

## **The Effect of Personality, Work Experience, and Job Characteristics on Employee Work Loyalty at CV Michael Hutama Persada**

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### **Abstract**

This study aims to examine the effect of personality, work experience, and job characteristics on employee work loyalty at CV Michael Hutama Persada. Work loyalty is an essential factor for organizational sustainability as it reflects employees' commitment, dedication, and willingness to remain with the organization. This research employs a quantitative approach with associative and causal research designs. The research population consists of all 50 permanent employees of CV Michael Hutama Persada; therefore, a saturated sampling technique was applied. Data were collected through questionnaires using a five-point Likert scale and analyzed using SPSS software. The data analysis techniques included validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The results indicate that personality has a significant effect on work loyalty with a negative relationship. Work experience has a positive and significant effect on employee work loyalty, while job characteristics show a negative and significant effect on work loyalty. Simultaneously, personality, work experience, and job characteristics significantly influence employee work loyalty. These findings provide managerial implications for organizations in developing effective human resource management strategies to enhance employee loyalty and long-term organizational performance.

**Keywords:** Personality; Work Experience; Job Characteristics; Work Loyalty.

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## **INTRODUCTION**

Human resources are a strategic asset that plays a crucial role in determining a company's success in achieving its established goals. Organizational sustainability and growth depend not only on financial capital and technology but also on the quality of employees who carry out daily operations. Well planned and continuous human resource management is required to maintain work stability, improve performance, and enable companies to survive in an increasingly dynamic business environment.

Company success is closely related to the level of employee work loyalty. Loyal employees tend to show strong commitment to the organization, maintain consistent performance, and are willing to contribute their best efforts to the company. Work loyalty is also associated with employees' willingness to remain

with the organization and participate actively in achieving shared goals, thereby supporting the company's long term sustainability.

Work loyalty is an important aspect of employee evaluation because it reflects loyalty to one's job, position, and organization (Hasibuan, 2016). Loyalty indicates an emotional attachment between employees and the company. Loyal employees generally perform their duties responsibly, protect the company's reputation, and comply with applicable rules and policies.

Employee loyalty can be identified through obedience and compliance, responsibility for assigned tasks, dedication to the organization, and honesty in carrying out work (Poerwadarminta, 2012). Employees with high loyalty typically demonstrate good work discipline, stable work motivation, and awareness in completing tasks according to established standards. Loyalty also encourages employees to develop a sense of belonging and concern for organizational success.

Employee loyalty does not develop instantly but is influenced by various internal and external factors. One important internal factor is personality. Personality is a combination of relatively stable physical and mental characteristics that form an individual's identity and influence how a person thinks, behaves, and acts in the workplace (Kreitner & Kinicki, 2014).

Personality consists of several main dimensions, namely openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (McCrae, 2002). Each dimension reflects different behavioral tendencies in responding to work demands and organizational environments. Differences in personality characteristics affect employee involvement, interaction styles, and commitment to the organization, which ultimately influence work loyalty.

In addition to personality, work experience is another important factor in shaping employee loyalty. Work experience refers to the process of developing knowledge and skills through direct involvement in performing job tasks and responsibilities (Manulang, 2011). Work experience enables employees to better understand work procedures, organizational culture, and job demands, thereby facilitating adaptation to the work environment.

Work experience can be measured by length of service, level of knowledge and skills, and mastery of job tasks and equipment (Foster, 2001). Employees with longer work experience generally have higher self confidence, are more effective in completing tasks, and demonstrate stronger commitment to the company. Previous studies have shown that work experience has a positive and significant effect on employee loyalty (Anggraheni et al., 2023; Pratiwi & Fauzan, 2024).

Another factor that influences employee loyalty is job characteristics. Job characteristics relate to the type of tasks, level of responsibility, and job variety determined by the company (Yudha et al., 2022). Clear job characteristics help employees understand their roles and responsibilities, which encourages greater involvement and job satisfaction. Understanding job characteristics also enables employees to work more productively and purposefully (Astutik & Priantono, 2020).

CV Michael Hutama Persada is a company engaged in the buying and selling of mobile phones in Mataram City with a total of 50 permanent employees and diverse lengths of service. This variation in tenure indicates differences in employee loyalty, ranging from newly hired employees to those who have worked for more than ten years. These conditions are presumed to be influenced by differences in personality, work experience, and perceptions of job characteristics. Therefore, this

study is important to analyze the effects of personality, work experience, and job characteristics on employee work loyalty as a basis for more accurate and sustainable managerial decision making.

## **HYPOTHESES**

### **The Relationship between Personality and Work Loyalty**

According to Kreitner & Kinicki (2014), personality is a combination of stable physical and mental characteristics that form an individual's identity. McCrae (2002) Big Five personality theory consists of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, where conscientiousness and agreeableness are often associated with higher levels of work loyalty. Employees with high conscientiousness tend to be responsible, careful, and strongly committed to their work, while agreeable employees usually maintain better interpersonal relationships in the workplace, which supports loyalty. Previous studies confirm this relationship, including research by Sarmini (2023), which found a positive and significant effect of personality on employee loyalty at PT Kiat Unggul, and Tumundo et al. (2022), who reported similar findings among employees of the Human Resources and Development Agency in Bitung City.

**H1: Personality has a significant effect on work loyalty.**

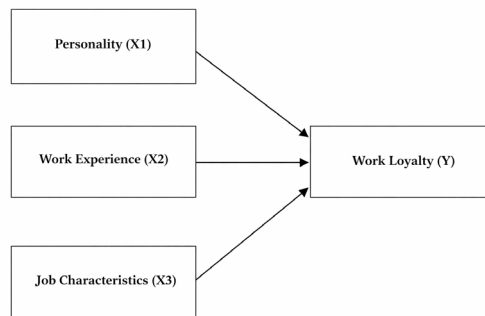
### **The Relationship between Work Experience and Work Loyalty**

Work experience plays an important role in improving human resource effectiveness and increasing productivity. Handoko (2014) defines work experience as the mastery of employees' knowledge and skills, measured by length of service and competency levels. Suyanto (2016) further explains that work experience influences loyalty by enhancing employee professionalism and adaptability to ongoing changes. Empirical evidence supports this relationship, as shown by Meilani (2022), who found a significant effect of work experience on employee loyalty at PT Daya Anugrah Mandiri. Similarly, Anggraheni et al. (2023) and Pratiwi & Fauzan (2024) reported that work experience has a positive and significant effect on employee loyalty in different organizational settings.

**H2: Work experience has a significant effect on work loyalty.**

### **The Relationship between Job Characteristics and Work Loyalty**

Job characteristics refer to the nature of tasks, including responsibility level and task variety assigned to employees (Sapitri & Mahayasa, 2022). Jobs that provide intrinsic satisfaction tend to motivate employees more effectively and foster loyalty (Setiono, 2018). Well-designed job characteristics such as skill variety, task identity, task significance, autonomy, and feedback are considered key factors in increasing employee loyalty (Made et al., 2023; Santika et al., 2025). These characteristics encourage employee involvement, responsibility, and a sense of being valued by the organization. Griffin (2013) also states that good job characteristics enhance loyalty, while poor job design reduces it, a finding supported by previous studies conducted by Sudarta & Areni (2023), Yudha et al. (2022), and Mukhtaruddin et al. (2021).

**H3: Job characteristics have a significant effect on work loyalty.****Figure 1.** Conceptual Framework**METODOLOGY**

This study employs a quantitative approach using associative and causal research designs to examine cause and effect relationships among variables. The quantitative approach is applied to test hypotheses through numerical data analyzed statistically (Sugiyono, 2017). The associative approach aims to identify relationships between two or more variables, while the causal approach seeks to explain the influence of independent variables on a dependent variable. In this study, personality, work experience, and job characteristics are positioned as independent variables that are expected to influence employee work loyalty at CV Michael Hutama Persada.

The research was conducted at CV Michael Hutama Persada, located at Jalan Panca Usaha No.27 CA, Cilinaya, Cakranegara District, Mataram City, West Nusa Tenggara, and carried out in 2025, with data collection beginning in September 2024 and continuing until the completion of the study. The research population comprised all permanent employees of CV Michael Hutama Persada totaling 50 individuals, including cashiers, administrative staff, and front liners. Given the relatively small population size, a saturated sampling technique was applied, whereby all population members were included as research samples. Data were collected using a census method through interviews, questionnaires, and documentation to obtain comprehensive and accurate information.

The data used in this study are quantitative in nature and derived from primary and secondary sources. Primary data were obtained directly from respondents through questionnaires developed from previous studies and modified to suit the research context, using a five point Likert scale. Secondary data were obtained from literature reviews and internal company documents related to employee tenure. Data analysis involved instrument testing through validity and reliability tests, classical assumption tests, and multiple linear regression analysis using SPSS. Hypothesis testing was conducted using the F test, t test, and coefficient of determination to examine the simultaneous and partial effects of personality, work experience, and job characteristics on employee work loyalty.

## RESULT AND DISCUSSION

### A. Description of Research Respondents

This study involved 50 respondents who were employees of CV Michael Hutama Persada. The description of respondents is presented to provide an overview of employee characteristics and demographic conditions relevant to the research variables. Respondent characteristics are classified based on gender, age, highest educational attainment, and length of service.

#### 1. Characteristics of Respondents Based on Gender

**Table 1.** Characteristics of Respondents Based on Gender

Gender	Number	Percentage (%)
Male	17	34
Female	33	66
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Primary data processed, 2025*

Based on gender characteristics, the majority of respondents were female, accounting for 66%, while male respondents represented 34%. This composition indicates that the workforce at CV Michael Hutama Persada is predominantly female.

#### 2. Characteristics of Respondents Based on Age

**Table 2.** Characteristics of Respondents Based on Age

Age (Years)	Number	Percentage (%)
18–24	20	40
25–30	18	36
31–35	8	16
>35	4	8
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Primary data processed, 2025*

Based on age distribution, most respondents were within the 18–24 and 25–30 age ranges, accounting for a combined total of 76%. This indicates that employees of CV Michael Hutama Persada are largely young and productive individuals who tend to be more adaptable to technological developments, particularly in the mobile phone sales sector.

#### 3. Characteristics of Respondents Based on Highest Educational Attainment

**Table 3.** Characteristics of Respondents Based on Education Level

Education Level	Number	Percentage (%)
Senior High School/Vocational School	30	60
Diploma (D1–D3)	12	24
Bachelor's Degree (S1)	8	16
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Primary data processed, 2025*

The majority of respondents had a Senior High School or Vocational School educational background, accounting for 60%, and generally occupied operational positions such as sales counter staff and cashiers. Meanwhile, respondents with a bachelor's degree (16%) predominantly worked in administrative or back-office positions. This condition indicates that jobs involving administrative and systematic

responsibilities are more often entrusted to employees with higher educational qualifications.

#### 4. Characteristics of Respondents Based on Length of Service

**Table 4.** Characteristics of Respondents Based on Length of Service

Length of Service	Number	Percentage (%)
≤ 1 Year	10	20
1–3 Years	15	30
3–5 Years	12	24
5–10 Years	8	16
≥ 10 Years	5	10
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Primary data processed, 2025

Based on length of service, most respondents had worked for 1–3 years, followed by those with 3–5 years and less than 1 year of service. This distribution indicates that the majority of employees are in the early to mid stages of their tenure. Nevertheless, the presence of employees with more than five years of service reflects a relatively high level of work loyalty within CV Michael Hutama Persada.

## B. Instrument Test

### 1. Validity Test

**Table 5.** Results of the Validity Test

Variable	Item	r-calculated > 0.3	Remark
Personality (X1)	X1.1	0.829 > 0.3	Valid
	X1.2	0.779 > 0.3	Valid
	X1.3	0.736 > 0.3	Valid
	X1.4	0.859 > 0.3	Valid
	X1.5	0.788 > 0.3	Valid
	X1.6	0.753 > 0.3	Valid
	X1.7	0.639 > 0.3	Valid
	X1.8	0.794 > 0.3	Valid
	X1.9	0.694 > 0.3	Valid
	X1.10	0.796 > 0.3	Valid
	X1.11	0.611 > 0.3	Valid
	X1.12	0.676 > 0.3	Valid
	X1.13	0.794 > 0.3	Valid
	X1.14	0.586 > 0.3	Valid
	X1.15	0.750 > 0.3	Valid
Work Experience (X2)	X2.1	0.646 > 0.3	Valid
	X2.2	0.625 > 0.3	Valid
	X2.3	0.774 > 0.3	Valid
	X2.4	0.582 > 0.3	Valid
	X2.5	0.688 > 0.3	Valid
	X2.6	0.417 > 0.3	Valid
	X2.7	0.578 > 0.3	Valid
	X2.8	0.641 > 0.3	Valid
	X2.9	0.696 > 0.3	Valid
Job Characteristics (X3)	X3.1	0.687 > 0.3	Valid
	X3.2	0.632 > 0.3	Valid
	X3.3	0.545 > 0.3	Valid
	X3.4	0.749 > 0.3	Valid
	X3.5	0.605 > 0.3	Valid
	X3.6	0.678 > 0.3	Valid

	X3.7	0.584 > 0.3	Valid
	X3.8	0.570 > 0.3	Valid
	X3.9	0.386 > 0.3	Valid
	X3.10	0.520 > 0.3	Valid
	X3.11	0.630 > 0.3	Valid
	X3.12	0.533 > 0.3	Valid
	X3.13	0.452 > 0.3	Valid
	X3.14	0.569 > 0.3	Valid
	X3.15	0.646 > 0.3	Valid
Work Loyalty (Y)	Y1.1	0.560 > 0.3	Valid
	Y1.2	0.696 > 0.3	Valid
	Y1.3	0.735 > 0.3	Valid
	Y1.4	0.734 > 0.3	Valid
	Y1.5	0.764 > 0.3	Valid
	Y1.6	0.602 > 0.3	Valid
	Y1.7	0.689 > 0.3	Valid
	Y1.8	0.754 > 0.3	Valid
	Y1.9	0.534 > 0.3	Valid
	Y1.10	0.449 > 0.3	Valid

Source: SPSS processed data, 2025

The SPSS results indicate that all questionnaire items for each variable have re-calculated values greater than 0.3. According to Sugiyono (2016), an item is considered valid if its correlation coefficient exceeds 0.3. Therefore, it can be concluded that all items in this study are valid.

## 2. Reliability Test

**Table 6.** Results of the Reliability Test

Variable	Cronbach's Alpha	Cut-off Value	Remark
Personality (X1)	0.940	0.6	Reliable
Work Experience (X2)	0.810	0.6	Reliable
Job Characteristics (X3)	0.865	0.6	Reliable
Work Loyalty (Y)	0.743	0.6	Reliable

Source: SPSS processed data, 2025

The SPSS output shows that personality (X1), work experience (X2), job characteristics (X3), and work loyalty (Y) all have Cronbach's Alpha values greater than 0.6. This indicates that all variables in this study are reliable (Sugiyono, 2017b).

## C. Classical Assumption Tests

### 1. Normality Test

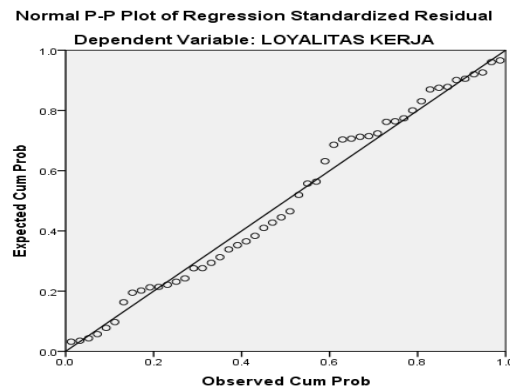


Figure 2. P-P Plot

The P-P plot shows that the data points are distributed close to the diagonal line, indicating that the residuals are normally distributed.

Table 7. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test	
Description	Unstandardized Residual
N	50
Mean	0.0000000
Std. Deviation	3.74387537
Absolute	0.091
Positive	0.060
Negative	-0.091
Test Statistic	0.091
Asymp. Sig. (2-tailed)	0.200

Source: SPSS processed data, 2025

The Kolmogorov-Smirnov test was conducted to support the P-P plot results. The Asymp. Sig. (2-tailed) value of 0.200 exceeds 0.05, indicating that the data are normally distributed.

### 2. Multicollinearity Test

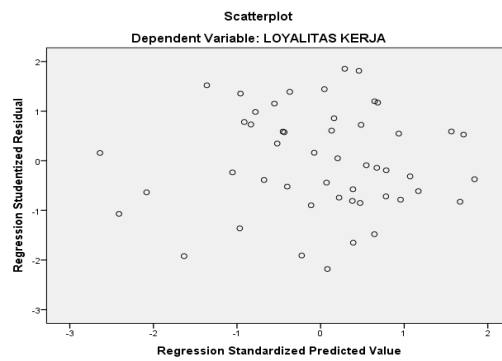
Table 8. Results of the Multicollinearity Test

Coefficients		
Variable	Tolerance	VIF
Personality (X1)	0.946	1.057
Work Experience (X2)	0.997	1.003
Job Characteristics (X3)	0.948	1.054
<b>Dependent Variable: Work Loyalty</b>		

Source: SPSS processed data, 2025

Based on the SPSS results, the personality variable (X1) has a tolerance value greater than 0.10 and a VIF value less than 10, indicating no multicollinearity. Similarly, work experience (X2) and job characteristics (X3) also show tolerance values above 0.10 and VIF values below 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in this study.

### 3. Heteroscedasticity Test



Source: SPSS-processed data, 2025

Figure 3. Results of the Heteroscedasticity Test

Based on the test results, it can be seen that the points in the figure are randomly distributed, do not form a specific pattern, and do not show a clear linear shape. Therefore, it can be concluded that heteroscedasticity does not occur in this regression model.

### D. Multiple Linear Regression Test

Table 9. Results of Multiple Linear Regression Analysis

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	49.683	10.459	—	4.750	.000
	Personality	-0.142	0.072	-0.263	-1.956	.057
	Work Experience	0.368	0.163	0.297	2.266	.028
	Job Characteristics	-0.216	0.104	-0.279	-2.075	.044
<b>Dependent Variable: Work Loyalty</b>						

Source: SPSS-processed data, 2025

Based on the SPSS output, the constant value is 49.683. The regression coefficient for personality is -0.142, work experience is 0.368, and job characteristics is -0.216, with a standard error of 10.459.

The multiple linear regression equation is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 49.683 - 0.142X_1 + 0.368X_2 - 0.216X_3 + 10.459$$

Explanation of the regression coefficients:

- a. The constant value of 49.683 indicates that if personality (X1), work experience (X2), and job characteristics (X3) are zero, work loyalty (Y) will increase by 49.683 units.
- b. If personality (X1) increases by one unit while work experience (X2) and job characteristics (X3) remain constant, work loyalty (Y) will decrease by 0.142 units.
- c. If work experience (X2) increases by one unit while personality (X1) and job characteristics (X3) remain constant, work loyalty (Y) will increase by 0.368 units.

- d. If job characteristics (X3) increase by one unit while personality (X1) and work experience (X2) remain constant, work loyalty (Y) will decrease by 0.216 units.
- e. The error term (e) represents possible model errors caused by other variables influencing work loyalty that are not included in this regression model.

## E. Hypothesis Testing

### 1. F-Test

**Table 10.** Results of the F-Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	113.046	3	37.682	3.514	.000
Residual	689.454	46	14.988	—	—
Total	802.500	49	—	—	—
<b>Dependent Variable: Work Loyalty</b>					
<b>Predictors: Personality, Work Experience, Job Characteristics</b>					

Source: SPSS-processed data, 2025

Based on the table above, the calculated F-value is greater than the F-table value ( $3.51 > 2.80$ ) with a significance value of  $0.00 < 0.05$ . This indicates that the regression model is fit and appropriate for explaining the dependent variable. Thus, personality, work experience, and job characteristics simultaneously have a significant effect on employee work loyalty at CV Michael Hutama Persada. Therefore, the multiple linear regression model can be used for further analysis.

### 2. t-Test

**Table 11.** Results of the t-Test

Model	Variable	B	Std. Error	Beta	t	Sig.
1	(Constant)	49.683	10.459	—	4.750	.000
	Personality	-0.142	0.072	-0.263	-1.956	.057
	Work Experience	0.368	0.163	0.297	2.266	.028
	Job Characteristics	-0.216	0.104	-0.279	-2.075	.044
<b>Dependent Variable: Work Loyalty</b>						

Source: SPSS-processed data, 2025

Based on the t-test results, personality (X1) has a significance value of 0.05, indicating that personality has a significant effect on work loyalty. Furthermore, work experience (X2) shows a significance value of 0.02, which is lower than 0.05, demonstrating that work experience significantly influences work loyalty. Likewise, job characteristics (X3) have a significance value of 0.04, which is also below 0.05, indicating that job characteristics significantly affect work loyalty.

### 3. Coefficient of Determination ( $R^2$ )

**Table 12.** Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.403	0.162	0.107	3.823
<b>Predictors: Personality, Work Experience, Job Characteristics</b>				
<b>Dependent Variable: Work Loyalty</b>				

Source: SPSS-processed data, 2025

Based on the table above, the R Square value is 0.162 (16.2%), which means that personality, work experience, and job characteristics explain 16.2% of the

variation in work loyalty, while the remaining 83.8% is influenced by other variables outside this research model.

## **F. Discussion**

### **1. The Effect of Personality on Work Loyalty**

Based on the SPSS test results, the personality variable shows a significance value of 0.05, indicating a statistically significant effect on work loyalty. According to statistical hypothesis testing, when the significance value is less than or equal to the alpha level of 0.05, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted (Santoso, 2015). The t-test results reveal that personality has a negative but significant relationship with work loyalty, meaning that higher levels of personality traits are associated with lower levels of employee loyalty.

This finding is consistent with previous studies by Tumundo et al. (2022) and Fikuria & Sismanto (2020), which also reported a significant influence of personality on work loyalty. Certain personality dimensions, such as high openness to experience or extraversion, may encourage employees to seek new challenges and opportunities outside the organization. When this openness is not balanced with adequate development opportunities, it may increase turnover tendencies. Additionally, low scores in the neuroticism dimension particularly in stress management and self-confidence suggest that emotional vulnerability can reduce long-term loyalty due to higher emotional exhaustion.

### **2. The Effect of Work Experience on Work Loyalty**

The SPSS analysis indicates that work experience has a significance value of  $0.02 < 0.05$ , confirming that work experience has a significant effect on work loyalty. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This result suggests that employees with greater work experience are more likely to demonstrate higher levels of loyalty toward the organization. Longer work experience generally allows employees to better understand organizational systems, values, and culture, which strengthens emotional attachment and commitment.

This finding supports earlier research by Meilani (2022) and Paratama et al. (2013), both of which found a significant positive relationship between work experience and work loyalty. The indicator analysis in this study shows that length of service is the most dominant factor influencing employee loyalty at CV Michael Hutama Persada. Employees who have worked for more than five years tend to exhibit stronger loyalty than those with shorter tenure, as prolonged investment of time and effort often leads to deeper emotional bonds with the organization.

### **3. The Effect of Job Characteristics on Work Loyalty**

Based on the SPSS test results, the job characteristics variable has a significance value of  $0.04 < 0.05$ , indicating a significant effect on work loyalty. The t-test results reveal a negative and statistically significant relationship, suggesting that higher levels of job characteristics are associated with lower employee loyalty. This

implies that increased job complexity may reduce employees' willingness to remain with the organization.

High job demands, such as extensive skill variety or high autonomy without sufficient guidance, can increase work stress and uncertainty. When employees are required to perform complex tasks without adequate training, feedback, or evaluation systems, job satisfaction may decline, leading to reduced loyalty. This result aligns with findings by Lumiu et al. (2019) and Yudha et al. (2022), which reported a negative effect of job characteristics on work loyalty. Furthermore, the low score of the feedback indicator highlights the importance of constructive supervision; insufficient feedback can weaken employees' sense of appreciation and belonging, ultimately decreasing their attachment to the organization.

## CONCLUSION

This study was conducted to examine the effects of personality, work experience, and job characteristics on employee work loyalty at CV Michael Hutama Persada. The research involved 50 employees as respondents, and data were collected through questionnaires distributed to all employees. Based on the research findings, it can be concluded that personality has a significant effect on employee work loyalty, work experience significantly influences employee work loyalty, and job characteristics also have a significant effect on employee work loyalty at CV Michael Hutama Persada.

Despite these findings, this study has several limitations. The research focused only on personality, work experience, and job characteristics as independent variables and work loyalty as the dependent variable, without including mediating or moderating variables. In addition, the sample size was limited to 50 respondents, which may produce different results if a larger sample is used. Therefore, future research is recommended to expand the scope of the study, both geographically and across different industries, and to consider additional variables such as job satisfaction, organizational culture, or leadership style to provide more comprehensive insights. Moreover, companies are encouraged to support employee development through work experience-based initiatives such as advanced training, internal promotions, and challenging assignments to enhance employee appreciation and long-term loyalty.

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