



Analysis of the Influence of Competence, Career Development, and Job Characteristics on Employee Loyalty with Job Satisfaction as an Intervening Variable in the Employees of the Regional Research and Innovation Agency (BRIDA) West Nusa Tenggara

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Abstract

This study aims to test and analyse the effect of competence, career development, and job characteristics on employee loyalty and job satisfaction, as well as the mediating role of job satisfaction in the effect of competence, career development, and job characteristics on employee loyalty at the Regional Research and Innovation Agency (BRIDA) West Nusa Tenggara (NTB). This is a causal associative study with a quantitative approach. The data in this study were collected using a survey method, involving a total population of 102 individuals comprising a division of 30 civil servants (PNS) and 72 contract employees. The sample was selected using purposive sampling, targeting employees who are civil servants and contract employees directly involved in the operational activities of the organization. This approach resulted in a total of 30 civil servants and 48 contract employees as respondents. Data collection methods included observation, questionnaires, and documentation. The survey instrument utilized a Likert scale for measurement. Data analysis techniques employed SEM-PLS Version 3. The results indicate that competence and job characteristics, along with job satisfaction, significantly influenced employee loyalty. Career development, however, showed a positive but insignificant effect on employee loyalty. Competence and career development significantly affected job satisfaction, while job characteristics had a positive but insignificant effect on job satisfaction. Furthermore, competence and career development positively influenced employee loyalty through job satisfaction, whereas job characteristics showed a positive but insignificant effect on employee loyalty through job satisfaction. The results of this study recommend that BRIDA West Nusa Tenggara prioritize career development opportunities for contract employees and ensure fair financial compensation for all employees. These measures are suggested to enhance job satisfaction, thereby fostering greater employee loyalty.

Keywords: *Employee Loyalty; Competence; Career Development; Job Characteristics; Job Satisfaction*

Introduction

Management is a tool for achieving desired goals. One key element of management is human resource management (HRM). According to Handoko (1996), it involves strategizing, organizing, leading, and supervising functions such as recruitment, cultivation, remuneration, integration, upkeep, and deployment of personnel to fulfill diverse people, company, and community goals. Steers & Porter (1983) state that job loyalty is formed when employees feel that their work can meet their living needs, making them feel comfortable and continue to work in the organization.

Steers & Porter (1983) assert that employee loyalty is determined by personal qualities, job features, organizational factors, and level of experience. According to research conducted by Ernur (2017), Kumalasari & Yoga (2022), and Ngatman et al., (2018), employee loyalty is positively influenced by competence. Several studies have shown that career development has a favourable and substantial effect on employee loyalty. These include Meda et al., (2022), Utami & Dwiatmadja (2020), Siregar et al., (2022), and Virgiansyah et al., (2022). Job qualities have a favourable and considerable effect on employee loyalty, according to Aliza et al., (2021) and Yudha et al., (2019).

At BRIDA NTB, the Regional Research and Innovation Agency, the research will be carried out. The objective of this research is to explore the connection between job satisfaction and loyalty at BRIDA NTB and to determine the relative importance of competence, career development, and job characteristics. BRIDA NTB comprises four fields: research development innovation and technology, partnership and business incubation, science and technology resource development, and research and innovation utilization. One phenomenon found is that employee competence can be assessed by looking at their educational background. Another aspect is that the provision of training and certification support to employees enables them to fulfill their potential, which is a measure of an organization's commitment to career development. Job characteristics at BRIDA can be examined by the autonomy given to employees in performing their duties.

Employee loyalty relates to employees' sense of belonging and fondness for their work. The researcher's initial observations revealed that employees express satisfaction with their work environment, the assignments aligned with their areas of expertise, and the collegial atmosphere promoted through initiatives such as communal meals and flexible work schedules. The pay and benefits that employees get have a direct effect on their level of job satisfaction. Unlike public servants (PNS), who are paid according to their job grade, contract workers often get a flat rate between IDR 2.500.000 and IDR 3.500.000 per month, regardless of their length of service or level of education, according to pay statistics from BRIDA NTB. Recalibration of "The Influence of Competence, Career Development, and Job Characteristics on Employee Loyalty with Job Satisfaction as an Intervening Variable among Employees of the Regional Research and Innovation Agency (BRIDA) NTB" is necessary in light of the presented phenomena, research gap, and background.

Literature Review

According to Hasibuan (2001), loyalty is an element that can be used to evaluate employees, encompassing their allegiance to their work, position, and the organization they work for. Employee loyalty is demonstrated through their dedication to maintaining and protecting the company both inside and outside the workplace. Pitoy et al., (2020) identified four factors that can influence employee loyalty: approach to leadership, job characteristics, the physical of workplace atmosphere, and career development. Gutteridge & Otte (1983) define career development as a coordinated, planned endeavor made up of procedures or activities that are structured and lead to a joint career planning effort between the organization and its employees.

Griffin (2013) explains that job characteristics are a vital part of work, where utilizing five key job characteristics can help managers enhance three crucial psychological states, potentially increasing personal motivation and work outcomes. Handoko (2011) explains that workers' emotional states, which can be either pleasant or unpleasant depending on the task at hand, are what determine whether they are satisfied with their occupations.

According to the preceding studies, the subsequent hypotheses are suggested:

- H1: Competence significantly influenced employee loyalty.
 H2: Career development significantly influenced employee loyalty.
 H3: Job characteristics significantly influenced employee loyalty.
 H4: Competence significantly influenced job satisfaction.
 H5: Career development significantly influenced job satisfaction.
 H6: Job characteristics significantly influenced job satisfaction.
 H7: Job satisfaction significantly influenced employee loyalty.
 H8: Competence positively influenced employee loyalty through job satisfaction
 H9: Career development positively influenced employee loyalty through job satisfaction.
 H10: Job characteristics positively influenced employee loyalty through job satisfaction.

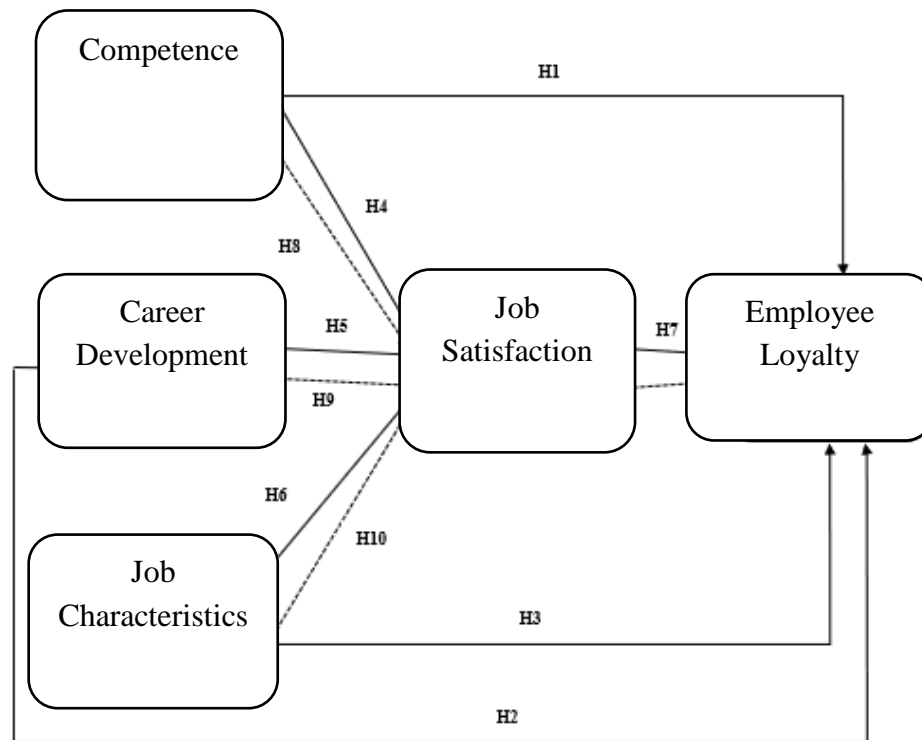


Figure 1. Theoretical Model

Research Methods

This research employs a quantitative methodology to test hypotheses and ascertain the relationships between variables. Creswell (2010) defines quantitative research as a kind of study that uses mathematical (statistical) approaches to analyze numerical data in order to understand phenomena. The data in this study were collected using a survey method, involving a total population of 102 individuals comprising a division of 30 civil servants (PNS) and 72 contract employees. The sample was chosen through purposive sampling. The criteria align with the objectives of the inquiry. The criteria used for this inquiry are:

1. Employees must be Civil Servants (PNS).
2. Contract employees directly involved in organizational operational activities (excluding garden staff, cleaning staff, drivers, night guards, and security personnel).

According to these criteria, the sample used in this study includes 78 employees, comprising 30 civil servants and 48 contract employees directly involved in organizational operational activities. Data collection methods included observation, questionnaires, and documentation. The survey instrument utilized a Likert scale for measurement. Data analysis techniques employed SEM-PLS Version 3.

Outer Model Analysis

Table 1. Average Variance Extracted (AVE) Test 1

Latent Variable	Parameters	AVE Value	Description
Competence	>0.05	0.537	Meets Convergent Validity
Career Development	>0.05	0.477	Does Not Meet Convergent Validity
Job Characteristics	>0.05	0.554	Meets Convergent Validity
Employee Loyalty	>0.05	0.489	Does Not Meet Convergent Validity
Job Satisfaction	>0.05	0.432	Does Not Meet Convergent Validity

According to the results, the loading factor values for certain metrics were observed to be below 0.5. These indicators include X1.3, X1.15, X2.1, X2.10, X3.11, X3.13, X3.15, Y10, Y12, Z3, Z12, and Z15. Since their loading factor values are below the threshold of (<0.5), these indicators were removed from the analysis. After removing these indicators, the model was re-evaluated, resulting in outer loading values exceeding (>0.5) for all remaining indicators. This adjustment ensures that the measurement model meets the required convergent validity criteria.

Table 2. Average Variance Extracted (AVE) Test 2

Latent Variable	Parameters	AVE Value	Description
Competence	>0.05	0.553	Meets Convergent Validity
Career Development	>0.05	0.629	Meets Convergent Validity
Job Characteristics	>0.05	0.579	Meets Convergent Validity
Employee Loyalty	>0.05	0.658	Meets Convergent Validity
Job Satisfaction	>0.05	0.528	Meets Convergent Validity

All of the measures' outer loadings values (with loading factors above 0.5 and AVE values over 0.5) clearly meet the convergent validity criterion, as shown in the table. The results show that all

measurements are trustworthy. Results from the validity tests conducted in this research demonstrate that most assertions pertaining to the variables of competence, career growth, work characteristics, employee loyalty, and job satisfaction have adequate validity values.

Table 3. Discriminant Validity - Fornell-Larcker Criterion

	Competence	Career Development	Job Characteristics	Employee Loyalty	Job Satisfaction
Competence	0.744				
Career Development	0.667	0.793			
Job Characteristics	0.399	0.335	0.761		
Employee Loyalty	0.723	0.613	0.608	0.811	
Job Satisfaction	0.698	0.725	0.424	0.803	0.726

At the indicator level, cross-loadings are utilized to evaluate discriminant validity, while at the variable level, the Fornell-Larcker criterion was applied. This entails contrasting the square root of AVE compared to the correlations among the variables. Additionally, discriminant validity is evaluated through the Heterotrait Monotrait Ratio (HTMT), with HTMT values needing to be below 0.9 to confirm adequate discriminant validity.

Table 4. Reliability Test Results of Research Instruments

Latent Variable	Cronbach's alpha	Composite reliability	Description
Competence	0.932	0.950	Reliable
Career Development	0.930	0.948	Reliable
Job Characteristics	0.938	0.950	Reliable
Employee Loyalty	0.942	0.943	Reliable
Job Satisfaction	0.919	0.931	Reliable

Subsequently, Cronbach's Alpha scores and Composite Reliability above 0.7 indicate that all research variables are highly reliable. Considering that 0.7 is the minimum value for reliability, all variables are deemed trustworthy.

Research Result

Inner Model Analysis

Table 5. Results of R-Square Calculation

Variable	R-square	R-square adjusted
Employee Loyalty (Y)	0.766	0.753
Job Satisfaction (X)	0.624	0.609

The R-squared (R^2) results show that competence, career development, job characteristics, and job satisfaction collectively account for 76.6% of the variance in employee loyalty. Additionally, competence, career development, and job characteristics account for 62.4% variation in job Satisfaction. This indicates that the independent variables in the regression model explain a substantial amount of the variation in the dependent variables, while other factors not included in the model may explain the remaining variation.

Hypothesis Test Results

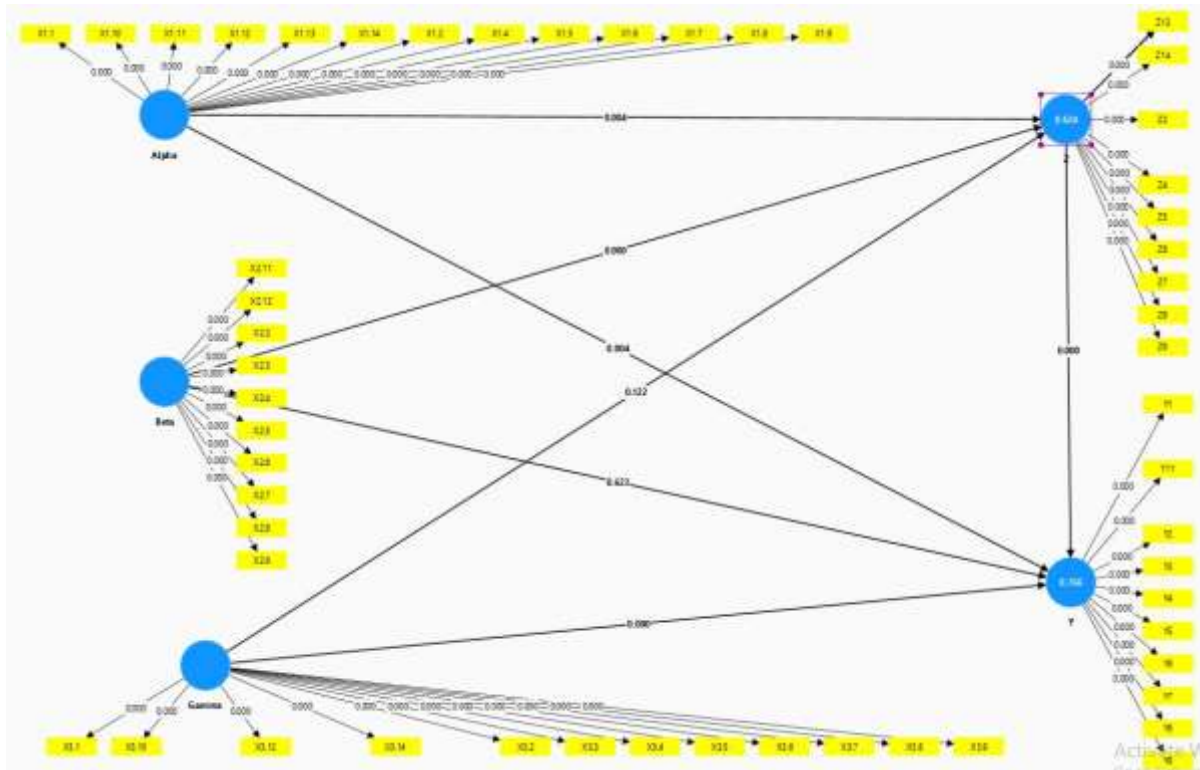


Figure 2. Results of the Bootstrapping Test

Table 6. Path Coefficients Results for Hypotheses

Effect of Relationships	Original sample (O)	Mean Sample (M)	Deviation Standart (STDEV)	T-statistics (O/STDEV)	P values	Explanation
Competence → Employee Loyalty	0.272	0.275	0.095	2.863	0.004	Significant
Career Development → Employee Loyalty	0.044	0.050	0.091	0.491	0.623	Not Significant
Job Characteristics → Employee Loyalty	0.293	0.293	0.072	4.093	0.000	Significant
Competence → Job Satisfaction	0.343	0.340	0.119	2.879	0.004	Significant
Career Development → Job Satisfaction	0.451	0.449	0.105	4.292	0.000	Significant

Tabel 6. Path Coefficients Results for Hypotheses

Effect of Relationships	Original sample (O)	Mean Sample (M)	Deviation Standart (STDEV)	T-statistics (O/STDEV)	P values	Explanation
Job Characteristics → Job Satisfaction	0.136	0.149	0.088	1.547	0.122	Not Significant
Job Satisfaction → Employee Loyalty	0.520	0.520	0.112	4.667	0.000	Significant
Competence → Job Satisfaction → Employee Loyalty	0.178	0.171	0.061	2.903	0.004	Significant
Career Development → Job Satisfaction → Employee Loyalty	0.235	0.236	0.083	2.839	0.005	Significant
Job Characteristics → Job Satisfaction → Employee Loyalty	0.071	0.080	0.053	1.332	0.183	Not Significant

Discussion

Effect of Competence on Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate a positive effect of competence on employee loyalty, with a coefficient of 0.272. This effect is significantly demonstrated by a t-value of 2.863 (exceeded the critical t-value of 1.96) and a p-value of 0.004, which is less than the threshold of 0.05 ($0.004 < 0.05$). Consequently, Hypothesis 1 (H1) is accepted. The result of this study underscores the significance of employees possessing competence in their work, including knowledge of standards and procedures, systematic thinking ability, and creativity. Employees who are given the opportunity to demonstrate their competence are likely to feel satisfied, confident, and competent in their tasks, believing that their efforts and contributions are recognized and valued, which can drive loyalty to the organization.

Kristof's (1996) The Person-Job Fit Theory posits that individuals are more inclined to work in organizations that enable them to utilize their skills and abilities and offer an environment that aligns with their personal attributes. Organizations that enable employees to utilize their skills and align with their personal attributes will foster employee loyalty. These findings are corroborated by previous studies conducted by Sriwati (2023), highlights that high employee competence positively affects loyalty, while poor competence negatively effects loyalty. The results are also consistent with studies by Ernur (2017), Kumalasari & Yoga (2022), Praktiko (2016), Ngatman et al., (2018), Eristaria et al., (2020), and D.A. Saputra & Suwarsi (2021), which all indicate competence significantly influenced employee loyalty. Therefore, it follows that increased competency among BRIDA staff members will improve staff loyalty.

Effect of Career Development on Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate a positive effect of career development on employee loyalty, with a coefficient of 0.044. However, this effect is not statistically significant, as reflected by a t-value of 0.491 (below the critical t-value of 1.96) and a p-value of 0.623, which surpasses the threshold of 0.05 ($0.623 > 0.05$). Consequently, Hypothesis 2 (H2) is rejected. The results suggest that, at BRIDA, career

development does not significantly effect employee loyalty. Despite the absence of clear career advancement opportunities, contract employees at BRIDA remain loyal to their work. Many employees, despite their contract status, perceive government positions as offering greater stability compared to the private sector. Additionally, a majority of employees with bachelor's degrees tend to value job stability, regular working hours, and flexibility in leave policies, which support a work-life balance.

Lockwood (2003) explains that work-life balance represents a state of balance between a person's private life and job responsibilities. From the employees perspective, work-life balance involves the capacity to handle work responsibilities alongside individual aspects, such as family responsibilities. For some employees, achieving a work-life balance is more important than career development opportunities. Employees who value time with family or personal hobbies may not be motivated by career advancement opportunities that require additional time commitment or greater responsibilities. In this context, career development does not necessarily enhance their loyalty.

Regardless of the prospect for advancement, Kim (2014) discovered that workers are more loyal to their organisations when they feel their work-life is supported. Further, work-life balance is more important than professional growth chances for many workers, particularly those with family obligations, when it comes to deciding loyalty to the organisation (Barnett and Gareis, 2000). These findings are consistent with research by Yudha et al., (2019), Lumiu et al., (2019), Saputra et al., (2024), and Suryaningsih et al., (2023), that indicates employee loyalty is positively, although not significantly, effected by career advancement. Consequently, it may be determined that enhanced career development has not significantly effected on employee loyalty at BRIDA NTB.

Effect of Job Characteristics on Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings suggest that job characteristics have a positive effect on employee loyalty, with a coefficient of 0.293. This effect is statistically significant, as demonstrated by a t-value of 4.093 (exceeding the critical t-value of 1.96) and a p-value of 0.000, that is below the significance threshold of 0.05 ($0.000 < 0.05$). Consequently, Hypothesis 3 (H3) is accepted. The results highlight the significance of job characteristics for employees. Positive job characteristics can enhance employee motivation and engagement in their work. When employees perceive that their jobs offer opportunities for growth, achievement, and added value, they are likely to be more enthusiastic and involved in their work, which generally correlates with higher loyalty.

These results align with the Motivation through the Theory of Work Design proposed by J. Richard Hackman and Greg R. Oldham (1976), which posits that specific job characteristics can effect job satisfaction and employee motivation. Employees with high job satisfaction are likely to exhibit greater loyalty to the organization. This is supported by Griffin (2013), who asserts that positive aspects of the job, such as good work quality, job satisfaction, low absenteeism and turnover rates, boost motivation and improve loyalty. Therefore, job attributes positively affect employee loyalty. Silvia et al., (2014), Suhartini (2017), Aliza et al., (2021), Yudha et al., (2019), and Satria & Putra (2023) have all found results that are in agreement with this study. There is a favourable and statistically significant bonding between job characteristics and employee loyalty. As a result, employee loyalty at BRIDA NTB is expected to increase if work characteristics are better aligned.

Effect of Competence on Job Satisfaction at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings reveal that competence has a positive effect on job satisfaction, with a coefficient of 0.343. This effect is statistically significant, as evidenced by a t-value of 2.879 (surpassing the critical t-value of 1.96) and a p-value of 0.004, which is below the significance threshold of 0.050 ($0.004 < 0.050$). Consequently, Hypothesis 4 (H4) is accepted. These results underscore the critical role of

employee competence in enhancing job satisfaction. Competence contributes to job satisfaction by equipping employees with knowledge of standards and procedures, systematic thinking abilities, and creative problem-solving skills. When employees are given the opportunity to demonstrate their competencies, they tend to feel more satisfied with their acceptance and recognition within the organization.

This result aligns with the competence theory proposed by Boyatzis (1982), which defines competence as a fundamental characteristic of individuals related to effective and superior work performance. Marnis & Priyono (2008) assert Job satisfaction is an emotional condition of enjoyment and affection for one's job, reflected in work morale, discipline, and job performance. High levels of competence allow employees to perform tasks more effectively and confidently, leading to increased job satisfaction as they are given appropriate responsibilities and development opportunities. Feeling valued and recognized by the organization can further motivate employees to excel and feel more satisfied with their contributions. This study's findings are supported by Khatimah (2015), who found that higher employee competence correlates with greater job satisfaction. Additionally, the outcomes corroborate the research of Lestari et al., (2018) and Hidayat et al., (2020), suggesting competency has an effect on job satisfaction. Hence, it can be inferred which boosting staff competency at BRIDA will improve job satisfaction.

Effect of Career Development on Job Satisfaction at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate that career development has a positive effect on job satisfaction, with a coefficient of 0.451. This effect is statistically significant, as demonstrated by a t-value of 4.292 (exceeding the critical t-value of 1.96) and a p-value of 0.000, which is below the significance threshold of 0.050 ($0.000 < 0.050$). Therefore, Hypothesis 5 (H5) is accepted. The findings indicate that career development programs significantly effect employee job satisfaction. This effect is evident because the statements in each indicator are positively correlated with one another. In terms of job satisfaction, factors such as how supervisors provide guidance, evaluate performance, and address issues experienced by employees are crucial. Career development indicators include experience and evaluation criteria used by the organization for career advancement. The organization considers employee tenure, provides information on career and professional development, and regularly offers training programs to all employees.

Abraham Maslow (1943) Hierarchy of theory is consistent with these results; it posits that human wants and happiness are complex and multi-dimensional, including both monetary and immaterial components. A person's physiological, safety, social, esteem, and self-actualization requirements are the five tiers that this theory suggests. The demands for self-esteem and self-actualization may be met via career advancement. When workers see opportunities for advancement in their professions, they feel more accomplished and valued, which increases their happiness at work. The findings are supported by Meda et al., (2022), who emphasize that career development is a crucial aspect for organizations, as it addresses employees' needs and motivates them to optimize their work. Additionally, Yuliyanti (2022), Siregar et al., (2022), Wahyudi et al., (2024), and Putra et al., (2022) have found that career development positively and significantly affects job satisfaction.

Effect of Job Characteristics on Job Satisfaction at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate that job characteristics have a positive effect on job satisfaction, with a coefficient of 0.136. However, this effect is not statistically significant, as reflected by a t-value of 1.549 (below the critical t-value of 1.96) and a p-value of 0.122, which exceeds the significance threshold of 0.050 ($0.122 > 0.050$). Consequently, Hypothesis 6 (H6) is rejected. The findings suggest that job characteristics do not directly affect job satisfaction among employees at BRIDA NTB. Respondents aged

20-30 years old prioritize factors such as relationships with colleagues, management, overall organizational conditions, and work-life balance over job characteristics themselves. Contract employees often do not receive the same benefits or compensation as permanent employees, even if their job characteristics are similar. This disparity in compensation can diminish their job satisfaction, despite performing similar or identical tasks.

These findings are in line with what John Holland (1982) called the "Person-Job Fit Theory," which states that when a person's personality is a good match for their job, they are more satisfied with their work. Job Characteristics Model by Hackman and Oldham (1976) explained that people will feel satisfied when their job characteristic support their professional development requirements. Wijono (2002), Aloysius & Mahentira (2011), and Grant et al., (2007) all found the same thing: that job satisfaction was unrelated to any particular work characteristic. In addition, research by Apriyanto (2021) and Hakim et al., (2022) indicated that work aspects do effect employee job satisfaction, but not in a statistically significant way. Karlita et al., (2020) stated that if job characteristics are well designed, it can increase employee satisfaction.

Effect of Job Satisfaction on Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's results indicate that job satisfaction positively influences employee loyalty, with a coefficient of 0.520. This effect is statistically significant, as shown by a t-value of 4.667 (exceeding the critical t-value of 1.96) and a p-value of 0.000, which is beneath the significance threshold of 0.050 ($0.000 < 0.050$). Consequently, Hypothesis 7 (H7) is accepted. The findings imply that employees with high levels of job satisfaction are likely to enhance their loyalty to their employer. At BRIDA, employees report high levels of satisfaction due to clear guidance from supervisors regarding work targets, regular evaluation of work outcomes, and responsive handling of complaints and concerns. These factors contribute to an overall positive work experience and enhanced loyalty.

These results are supported by Locke's Theory (2009), which posits that job satisfaction is an emotional state characterized by positive feelings resulting from one's experience or evaluation of their job. Steers & Porter (1983) also argue that work loyalty is fostered when employees feel that their job adequately meets their needs, leading to greater job retention within an organization. Pramudita (2022) further explains that as job satisfaction increases, so does employee loyalty, particularly within logistics organizations in Surabaya. Further, this findings is in agreement with studies conducted by Hamisah & Nawawi (2023), Yuliyanti et al., (2022), Egenius et al., (2020), Trisninawati et al., (2023), Nurhasanah et al., (2021), and O. Sihombing & P. Berlianto (2017), which have demonstrated that employee loyalty is positively and significantly influence by job satisfaction.

The Mediating Role of Job Satisfaction in the Relationship Between Competence and Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate that the effect of competence on employee loyalty, mediated by job satisfaction, is positive, with a value of 0,178. The utility of job satisfaction as a mediator in the relationship between competence and employee loyalty is significant as evidenced by a t-value of 2,903 (exceeding the critical t-value of 1,96) and a p-value of 0,004, which is below the significance threshold of 0,050 ($0,004 < 0,050$). Consequently, Hypothesis 8 (H8) is accepted.

The results illustrate that, at BRIDA, job satisfaction serves as an intermediary variable that elucidates how competence can influence employee loyalty. This occurs because employees who are well-acquainted with their tasks, work plans, and have the ability to develop their creativity are more likely to feel satisfied and consequently, more loyal. Wan (2013) explains that employee loyalty stems from job satisfaction, which fosters a psychological bond between employees and the organization, instilling a

sense of responsibility towards it. Consistent with other studies, this one also shows that contentment in one's work facilitates the connection between competence and loyalty in the workplace.

The Mediating Role of Job Satisfaction in the Relationship Between Career Development and Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate that the effect of career development on employee loyalty, mediated by job satisfaction, is positive, with a value of 0.235. The function of job satisfaction as an intermediary in the connection between career development and employee loyalty is significant, evidenced by a t-value of 2.839 (exceeding the critical t-value of 1.96) and a p-value of 0.005, which is below the significance threshold of 0.050 ($0.005 < 0.050$). Therefore, Hypothesis 9 (H9) is accepted. The finding confirms the importance of career development in enhancing job satisfaction, which, in turn, can improve employee loyalty at BRIDA. Career development includes not just promotions or job development but also opportunities for both personal and professional growth.

Strauss & Sayles (1990) assert that job satisfaction is crucial for the self-actualization of an employee. When an organization offers opportunities for employees to develop their skills, knowledge, and competencies through career development programs, it can enhance job satisfaction, as employees perceive their growth and development needs are being met. This sense of job satisfaction becomes a crucial factor in determining whether employees remain loyal to the organization. Thus, in order to boost employee loyalty towards the organisation, initiatives to encourage career development should focus on making workers happier in their jobs. Siregar et al., (2022) and Meda et al., (2022) corroborate this study's findings, which demonstrate that work satisfaction moderates the relationship between career progression and employee loyalty. Furthermore, Yuliyanti et al., (2022) demonstrate that career development boosts employee loyalty through job satisfaction, indicating that job satisfaction acts as an intermediary variable, effectively magnifying the effect of career development on employee loyalty.

The Mediating Role of Job Satisfaction in the Relationship Between Job Characteristics and Employee Loyalty at the Regional Research and Innovation Agency (BRIDA) NTB

The study's findings indicate that the effect of job characteristics on employee loyalty, mediated by job satisfaction, is positive, with a value of 0.071. However, the mediating role of job satisfaction in the relationship between job characteristics and employee loyalty is not significant, as evidenced by a t-value of 1.336 (below the critical t-value of 1.96) and a p-value of 0.183, which exceeds the significance threshold of 0.050 ($0.183 > 0.050$). Consequently, Hypothesis 10 (H10) is rejected.

The findings align with the characteristics of the respondents, predominantly male employees, who experience different pressures in their jobs. These pressures may lead them to remain loyal to the organization due to economic needs, even if their job satisfaction is low. Contract employees often face uncertainties regarding their job future, making them more focused on job stability and contract extension opportunities rather than daily job satisfaction. Respondents in departments or fields with relatively consistent and repetitive tasks value good relationships with supervisors and colleagues, as well as a positive overall work environment. If the work environment and interpersonal relationships are favorable, employees will remain loyal to the organization even if job satisfaction is not optimal.

Hackman and Oldham's (1976) Job Characteristics Theory lends credence to these findings; the theory outlines five job attributes—task identity, autonomy, feedback, task importance, and skill variety—that might improve intrinsic motivation. Although perks at work may make workers happier and more motivated, it's not always clear how they affect loyalty. Workers may be content in their jobs, but they could not stay around if other needs like fair pay, opportunities for advancement, and a positive work environment aren't met. Chen and Francesco (2003), Nurrohmah (2022), and Memon et al., (2023) found that job satisfaction possesses a positive, though not statistically significant, mediating role in how job characteristics influence employee loyalty.

Conclusion

1. Competence significantly influenced employee loyalty.
2. Career development has a positively but insignificant influence on employee loyalty.
3. Job characteristics significantly influenced employee loyalty.
4. Competence significantly influenced job satisfaction.
5. Career development significantly influenced job satisfaction.
6. Job characteristics have a positively but insignificant influence on job satisfaction.
7. Job satisfaction significantly influenced employee loyalty.
8. Competence positively influenced employee loyalty through job satisfaction.
9. Career development positively influenced employee loyalty through job satisfaction.
10. Job characteristics positively but insignificant influence on employee loyalty through job satisfaction.

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