satisfaction of Cening Ayu employees, Batubulan, the employee's organizational commitment will also increase. The results of this study are in accordance with the research of Fadhilah & Adiwati (2022) , that job satisfaction has a positive effect on organizational commitment. The existence of good job satisfaction will create strong organizational commitment in each employee at PT Mahakam Kencana Intan Padi Surabaya. From this description, the research hypothesis can be determined as follows.

#### **H1: Job satisfaction has a positive and significant effect on organizational commitment.**

According to Nugroho & Fibriani (2023) , has a positive influence on organizational commitment with a value that has a positive and significant influence on organizational commitment. that commitment is used as material for company evaluation because competence is a factor that affects the success of the company and the individual.

According to Adam et al (2020) , the results of testing and data analysis obtained results stating that employee competence has a significant effect on organizational commitment of Pim III and IV Training Participants in 2018-2019 Bondowoso Regency. This is due to the aspects of employee competence including: motives, traits, self-concept, knowledge and skills. Employees who have been given Pim III and Pim IV training are required to be committed to the position given. This research is in accordance with Latif et al (2021) , which states that employee competence has a significant positive effect on organizational commitment. The more competent employees are in carrying out their work, the higher their commitment to the Secretariat of the KPU of Southeast Sulawesi Province, because with their competence they can carry out their duties and responsibilities well. Based on this description, the research hypothesis can be formulated as follows.

#### **H2: Job competence has a positive and significant effect on organizational commitment.**

According to Sari, (2022) the first hypothesis shows no effect of extrinsic motivation on organizational commitment CV.Twin loyal. Individual characteristics can support creative

actions that can lead to increased organizational creativity, based on a person's ability to apply past experiences.

According to Fauziyah et al (2021) , extrinsic motivation has a positive and significant effect on organizational commitment variables. This means that extrinsic motivation is able to be one of the factors driving the organizational commitment of permanent employees at PDAM Bondowoso. The results of this study are in line with Jung & Moon (2024) , extrinsic motivation has a statistically significant positive effect on organizational commitment. This suggests that, when organizations effectively address motivational and hygienic factors, it significantly increases the level of commitment that employees feel towards their organization. Based on this description, the research hypothesis can be formulated as follows.

**H3: Extrinsic motivation has a significant effect on commitment.**

The link between job satisfaction, competence, and extrinsic motivation to organizational commitment has been the focus of attention in various studies. When employees are satisfied with their jobs, they see themselves as an integral part of the organization, so they will dedicate themselves to the organization (Bokko, 2023) . To increase organizational commitment can be achieved by increasing competence first (Taurisa & Ratnawati, 2012) .

Maintenance such as supervision, salary / wages, job security, relationships with coworkers, work environment conditions are maintenance factors, meaning that companies can retain employees by fulfilling these factors (Astuti, 2019) . The third view shows that job satisfaction, competence, and extrinsic motivation are important elements that are interconnected in building commitment. H4: Job Satisfaction, Job Competence, Extrinsic Motivation have a significant effect on Organizational Commitment.

## RESEARCH METHODS

The type of approach used in this research is a quantitative approach, namely a quantitative approach is an approach that primarily uses the *post-positivist* paradigm in developing science (such as thinking about cause and effect, reduction to variables, hypotheses and specific questions using measurement and observation and theory testing), using research strategies such as experiments and surveys that require statistical data (Jannah et al., 2023) . The indicators in this study adopt from Organizational Commitment: Affective Commitment, Normative Commitment, Continuance Commitment ( Bashir & Gani, 2020) , Job Satisfaction: Job itself, Relationship with superiors, Coworkers, Promotion, Salary and wages ( Wyrwa & Kaźmierczyk, 2020) , Job Competence: Financial management skills, Personality traits, Teamwork, Innovation and intuition skills (Chandler, 2024) , Extrinsic Motivation: Financial Compensation Policies, Recognition and Reward Work Environment, Job Security and



Stability, Career Development Opportunities, Supportive Work Policies and Environment (Dunn & Zimmer, 2020).

## RESULTS AND DISCUSSION

### Respondent Characteristics Gender

Table 1 Characteristics of respondents age

Gender	Frequency	Percentage
Male	53	78%
Female	15	22%

Source: Prime data, processed by SPSS, 2025

It is known that of the 68 respondents, the majority of respondents were male, totaling 53 respondents or (78%) Meanwhile, respondents who were female amounted to 15 respondents or (22%).

### Characteristics of age respondents

Table2 Characteristics of respondents age

Ag	Frequenc	percentage
20-29 years old	43	63%
30-39	9	13%
40-49 years old	15	22%
> of 50	1	2%

Source: Primary Data, processed by SPSS, 2025

Based on the results of table 4.2 data it is known that of the 68 respondents, the majority of respondents selected by the author were aged 20-29 years as many as 43 respondents or (63%) and at the age of 30-39 years had 9 respondents (13%) and 40-49 years (22%) had the least number of 15 respondents aged > from 50 years as many as 1 respondent (2%).

### Characteristics of respondents last education status

Table 3 Distribution of Respondents Based on Last Education

Category	Frequency	Percentage
SD	0	0%
SMP	0	0%
HIGH SCHOOL	34	50%
D4 / S1 / S2 / S3	34	50%
Total	68	100%

Source: primary data processed, 2025

Based on table 4.3 above, it can be seen that the majority of employee respondents at PT. Sumber Alfaria Trijaya Tbk, Malang branch with the last education at high school with 34 respondents (50%), and 34 respondents (50%) with the last education D4 / S1 / S2 / S3 .

## Characteristics of respondents with tenure

Table 4 Distribution of Respondents Based on Tenure

Category	Frequency	Percentage
<5 Years	44	65%
6-10 Years	17	25%
>15 Years	7	10%
Total	68	100%

Source: primary data processed, 2025

Based on table 4.4 above, it can be seen that the percentage of employees of PT Sumber Alfaria Trijaya Tbk, Malang branch. With the majority of tenure <5 years 44 respondents (65%), tenure 6-10 years amounted to 17 respondents (25%), and tenure >15 years amounted to 7 respondents (10%).

Table 5. Instrument Test

KK (X1)	r count	K (X2)	r count	ME (X3)	r count	KO (Y)	r count
KK1	0.569	K1	0.684	ME1	0.511	KO1	0.704
KK2	0.710	K2	0.709	ME2	0.626	KO2	0.740
KK3	0.621	K3	0.693	ME3	0.693	KO3	0.702
KK4	0.721	K4	0.621	ME4	0.687	KO4	0.621
KK5	0.795	K5	0.654	ME5	0.716	KO5	0.701
KK6	0.616	K6	0.694	ME6	0.660	KO6	0.743
KK7	0.547	K7	0.667	ME7	0.649		
KK8	0.738	K8	0.635	ME8	0.535		
Cronbach's Alpha Std.	0.518		0.590		0.657		0.591

KK = Job Satisfaction, K = Job Competence, ME = Extrinsic Motivation, KO = Organizational Commitment.

(source: data processed 2025)

In this study, the r-table is calculated using the degree of freedom (df), in this study the number of samples was 68 respondents, so it can be calculated  $df = 68 - 2 = 66$ , obtained r table 0.2387.

The validity test results presented in table 1 show the corrected total item correlation value > from r-table (0.2387) or declared valid. Cronbach's alpha value based on the standard > 0.60 can be declared reliable or trustworthy.

Table 6. Classical Assumption Test

Ind.	Dep.	Multi.		Glej. Test	Kol-Smir Test
		Tolerance	VIF	Sig.	Asymp. Sig.
KK	KO	0.400	2.503	0.212	0.074
K		0.51	1.937	0.056	
ME		0.382	2.618	0.381	

KK = Job Satisfaction, K = Job Competence, ME = Extrinsic Motivation, KO = Organizational Commitment.

(source: data processed 2025)

The results of classical assumption testing in Table 2 show that there is no multicollinearity in the regression model equation, because the tolerance value is more than 0.10 and VIF is below 10. In addition, the regression model equation also does not show heteroscedasticity (Glejser test, p more than 0.05), and normality is also fulfilled with a normal distribution (Kolmogorov-Smirnov test, asymp. sig. more than 0.05).

Table 7. Linear Regression Test

Model	Unstandardized coefficientns		Standardized Coefficients	t	sig
	b	Std. Error	Beta		
(Constant)	.631	1.948		.324	.747
Job Satisfaction	.102	.081	.239	1.260	.212
Job Competency	-.142	.073	-.324	-1.943	.056
Extrinsic Motivation	.072	.082	.171	.881	.381

(source: data processed 2025)

Hyp Table 8. othesis Testing

Model	Unstandardized coefficientns		Standardized Coefficients	t	sig
	b	Std. error	Beta		
(Constant)	-7.509	.198		-37.967	.000
Job Satisfaction	.200	.085	.204	2.362	.021
Job Competency	.565	.073	.577	7.711	.000
Extrinsic Motivation	.214	.086	.219	2.479	.016

(source: data processed 2025)

The results of the table above can be concluded that the effect of research The hypothesis is as follows:

a. Job Satisfaction

Based on the t test results, it is known that t count of 2.362 is greater than t table of 1.669, and the significance value is  $0.021 < 0.05$ . This shows that the hypothesis is accepted, so it is concluded that there is a positive and significant effect of job satisfaction on organizational commitment (H1 is accepted).

b. Job Competency

Based on the t test results, it is known that the t count of 7.711 is greater than the t table of 1.669, and the significance value is  $0.000 < 0.05$ . This shows that the hypothesis is accepted, so it is concluded that there is a positive and significant effect of work competence on organizational commitment. (H2 accepted).



c. Extrinsic Motivation

Based on the t test results, it is known that t count of 2.479 is greater than t table of 1.669, and the significance value is  $0.016 < 0.05$ . This shows that the hypothesis is accepted, so it is concluded that there is a positive and significant effect of extrinsic motivation on organizational commitment (H3 accepted).

**F test**

Table 9. ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	152.709	3	50.903	9.373	.000 <sup>b</sup>
	Residuals	347.570	64	5.431		
	Total	500.279	67			

(source: data processed 2025)

**Determination Test ( $R^2$ )**

Table 10. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.552 <sup>a</sup>	.305	.273	2.330

a. Predictors: (Constant), EXTRINCT MOTIVATION, 1 COMPETENCY, JOB SATISFACTION

(source: data processed 2025)

The Adjusted *R Square* value is 0.273 or 27.3%. Based on this data, it can be concluded that the independent variable affects the dependent variable by 27.3%, then the rest ( $100\% - 27.3\% = 72.7\%$ ) is influenced by other variables not examined in this study.

**Job satisfaction on organizational commitment**

Based on the research results, it shows that job satisfaction is proven to have an effect on organizational commitment at PT Sumber Alfaria Trijaya Tbk, Malang branch. In accordance with the sig value.  $0.21 < 0.05$  or seen from the  $t_{\text{count}}$  value ( $2.362 > 1.669$ )  $t_{\text{table}}$ . So it can be concluded that the job satisfaction hypothesis is accepted. So that there is a positive and significant effect of job satisfaction variables on organizational commitment. This research is in line with the findings conducted by (Atrizka et al., 2021) which states that job satisfaction has a positive and significant effect on organizational commitment. This means that if the job satisfaction around employees, both in the form of physical and non-physical support, will have a very positive effect on employees, because if they are satisfied with their work, they will be more focused on working to achieve organizational goals and employees will also remain in the organization. Organizations must be able to maintain job satisfaction indicators on the statement "My boss gives clear directions regarding the work I have to do". By obtaining a score of 4.22, and also the organization must increase job satisfaction indicators on the statement "I feel that a promotion in this company increases my motivation to work better" this statement scored 4.06.

### **Job Competence on Organizational Commitment**

Based on the test results of this study, it shows that there is an influence of work competence on organizational commitment. As evidenced by the results of the t test for the significance level of work competence  $0.000 < 0.05$  and  $7.711 (t \text{ count}) > 1.669 (t \text{ table})$ , it can be concluded that the work competency hypothesis is accepted. So that there is a positive and significant effect of work competency variables on organizational commitment. This research is in line with the findings conducted by (Adam et al., 2020) which states that work competence can significantly predict organizational commitment positively. This means that if the existing work competencies at PT Sumber Alfaria Trijaya Tbk. Does not adversely affect the organization, its employees will also increase their commitment to the organization. Because if more work is given by the organization to its employees, their work competence will automatically increase. Organizations must be able to maintain work competency indicators on the statement "I am open to the use of new technology to support my tasks". By obtaining a score of 4.38, and also the organization must improve work competency indicators on the statement "I feel comfortable making decisions despite the uncertainty of the results" this statement obtained a score of 4.07.

### **Extrinsic Motivation on Organizational Commitment**

Based on the test results of this study, it shows that there is an effect of work motivation on organizational commitment. As evidenced by the results of the t test for the significance level of work motivation  $0.016 < 0.05$  and  $2.479 (t \text{ count}) > 1.669 (t \text{ table})$ , it can be concluded that the work motivation hypothesis is accepted. so there is a positive and significant effect of extrinsic motivation variables on organizational commitment. This research is in line with the findings conducted by (Badarudin, 2023) which states that extrinsic motivation partially has a positive and significant effect on organizational commitment. Therefore, if employees have high motivation within themselves and also get motivation from the organization in the form of positive direction from colleagues and superiors, these employees will be more comfortable to remain part of the organization and work optimally for the progress of the organization. Organizations must be able to maintain extrinsic motivation indicators in the statement "A safe work environment increases my enthusiasm for work" by obtaining a score of 4.38, and must also increase work motivation indicators in the statement "I feel valued when my contribution is mentioned in meetings or work forums" by getting a score of 4.07.

### **Job Satisfaction, Job competence, and Extrinsic Motivation on Organizational Commitment**

Based on the research results, it shows that job satisfaction, work competence, extrinsic motivation simultaneously affect organizational commitment in employees of PT Sumber Alfaria Trijaya Tbk. This means that employees have loyal behavior towards the company based

on the job satisfaction obtained, the work competencies achieved and the extrinsic motivation felt and as employees agree with this.

Based on the test results of this study, it shows that there is an effect of job satisfaction on organizational commitment. As evidenced by the t test for the significance level of job satisfaction  $0.021 < 0.05$  and  $2.362 (t \text{ count}) > 1.669 (t \text{ table})$ , it can be concluded that the job satisfaction hypothesis is accepted. So that there is a positive and significant effect of job satisfaction variables on organizational commitment. It is evident from the test results above that the job satisfaction variable states the question that states "My boss gives clear directions regarding the work I have to do". with the highest average value (mean) of 4.22.

Based on the test results of this study, it shows that there is an influence of work competence on organizational commitment. As evidenced by the results of the t test for the significance level of work competence  $0.000 < 0.05$  and  $7.711 (t \text{ count}) > 1.669 (t \text{ table})$ , it can be concluded that the work competency hypothesis is accepted. So that there is a positive and significant effect of work competency variables on organizational commitment. It is evident from the test results above that the work competency variable states "I am open to the use of new technology to support my tasks" with the highest average value (mean) of 4.38.

Based on the test results of this study, it shows that there is an effect of extrinsic motivation on organizational commitment. As evidenced by the t test results for the significance level of work motivation  $0.016 < 0.05$  and  $2.479 (t \text{ count}) > 1.669 (t \text{ table})$ , it can be concluded that the extrinsic motivation hypothesis is accepted. so there is a positive and significant effect of extrinsic motivation variables on organizational commitment. It is evident from the test results above that the extrinsic motivation variable states "A safe work environment increases my enthusiasm for work", with the highest average value (mean) of 4.31.

Based on the research above, job satisfaction, work competence, and extrinsic motivation simultaneously affect organizational commitment. This means that the organizational commitment of PT Sumber Alfaria Trijaya Tbk employees is influenced by these three variables together.

## CONCLUSION

Based on data analysis and research that has been conducted at PT. Sumber Alfaria Trijaya Tbk, Malang branch regarding, job satisfaction is proven to have a significant positive effect on organizational commitment, work competence is proven to have a significant positive effect on organizational commitment, extrinsic motivation is proven to have a significant positive effect on organizational commitment, job satisfaction, work competence, extrinsic motivation from simultaneous results (f test) is proven to have a simultaneous positive effect on organizational commitment.

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