

THE EFFECT OF WORK MOTIVATION AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT AT PT SUMBER ALFARIA TRIJAYA TBK (ALFAMART) IN SERPONG DISTRICT

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Abstract. This study aims to analyze the effect of work motivation and job satisfaction on organizational commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District. Organizational commitment is an important factor in determining the success of an organization, including in reducing employee turnover rates. This study uses a quantitative approach with an associative research design. Primary data were collected through questionnaires distributed to 66 Alfamart employees selected using non-probability saturated sampling. The results of the analysis indicate that work motivation has a negative and insignificant effect on organizational commitment, with a calculated t value (1.974) smaller than the t table (1.998) and a significance value of 0.053 greater than 0.05. Conversely, job satisfaction has a positive and significant effect on organizational commitment, with a calculated t value (3.182) greater than the t table (1.998) and a significance value of 0.002 smaller than 0.05. These findings indicate that although work motivation does not have a significant effect on organizational commitment, job satisfaction has a strong positive effect. This study is expected to provide insight for companies to improve organizational commitment through increasing employee job satisfaction.

Keywords: Work Motivation; Job Satisfaction; Organizational Commitment

I. INTRODUCTION

Human resources (HR) play a crucial role in achieving organizational goals, as the main driver that drives progress and success. In the era of globalization, having competent HR is very important to increase the productivity and competitiveness of the organization (Lestari & Ilyas, 2019). Simanjuntak (2020) emphasized that the success of an organization does not only depend on resource management, but also on the optimal utilization of HR to improve their quality.

Employees, as part of HR, function as thinkers, planners, and implementers to achieve organizational goals. They are not only assets that must be maintained, but also developed so that they can contribute optimally. Employee performance reflects the results achieved in carrying out their duties. Organizational commitment, which includes dedication and loyalty to the company's vision, mission, and values, is an important factor in organizational success. According to Wijaya and Rifa'i in Glorya Adelina Siwi & Bernhard Tewal (2020), organizational commitment includes recognition, loyalty, and involvement in the organization. Praptiestrini (2020) stated that this commitment also includes employees' understanding of the goals and values of the organization and their involvement in achieving these goals.

Organizational commitment helps reduce employee turnover and increase work motivation. Organizations need to have a clear vision, mission, and goals and create a positive work environment to increase employee commitment. Career training, transparent communication, and supportive leadership are also important factors in building strong commitment.

Table 1. Employee Turnover Rate of PT Sumber Alfaria Trijaya Tbk 2020-2023

Reason	Year 2020	Year 2021	Year 2022	Year 2023
Retirement	11	15	67	48
Death	114	169	150	468
Resignation	21.084	31.825	52.018	55.953
TOTAL	21.209	32.009	52.235	56.469

Based on the data above, the turnover rate each year increases in 2022 by 52,235 employees and in 2023 by 56,469 employees. The highest turnover rate was in resignations, namely in 2023 by 55,963 employees. One effort to minimize employee turnover is to increase organizational commitment. According to research by (Yanistasa et al., 2024), there is a significant negative relationship between organizational commitment and turnover intention of the company. In other words, the higher the level of organizational commitment, the

lower the turnover intention to leave the company and vice versa. While the average age of Alfamart employees is as follows.

Based on the age level of employees in 2023, the age of 21 to 25 years has a very large number compared to the age level above it, which is 113,020 employees. This means that Alfamart has more young employees, in Alfamart's 2023 annual report, the dominance of ages between <20 years and 21 to 25 years are employees who have positions as staff. With this average age, Alfamart employees are mostly generation Z. In Serpong district, there are 7 Alfamart stores surveyed by the author, from the results of the survey, data was obtained regarding existing employees.

Table 2. Alfamart Employee Turnover Rate in Serpong Area in October 2024

Location	Average Age of Employees	Number of Employees	Number of New Employees	Number of Employees Leave	Reasons Employees Leave
Alfamart Plaza Cordoba	20 Years	10	3	3	Resignation and Violations
Alfamart Nusaloka Housing Complex	19 Years	10	3	1	Resignation
Alfamart Jl Kalimantan BSD	21 Years	11	-	2	Resignation
Alfamart Kencana Loka 2	18 - 20 Years	13	-	2	Resignation and Violations
Alfamart Kencana Loka	> 20 Years	6	1	1	Resignation
Alfamart Alam Serpong	21 – 25 Years	10	-	-	-
Alfamart Paramartha BSD	> 20 Years	6	-	-	-
TOTAL		66	7	9	-

Based on the data above, there are 66 employees from 7 Alfamart locations in the Serpong area. There are 7 new employees who joined from the 66 employees and there are 9 employees who left the outlet for reasons including resignation and some due to violations. This is in line with Alfamart's annual report data which shows a higher rate of resignation compared to other reasons. Meanwhile, the average age of employees is still in their 20s, meaning that the age level of Alfamart employees is in line with the employee age data in the annual report, which is mostly dominated by generation Z. According to (Siti Annisa Wahdiniawati, 2024) in her research, the salaries of Alfamart employees, especially store crews, will be cut to replace items lost at the outlet. If the stock opname level exceeds the tolerance limit of 0.02%, Alfamart will cut its employees' salaries by 10% every month. Because of this policy, employees will feel burdened in their work which can reduce their work motivation and job satisfaction. In addition, commitment to the organization will decrease which results in a high employee turnover rate.

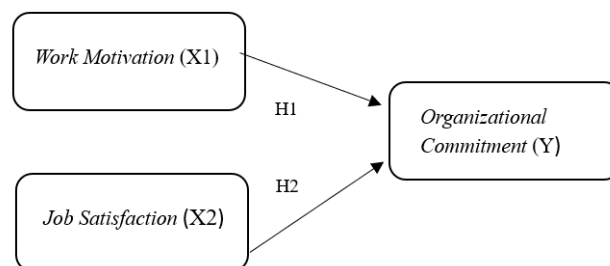
Work motivation and job satisfaction are also closely related to organizational commitment. Gloria Adelina Siwi &

Bernhard Tewal (2020) define work motivation as an internal drive that drives employees to behave in order to achieve their goals. Fenetruma in Hustia (2020) also states that work motivation drives individuals to achieve certain goals. High work motivation increases organizational commitment, while low work motivation can cause employees to leave the company.

In addition to work motivation, job satisfaction also plays a role in building organizational commitment. Job satisfaction is a positive attitude shown by employees towards their work, arising from the assessment of working conditions and the fulfillment of individual needs. Junaidi (2023) stated that high job satisfaction is related to increased organizational commitment, because satisfied employees tend to be more loyal. Hustia (2020) also found a significant positive effect between job satisfaction and organizational commitment. However, Intan Purnama & Nyoto (2019) argue otherwise, that job satisfaction does not have a significant effect on organizational commitment.

This study aims to analyze the effect of work motivation and job satisfaction on organizational commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District. By considering the importance of work motivation and job satisfaction in increasing organizational commitment, this study is expected to provide insight to reduce turnover and improve organizational performance.

Framework of Thinking



Description:

X1 = Dependent Variable Work Motivation

X2 = Dependent Variable Job Satisfaction

Y = Independent Variable Organizational Commitment

Hypothesis

The hypothesis that can be put forward in this study are as follows:

- Work Motivation influences Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District.
- Job Satisfaction influences Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District

II. RESEARCH METHODS

This study uses a quantitative approach to examine the relationship between work motivation, job satisfaction, and

organizational commitment at PT Sumber Alfaria Trijaya Tbk. Research design is a framework that guides the selection of appropriate methods and techniques. Sugiyono (in Ade Suryani & Hermansyah, 2022) defines a research method as a scientific way to obtain data to achieve certain goals. The quantitative approach, which is based on the philosophy of positivism, aims to test hypotheses using statistical data, as explained by Sugiyono (in Balaka, 2022) and Gani et al. (2021).

Zikriadi et al. (2023) identified several types of research, including descriptive, comparative, and associative. This study uses an associative quantitative design to examine the relationship between variables. The research variables consist of work motivation and job satisfaction (exogenous variables), as well as organizational commitment (endogenous variables), with clear operationalization of variables so that measurements can be carried out systematically (Sugiyono in Eviani & Rachmat Hidayat, 2021).

The research data consists of primary and secondary data. Primary data were collected through surveys and questionnaires to Alfamart employees, while secondary data were obtained from the company's annual report (Sugiyono, 2019). The study was conducted at seven Alfamart locations in Serpong District with a sample of 66 employees taken using non-probability saturated sampling. The author conducted research on employees at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District at 7 Alfamart store locations, namely Alfamart Plaza Cordoba, Alfamart Perum Nusaloka, Alfamart Jl Kalimantan BSD, Alfamart Kencana Loka 2, Alfamart Kencana Loka, Alfamart Alam Serpong and Alfamart Paramartha BSD.

Data collection methods include observation, documentation, and closed questionnaires. Instrument testing includes validity and reliability tests. Validity is measured by correlating item scores with total scores (Suryati, 2021), while reliability measures measurement consistency (Ghozali in Suryati, 2021). The classical assumption test was carried out to ensure valid data with normality, multicollinearity, and heteroscedasticity tests.

The data analysis method used was multiple linear regression to test the effect of independent variables on the dependent variable. The t-test was conducted to test the significance of the influence of independent variables, with the hypothesis accepted if the significance value is less than 0.05.

Overall, this study aims to measure the effect of work motivation and job satisfaction on organizational commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District.

III. RESULT AND DISCUSSION

Data Collection Results

Respondent Overview

The analysis of respondent response data is a description of the questionnaire that has been distributed to 66 respondents. Respondents are employees, both male and female, at Alfamart Serpong District. Based on the results of the questionnaire distribution, a profile of male and female employees at Alfamart Serpong District was obtained, namely based on gender, age, education level and length of service. To find out

the instruments included in the characteristics of respondents, see the following table.

Employee composition based on gender consists of 16 men (24.2%) and 50 women (75.8%) of the total respondents, namely 66 employees. The number of female respondents is greater than the number of male respondents, namely the number of female respondents is 50 (75.8%) respondents and the number of male respondents is 16 (24.2%) respondents.

The composition of employees based on age level consists of 35 (53%) respondents aged 18-21 years, 28 (42.4%) respondents aged 22-25 years and 3 (4.5%) respondents aged 25-30 years from the total number of respondents, namely 66 employees.

The composition of employees based on education level consists of 35 respondents with S1 education (53%), 29 respondents with high school education (43.9%), 1 respondent with D3 education (1.5%) and 1 respondent with S2 education (1.5%) from the total number of respondents, namely 66 respondents.

Employee composition based on length of service consists of 38 respondents with length of service <1 year (57.6%), 27 respondents with length of service 2-5 years (40.9%) and 1 respondent with length of service 5-10 years (1.5%) of the total number of respondents, namely 66 respondents.

Data Instrument Test

a. Validity Test

The number of data (n) = 66 and obtained df = 66-2, then the r table is 0.2423.

Table 3. Organizational Commitment Instrument Validity Test

Question Item	r count Value	r Table Value	Information
Instrument 1	0,604	0,2423	Valid
Instrument 2	0,767	0,2423	Valid
Instrument 3	0,765	0,2423	Valid
Instrument 4	0,713	0,2423	Valid
Instrument 5	0,828	0,2423	Valid
Instrument 6	0,678	0,2423	Valid

Source: SPSS 27 Data Processing Results

Looking at the table results above, all r-calculation items are greater than r-table.

By comparing r-calculation with r-table of 0.2423, the results obtained are that all organizational commitment questions are valid or the results of the questionnaire test are in accordance with what is actually being measured.

Table 4. Work Motivation Instrument Validity Test

Question Item	r count Value	r Table Value	Information
Instrument 1	0,638	0,2423	Valid
Instrument 2	0,585	0,2423	Valid
Instrument 3	0,711	0,2423	Valid
Instrument 4	0,675	0,2423	Valid
Instrument 5	0,724	0,2423	Valid
Instrument 6	0,637	0,2423	Valid

Instrument 7	0,579	0,2423	Valid
Instrument 8	0,623	0,2423	Valid
Instrument 9	0,733	0,2423	Valid
Instrument 10	0,595	0,2423	Valid

Source: SPSS 27 Data Processing Results

Looking at the table results above, all r-count items are greater than r-table.

By comparing r-count with r-table of 0.2423, the results obtained are that all work motivation statements are valid or the results of the questionnaire test are in accordance with what is actually being measured.

Table 5. Job Satisfaction Instrument Validity Test

Question Item	r Count Value	r Value Table	Information
Instrument 1	0,770	0,2423	Valid
Instrument 2	0,633	0,2423	Valid
Instrument 3	0,727	0,2423	Valid
Instrument 4	0,571	0,2423	Valid
Instrument 5	0,608	0,2423	Valid
Instrument 6	0,584	0,2423	Valid
Instrument 7	0,738	0,2423	Valid
Instrument 8	0,621	0,2423	Valid
Instrument 9	0,637	0,2423	Valid
Instrument 10	0,778	0,2423	Valid
Instrument 11	0,503	0,2423	Valid

Source: SPSS 27 Data Processing Results

Looking at the table results above, all r-count items are greater than r-table. By comparing r-count with r-table of 0.2423, the results obtained are valid job satisfaction or the results of the questionnaire test are in accordance with what is actually being measured.

b. Reliability Test

In this study, the instrument is declared reliable if the Cronbach's Alpha value is above 0.600, reliable means producing accurate and consistent data. In this test, the number of independent variable instruments to be tested is 10 instruments for Work Motivation, 11 instruments for Job Satisfaction and 6 instruments for Organizational Commitment which have been declared valid in the validity test that has been conducted previously. The results of the reliability test for each indicator of this research variable can be seen in the following table:

Table 6. Reliability Test Results

Variables	Cronbach's Alpha	Batasan	Description
Work Motivation	0,843	0,600	Reliable
Job Satisfaction	0,865	0,600	Reliable
Organizational Commitment	0,813	0,600	Reliable

Source: SPSS 27 Data Processing Results

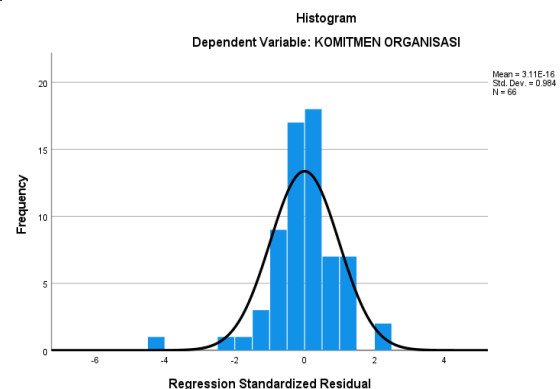
Based on the results of table 6, it shows that each independent and dependent variable is declared reliable because it has a Cronbach's Alpha value of more than 0.600, which means that the results can be accepted by having a good

value. This means that the results of the data test on the variable are reliable.

Classical Assumption Test

a. Normality Test

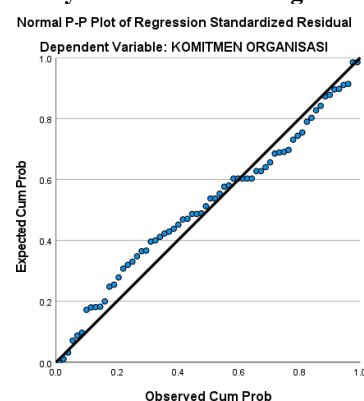
Figure Normality Test Results Normal Probability Plots



Source: SPSS Data Processing Results

Based on the image above, the results of the PP Plot normality test have a normal distribution, because the graph resembles a bell with a peak value in the middle.

Figure Normality Test Results Histogram Graph

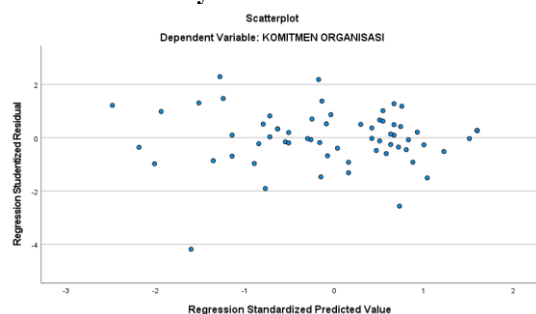


Source: SPSS Data Processing Results

Based on the image above, it is known that the histogram graph results contain points that follow the diagonal line pattern, meaning that the organizational commitment variable has a normal distribution.

b. Heteroscedasticity Test

Heteroscedasticity Test Results



Source: SPSS Data Processing Results

Based on the image of the heteroscedasticity test results using scatterplot, it can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model.

c. Multicollinearity Test

The multicollinearity test is a test to see if there is a linear relationship between independent variables in the regression model. The test method that can be used is by examining the results of the Variance Inflation Factor (VIF) and Tolerance. If the Tolerance value is > 0.10 and $VIF < 10$, then the regression model does not have a multicollinearity problem.

Table 7. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	-	3.093		-.484	.630		
Work Motivation	1.498	.122	.295	1.974	.053	.327	3.059
Work Satisfaction	.342	.108	.475	3.182	.002	.327	3.059

A. Dependent variable: ORGANIZATIONAL COMMITMENT

Source: SPSS Data Processing Results

Based on the table above, it shows a VIF (Variance Inflation Factor) value of $3.059 < 10$ and a Tolerance value of $0.327 > 0.10$ in all variables used in the study. This indicates that there is no perfect or near-perfect linear relationship between the independent variables, so that the regression model in this study did not find multicollinearity problems and has met the requirements of a good regression model.

Data Analysis Method

a. Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Test Results

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Beta		
1 (Constant)	-1.498		-.484	.630
Work Motivation	.240	.122	1.974	.053
Work Satisfaction	.342	.108	3.182	.002

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing Results

Based on the results of the SPSS calculations above, the following multiple linear regression equations can be compiled:

$$Y = -1.498 + 0.240X_1 + 0.342X_2$$

1) α = Constant of -1.498 means that if the value of variables X_1 and X_2 , namely Work Motivation and Job Satisfaction, is 0 (zero), then the magnitude of the organizational commitment variable is -1.498.

2) β_1 = Regression coefficient of 0.240, namely the value derived from the work motivation variable that has a positive regression, where every 1 (one) point increase in the work motivation value, the value of the organizational commitment variable will increase by 0.240 points.

3) β_2 = Regression coefficient of 0.342, namely the value derived from job satisfaction that has a positive regression, where every 1 (one) point increase in job satisfaction, the organizational commitment variable will increase by 0.342 points.

b. Determination Coefficient Test

Table 9. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.542	.527	2.58091

a. Predictors: (Constant), JOB SATISFACTION, WORK MOTIVATION

Source: SPSS Data Processing Results

Based on the results of table above, it can be seen that the influence of work motivation and job satisfaction on organizational commitment is 0.542 or 54.2%, so that 45.8% ($100\% - 54.2\%$) is determined by other variables.

Partial Significance Test (t-Test)

The t-test is used to test independent variables individually, whether they have a dominant effect with a significance level of 5%. The following are the steps for the t-test:

Table 10. t-Test Results

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Beta		
1 (Constant)	-1.498		-.484	.630
Work Motivatin	.240	.122	1.974	.053
Work Satsosfaction	.342	.108	3.182	.002

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing Results

It can be seen from the table of t-test results above as follows: Calculation of t table $df = n - k - 1 = 66 - 2 - 1 = 63$ (1.998)

a. The Effect of Work Motivation on Organizational Commitment

Based on the results of the t test where t count $<$ t table (1.974 $<$ 1.998) and a significance value of $0.053 > 0.05$ or 5% so that H_0 is accepted and H_a is rejected, meaning that Work Motivation has a negative and insignificant effect on

Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District.

b. The Influence of Job Satisfaction on Organizational Commitment

Based on the results of the t-test where $t_{count} > t_{table}$ (3.182 > 1.998) and a significant value of $0.002 < 0.05$ or 5% so that H_0 is rejected and H_A is accepted, meaning that Job Satisfaction has a positive and significant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District.

The Influence of Work Motivation on Organizational Commitment

Based on the results of the t-test that has been carried out, the t count value is smaller than the t table, which is $1.974 < 1.998$. And it is known that the sig. value is 0.053 where the sig. value is greater than 0.05 or $0.053 > 0.05$. So the results of respondents in 7 Alfamart outlets are that the Work Motivation variable has a negative and insignificant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District.

The results of this study are in line with research conducted by Alfiana Anggraini and Mohammad Fauzan in (2022) the results showed that work motivation had a negative and insignificant effect on organizational commitment. Meanwhile, the results of research conducted by Yuyuk Liana and Rusmitha Neva Debjayanti in (2022) the results showed that work motivation had a positive and significant effect on organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

Based on the results of the t-test that has been carried out, the value is obtained because t count is greater than t table, namely $3.182 > 1.998$. And it is known that sig. is 0.002 where the sig. value is smaller than 0.05 or $0.002 < 0.05$. So the results of respondents in 7 Alfamart outlets are that the Job Satisfaction variable has a positive and significant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District.

The results of this study are in line with research conducted by Ni Luh Mitha Utari and H. Krisna Heryanda in (2021) the results of job satisfaction have a positive and significant effect on organizational commitment. While the results of research conducted by Maya Kharisma, Sri Lestari Prasilowati and Eka Avianti Ayuningtyas in (2019) showed that job satisfaction has a negative and significant effect on organizational commitment.

IV. CONCLUSION

In general, many factors can influence organizational commitment. However, each company has different factors that are more dominant in influencing organizational commitment. As with the results of this study, based on the discussion and analysis of the data that has been carried out, it can be concluded as follows:

1. Work Motivation has a negative and insignificant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District, based on the results of the t-test it can be seen that the value where $t_{count} < t_{table}$ (1.974 < 1.998) and a significant value of $0.053 > 0.05$ or 5%, then

H_0 is accepted and H_A is rejected, meaning that Work Motivation has a negative and insignificant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District. The results of this study are in line with research conducted by Alfiana Anggraini and Mohammad Fauzan in (2022) the results showed that work motivation had a negative and insignificant effect on organizational commitment. Meanwhile, the results of research conducted by Yuyuk Liana and Rusmitha Neva Debjayanti in (2022) the results showed that work motivation had a positive and significant effect on organizational commitment.

2. Job Satisfaction has a positive and significant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District, based on the results of the t-test, it can be seen that the calculated t value > t table with a value of $3.182 > 1.998$. In addition, the sig. value is known to be 0.002 where the sig. value is less than 0.05 or $0.002 < 0.05$, then H_0 is rejected and H_A is accepted, meaning that Job Satisfaction has a positive and significant effect on Organizational Commitment at PT Sumber Alfaria Trijaya Tbk (Alfamart) in Serpong District. The results of this study are in line with the research conducted by Ni Luh Mitha Utari and H. Krisna Heryanda in (2021) the results of job satisfaction have a positive and significant effect on organizational commitment. Meanwhile, the results of research conducted by Maya Kharisma, Sri Lestari Prasilowati and Eka Avianti Ayuningtyas in (2019) showed that job satisfaction had a negative and significant effect on organizational commitment.

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