

The Role of Career Development and Work Environment in Increasing Employee Loyalty Through Job Satisfaction as an Intervening Variable at PT Telekomunikasi Indonesia (Persero) Tbk. Kalimantan Region

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Abstract. *This study aims to analyze the influence of career development and work environment on employee loyalty through job satisfaction at PT Telekomunikasi Indonesia (Persero) Tbk Kalimantan Region. The study used a quantitative approach with a causality design. The research sample consisted of 220 respondents selected using purposive sampling. Data were collected through a Likert scale questionnaire and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The test results showed that career development had a significant effect on job satisfaction ($t=8.249$; $p<0.001$) and employee loyalty ($t=5.225$; $p<0.001$). The work environment had a significant effect on job satisfaction ($t=10.246$; $p<0.001$) and employee loyalty ($t=2.293$; $p=0.022$). Job satisfaction also had a significant effect on loyalty ($t=2.262$; $p=0.024$). Furthermore, the mediation test revealed a significant indirect effect of career development ($t=2.234$; $p=0.026$) and work environment ($t=2.176$; $p=0.030$) on loyalty through job satisfaction. A t -value >1.96 and $p<0.05$ indicated that all relationships between variables were significant. It was concluded that job satisfaction acts as a mediator, strengthening the influence of career development and work environment on employee loyalty.*

Keywords: *Careers; Development; Environment; Satisfaction; Work.*

1. Introduction

In an increasingly dynamic and competitive global business landscape, human resources (HR) have long been recognized as the backbone and most strategic asset for the sustainability and success of an organization. A company's ability to develop and retain its best talent is a key determinant in achieving strategic goals and maintaining competitive advantage. Among the various aspects of HR management, employee loyalty has emerged as a crucial indicator reflecting an individual's deep commitment to their organization. This loyalty extends beyond mere loyalty to the organization, encompassing a strong desire to remain a member of the company, contribute optimally, and even act as an advocate for the organization. (Febrian, 2020).

Employee loyalty is a form of commitment and devotion to the organization where they work. According to Luthans and Doh (2023), employee loyalty is an emotional and psychological attachment that drives individuals to stay and contribute their best to the company. Loyal employees not only remain with the organization but also demonstrate a high level of responsibility, a desire to innovate, and a willingness to help the company achieve its goals. This loyalty reflects the success of human resource (HRM) management in creating harmonious, respectful, and long-term working relationships. From a managerial perspective, loyalty is a key indicator of the effectiveness of an HRM system because it is directly related to retention, performance, and a strong organizational culture.

The importance of employee loyalty to an organization cannot be overstated. Loyal employees demonstrate higher productivity, lower absenteeism rates, and a strong sense of responsibility and dedication to their work. They also tend to become internal brand ambassadors, strengthening the company's public image (Bilady, 2024). Conversely, low employee loyalty can have various negative impacts, such as increased turnover rates, decreased work motivation, and apathy toward organizational change (Sopiah & Sangadji, 2020). High employee turnover not only increases recruitment and training costs for companies but can also disrupt operational continuity and lower employee morale. Therefore, creating and maintaining employee loyalty is a strategic challenge that must be a primary concern for every organization, especially in today's era of global competition (Mangkunegara, 2022).

At PT Telekomunikasi Indonesia (Persero) Tbk. (Telkom) Regional Kalimantan, hereinafter referred to as PT Telkom Regional Kalimantan, employee loyalty is a crucial factor in maintaining operational stability and maintaining competitiveness amidst rapid technological change and increasingly fierce competition in the telecommunications industry. As a state-owned enterprise engaged in telecommunications and information technology services, PT Telkom Regional Kalimantan plays a strategic role in providing digital services in various regions of Indonesia, including Kalimantan. The challenges faced are not only related to technological innovation and services, but also how to maintain quality human resources so they remain committed and productive amid high work pressure and ongoing organizational dynamics (Sukmadinata, 2021).

As part of its strategic human resource management efforts, PT Telkom Regional Kalimantan has developed an integrated Talent Marketplace system to support employee career development and mobility. Through an internal platform called Ingenium, employees are given the opportunity to explore new roles and projects within the organization, expand their work experience portfolio, and develop competencies according to their individual interests and potential. The implementation of this system aligns with Telkom's Employee Value Proposition, particularly the Grow aspect, which emphasizes the importance of continuous learning and individual development as the foundation for organizational growth. The existence of the Talent Marketplace not only opens up broader career opportunities for employees but also contributes to increased engagement, work motivation, and the tendency

for employees to stay longer within the company. This model reflects a global trend in talent management, where large companies are starting to adopt a similar approach to optimize the utilization of internal talent and ensure organizational sustainability in the future (Living in Telkom, 2025).

In addition to strengthening the Talent Marketplace and Ingenium platforms promoted through internal company media, PT Telkom Indonesia is also developing a digital talent ecosystem through various strategic initiatives, such as the Tribe, Amoeba, and Indigo programs. These programs serve as a platform for startup-based innovation supported by corporate venture capital MDI Ventures, to encourage creativity, innovation, and digital entrepreneurship within Telkom (Telkom Indonesia, 2023a). To strengthen employee capabilities and learning, Telkom also runs the Knowledge Power Up program, which integrates various digital learning platforms, including MyDigiLearn, Coursera, and LinkedIn Learning (Telkom Indonesia, 2023b). Furthermore, a strategic collaboration with Telkom University through the establishment of a Framework for Talent Pool Development demonstrates the company's commitment to preparing competitive digital talent, not only nationally but also globally (Telkom University, 2022).

Various previous studies have shown that factors such as the work environment and career development are closely related to employee loyalty. The work environment encompasses all workplace conditions, both physical, such as lighting, ventilation, security, and comfort, and non-physical, such as employee relationships, leadership, organizational culture, and communication systems (Dewi, 2023). A conducive work environment has been shown to increase work enthusiasm, motivation, and a sense of belonging to the company. Conversely, an uncomfortable and stressful work environment can decrease job satisfaction and ultimately reduce employee loyalty.

Meanwhile, career development is a key factor driving employee loyalty to an organization. Career development can be defined as a series of activities undertaken by organizations to help employees plan and develop their abilities and potential sustainably, in order to achieve both personal and organizational career goals (Schermerhorn, 2022). Training programs, job rotations, mentoring, and promotions are all part of an effective career development strategy. When companies pay attention to their employees' career advancement, they feel valued, recognized, and invested, which in turn strengthens employee commitment and loyalty to the organization (Rulianti & Nurpribadi, 2023).

Previous research supports the importance of these two factors. Febrian (2020) and Rulianti and Nurpribadi (2023) showed that the work environment and career development have a significant positive influence on employee loyalty. Furthermore, research conducted Bilady (2024) found that job satisfaction significantly influences employee loyalty. However, other studies, such as those conducted by Kharisma and Kustiyono (2020), found that the influence of the work environment and career development on loyalty was not always significant. This difference in results indicates an inconsistency in empirical findings, which raises the need to

explore other factors that may mediate this relationship. One variable widely recognized as having a significant mediating role is job satisfaction (Y1).

Job satisfaction itself is defined as a positive feeling arising from a person's evaluation of their job, including salary, relationships with coworkers, working conditions, and opportunities for development (Robbins & Judge, 2017). Employees who are satisfied with their jobs exhibit high work enthusiasm, loyalty, and a lower tendency to leave the organization (Bilady, 2024). Therefore, job satisfaction can function as an intervening variable that bridges the influence of the work environment and career development on employee loyalty. The higher a person's job satisfaction, the stronger the positive relationship between the work environment and career development on their loyalty (DJ, 2021).

PT Telkom Regional Kalimantan faces challenging conditions in maintaining employee loyalty. As a company operating in a broad geographic area with diverse socioeconomic characteristics, Telkom Regional Kalimantan often faces issues such as high employee turnover rates, particularly in operational and technical positions. Factors such as remote work locations from city centers, limited public facilities, and high workloads often reduce job satisfaction and morale (Pratama & Anggraini, 2023). This can have a direct impact on declining loyalty, especially among the younger generation, who tend to have flexible career orientations and are quick to change jobs if they feel they are not developing enough (Vera, 2022).

On the other hand, Telkom, as a large company, has significant potential to strengthen employee loyalty by improving the quality of the work environment, creating a supportive work culture, and implementing a well-planned career development program. By providing fair promotion opportunities, ongoing competency training, and support from management, the company can increase job satisfaction and foster a strong sense of belonging among employees (Robbins & Judge, 2017). High job satisfaction is expected to strengthen employee loyalty to Telkom, thereby reducing turnover and increasing productivity.

2. Research Methods

This study uses a quantitative approach with a causality research type, namely research that aims to analyze the influence between independent, intervening, and dependent variables (Sugiyono, 2018). The quantitative approach was chosen because it allows researchers to test hypotheses objectively through numerical measurements and statistical analysis (Creswell & Creswell, 2020). With this approach, the relationship between variables can be explained empirically based on measurable and verified data. The causality research type was used because this study focuses on the causal relationship between career development (X1) and work environment (X2) on job satisfaction (Y1) and employee loyalty (Y2), both directly and indirectly, with job satisfaction (Y1) as an intervening variable. This approach is in accordance with the research objective which is to explain how and to what extent the independent variable influences the dependent variable through certain psychological and organizational mechanisms (Hair, 2017)..

3. Results and Discussion

3.1. Analysis of Respondent Characteristics

Respondent characteristics analysis aims to describe the general profile of respondents involved in the research. These characteristics are important to demonstrate that the data obtained comes from respondents relevant to the research object. In this study, respondent characteristics were classified based on gender, age, highest level of education, length of service, and employee status.

1) Characteristics Based on Gender

To obtain a general overview of the respondents in this study, one aspect analyzed was their gender characteristics. Data regarding respondent gender are presented in the following table:

Table Characteristics Based on Gender

No	Gender	Frequency	Presentation
1	Man	177	80.5%
2	Woman	43	19.5%
Total		220	

Based on the table above, it can be seen that the majority of respondents in this study were male (177 people, or 80.5%), while 43 respondents were female (19.5%). This composition indicates a significant predominance of male respondents compared to female respondents.

2) Characteristics Based on Age

In addition to gender, the characteristics of the respondents in this study were also analyzed based on age. The age grouping of respondents aimed to determine their level of maturity and work experience, which could potentially influence their perspectives on the research variables. The age distribution of respondents is presented in the following table:

Table Characteristics Based on Age

No	Age	Frequency	Presentation
1	<25 Years	21	9.5%
2	25-30 Years	76	34.5%
3	31-35 Years	72	32.7%
4	36-40 Years	17	7.7%
5	>40 Years	34	15.5%
Total		220	

Based on the table above, it can be seen that the majority of respondents were aged 25–30 years (76 people, or 34.5%), followed by those aged 31–35 years (72 people, or 32.7%). This indicates that the majority of respondents were in their productive age and actively developing their careers.

There were 21 respondents aged under 25, or 9.5%, while 17 respondents aged 36–40, or 7.7%, were in the 36–40 age group. Meanwhile, there were 34 respondents aged over 40, or 15.5%, indicating a workforce with a relatively more mature level of experience.

3) Characteristics Based on Last Education

Respondent characteristics were further analyzed based on their highest level of education. This analysis aimed to determine respondents' educational background, which may influence their way of thinking, understanding of the research instruments, and perceptions of the variables studied. The distribution of respondents' highest level of education is shown in the following table:

Table Characteristics Based on Last Education

No	Last education	Frequency	Presentation
1	High School/Vocational High School or Equivalent	63	28.6%
2	Bachelor degree)	145	65.9%
3	Masters (S2)	12	5.5%
Total		220	

Based on the table above, it can be seen that the majority of respondents (145 respondents, or 65.9%), had a bachelor's degree (S1), indicating that most respondents had a higher education background sufficient to understand the questionnaire questions and provide rational and objective answers.

Respondents with a high school or vocational high school (SMA) or equivalent education numbered 63, or 28.6%, indicating that nearly a third of respondents came from secondary education backgrounds. Meanwhile, respondents with a master's degree (S2) numbered 12, or 5.5%, indicating a small portion of the workforce with advanced education.

4) Characteristics Based on Length of Service

Respondent characteristics were also analyzed based on length of service to determine their level of work experience within the organization. Length of service can provide insight into respondents' understanding of work culture, organizational systems, and company policies. The distribution of respondents' length of service is presented in the following table:

Table Characteristics Based on Length of Service

No	Years of service	Frequency	Presentation
1	<1 Year	9	4.1%
2	>5 Years	148	67.3%
3	1-2 Years	12	5.5%
4	3-5 Years	51	23.2%
Total		220	

Based on the table above, it can be seen that the majority of respondents have worked for more than five years, namely 148 people, or 67.3%. This indicates that most respondents have

substantial work experience, thus being considered to have a deep understanding of organizational conditions, the work environment, and company policies.

Respondents with 3–5 years of service totaled 51 people, or 23.2%, indicating that nearly a quarter of respondents were at the intermediate work experience level. Meanwhile, respondents with 1–2 years of service totaled 12 people, or 5.5%, and respondents with less than 1 year of service totaled 9 people, or 4.1%, indicating a relatively small number of new employees.

3.2. Hypothesis Testing

1) Direct Effect Test

Hypothesis testing was conducted to determine the direct and indirect influences between variables in the research model. This testing was based on the t-statistic (> 1.96) and p-value (< 0.05) as the basis for decision-making. If both criteria are met, the hypothesis is accepted or has a significant effect. The results of the hypothesis testing are presented in the following table.

Table Test Results Path Coefficients

Relationship between variables	Original Sample (O)	T-Statistic	P-Value	Decision
Career Development → Job Satisfaction	0.423	8,249	0,000	H1 Accepted
Work Environment → Job Satisfaction	0.608	10,246	0,000	H2 Accepted
Career Development → Employee Loyalty	0.409	5,225	0,000	H3 Accepted
Work Environment → Employee Loyalty	0.203	2,293	0.022	H4 Accepted
Job Satisfaction → Employee Loyalty	0.265	2,262	0.024	H5 Accepted

Based on the test results above, all hypotheses in this study were accepted because they had a t-statistic value greater than 1.96 and a p-value less than 0.05. The details are as follows:

a. The Effect of Career Development on Job Satisfaction (H1)

Based on the test results, a t-statistic value of 8.249 (> 1.96) and a p-value of 0.000 (< 0.05) were obtained with a path coefficient of 0.423. This indicates that Career Development has a significant positive effect on Job Satisfaction.

Thus, H1 is accepted. This means that the better the career development program provided by the company, such as promotion opportunities, training, and competency improvement, the higher the level of employee job satisfaction at PT Telkom Regional Kalimantan.

b. The Influence of Work Environment on Job Satisfaction (H2)

The test results show a t-statistic value of 10.246 (> 1.96) and a p-value of 0.000 (< 0.05) with a coefficient of 0.608. This means that the work environment has a significant positive effect on job satisfaction.

Thus, H2 is accepted. This means that a comfortable, safe work environment supported by harmonious working relationships can significantly increase employee job satisfaction. This variable also shows a stronger influence than Career Development on Job Satisfaction.

c. The Influence of Career Development on Employee Loyalty (H3)

Based on the analysis results, a t-statistic value of 5.225 (> 1.96) and a p-value of 0.000 (< 0.05) with a coefficient of 0.409 were obtained. This indicates that Career Development has a significant positive effect on Employee Loyalty.

Thus, H3 is accepted. This means that the clearer and more open the career development opportunities provided by the company, the higher the employee's loyalty to the organization.

d. The Influence of Work Environment on Employee Loyalty (H4)

The test results show a t-statistic value of 2.293 (> 1.96) and a p-value of 0.022 (< 0.05) with a coefficient of 0.203. This means that the work environment has a significant positive effect on employee loyalty.

Thus, H4 is accepted. Although its influence is not as significant as other variables, a conducive work environment still makes a significant contribution to increasing employee loyalty.

e. The Influence of Job Satisfaction on Employee Loyalty (H5)

Based on the analysis results, a t-statistic value of 2.262 (> 1.96) and a p-value of 0.024 (< 0.05) with a coefficient of 0.265 were obtained. This indicates that Job Satisfaction has a significant positive effect on Employee Loyalty.

Thus, H5 is accepted. This means that the higher the level of job satisfaction experienced by employees, the higher their loyalty to the company.

The indirect effect test was conducted to determine whether Job Satisfaction acts as a mediating variable in the relationship between Work Environment and Career Development on Employee Loyalty. The decision-making criteria were based on a t-statistic value > 1.96 and a p-value < 0.05 . If both conditions are met, the indirect effect is declared significant. The following table shows the results of the indirect effect test in this study:

Table Test Results Specific Indirect Effect

Indirect Relationship	Original Sample (O)	T-Statistic	P-Value	Decision
Work Environment → Job Satisfaction → Employee Loyalty	0.161	2,176	0.030	Significant

Career Development → Job Satisfaction → Employee Loyalty	0.112	2,234	0.026	Significant
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Based on the test results above, all hypotheses in this study were accepted because they had a t-statistic value greater than 1.96 and a p-value less than 0.05. The details are as follows:

1) Indirect Influence of Work Environment on Employee Loyalty through Job Satisfaction

Based on the test results, a t-statistic value of 2.176 (> 1.96) and a p-value of 0.030 (< 0.05) with a coefficient of 0.161 were obtained. This indicates that the work environment has a significant positive effect on employee loyalty through job satisfaction.

This means that a positive work environment not only directly increases employee loyalty but also increases job satisfaction, which then leads to increased employee loyalty. Thus, job satisfaction has been shown to act as a mediating variable in this relationship.

2) The Indirect Effect of Career Development on Employee Loyalty through Job Satisfaction

The test results show a t-statistic value of 2.234 (> 1.96) and a p-value of 0.026 (< 0.05) with a coefficient of 0.112. This means that Career Development has a significant positive effect on Employee Loyalty through Job Satisfaction.

This means that the better the career development program a company provides, the higher employee job satisfaction will be, which in turn will lead to increased employee loyalty. Thus, job satisfaction also acts as a mediating variable in the relationship between career development and employee loyalty.

3.3. Discussion

1) Career Development Has a Significant Positive Influence on Job Satisfaction

Based on the results of hypothesis testing using Partial Least Square (PLS) analysis, the path coefficient value (Original Sample) was 0.423, the t-statistic value was 8.249, and the p-value was 0.000. The t-statistic value was greater than 1.96 and the p-value was less than 0.05, so it can be concluded that career development has a significant positive effect on job satisfaction. Thus, H1 is accepted.

Descriptively, these results indicate that the better the career development system implemented by PT Telkom Regional Kalimantan, the higher the level of employee job satisfaction. Training programs, promotion opportunities, clear career planning, and support for competency development are important factors in shaping positive perceptions of work.

Employees who see future prospects within the organization will feel more valued and secure in their career prospects. This psychologically increases job satisfaction because employees feel the company cares about their professional development.

The results of this study align with the findings of Kurniawan et al. (2025), who concluded that career development has a significant positive effect on work motivation and is able to mediate the relationship between organizational variables. Although the dependent variable used is work motivation, the study confirms that career development plays a significant role in shaping positive work attitudes, including job satisfaction.

2) Work Environment Has a Significant Positive Influence on Job Satisfaction

The test results show a coefficient value of 0.608, with a t-statistic of 10.246 and a p-value of 0.000. This value indicates that the work environment has a significant positive influence on job satisfaction. Thus, H2 is accepted.

A coefficient of 0.608 indicates that the work environment is a very strong factor in shaping employee job satisfaction. A comfortable, safe work environment, supported by harmonious working relationships between superiors and coworkers, can increase work satisfaction.

In the context of PT Telkom Regional Kalimantan, geographical conditions and operational challenges make the internal work environment a crucial factor in maintaining employee emotional and psychological stability. When work facilities are adequate and communication is effective, employees tend to feel satisfied with their jobs.

This finding differs from the research by Sania & Putra (2024), which found that job satisfaction and the work environment negatively impacted employee loyalty to the companies they studied. This discrepancy indicates differences in organizational characteristics and research context. Therefore, this study reinforces the general theory that the work environment positively improves employee work attitudes, particularly in the context of national-scale state-owned enterprises.

3) Career Development Has a Significant Positive Influence on Employee Loyalty

The test results show a coefficient value of 0.409, with a t-statistic of 5.225 and a p-value of 0.000. Since the t-statistic is greater than 1.96 and the p-value is less than 0.05, it can be concluded that career development has a significant positive effect on employee loyalty. Thus, H3 is accepted.

These results indicate that the clearer and more structured a company's career development system, the higher employee loyalty to the organization. Loyalty is reflected in the desire to remain employed long-term, demonstrate commitment, and make maximum contributions to the company.

Employees who feel they have opportunities for growth are less likely to seek job opportunities outside the organization. This suggests that career development not only increases satisfaction but also strengthens long-term commitment to the company.

This finding is supported by research by Bilady et al. (2024), which concluded that job satisfaction, work discipline, and work motivation have a significant positive effect on

employee loyalty. The study also emphasized the importance of career development opportunities in building a loyal team, although career development was not explicitly tested as an intervening variable.

4) Work Environment Has a Significant Positive Influence on Employee Loyalty

The results of the hypothesis test show a coefficient value of 0.203, with a t-statistic of 2.293 and a p-value of 0.022. This value indicates that the work environment has a significant positive effect on employee loyalty, so H4 is accepted.

Although its coefficient is smaller than career development, the work environment still plays a significant role in shaping loyalty. A harmonious work environment creates a sense of comfort and emotional attachment to the organization.

Employees who work in a supportive work environment tend to have lower turnover intentions. This suggests that social and physical factors in the work environment play a role in employee retention.

These results align with research conducted by Widnyasari & Surya (2023), which found that the work environment has a significant positive influence on employee loyalty at PT. Mabhakti Denpasar. The study concluded that a comfortable, safe work environment supported by harmonious working relationships can increase employee engagement and commitment to the organization.

5) Job Satisfaction Has a Significant Positive Influence on Employee Loyalty

The test results show a coefficient value of 0.265, with a t-statistic of 2.262 and a p-value of 0.024. Since the t-statistic is greater than 1.96 and the p-value is less than 0.05, job satisfaction has a significant positive effect on employee loyalty. Thus, H5 is accepted.

These results indicate that job satisfaction is a crucial psychological factor in shaping employee loyalty. When employees are satisfied with their jobs, both in terms of compensation, working relationships, and performance recognition, they demonstrate a stronger commitment to the organization.

Job satisfaction serves as the foundation for building long-term loyalty. Satisfied employees not only stay but also develop an emotional attachment to the company.

This finding is consistent with research by Bilady et al. (2024), which concluded that job satisfaction has a significant positive effect on employee loyalty. This study confirms that job satisfaction is a key determinant in building employee dedication and commitment to the organization.

6) Career Development Has an Indirect Influence on Employee Loyalty through Job Satisfaction

Based on the results of the indirect effect test, a coefficient value of 0.112 was obtained, with a t-statistic of 2.234 and a p-value of 0.026. Since the t-statistic is greater than 1.96 and the p-value is less than 0.05, it can be concluded that career development has a significant positive indirect effect on employee loyalty through job satisfaction. Thus, this hypothesis is accepted.

These results indicate that job satisfaction acts as a mediating variable, strengthening the relationship between career development and employee loyalty. This means that career development not only directly increases loyalty (direct coefficient 0.409), but also increases loyalty through prior increases in job satisfaction.

Conceptually, when employees receive clear and structured career development opportunities, they will feel satisfied with their jobs. This satisfaction then forms an emotional attachment and long-term commitment to the organization. In other words, job satisfaction serves as a psychological mechanism that bridges the influence of career development on employee loyalty.

This finding aligns with research by Kurniawan et al. (2025), which concluded that career development significantly mediates the relationship between organizational variables and work motivation. Although the dependent variables used were different, this study confirmed the mediating role of career development in shaping positive work attitudes.

Furthermore, Silalahi's (2019) research also found that career development can strengthen the relationship between motivation and work discipline on employee performance. This suggests that career development has a strategic function as an intervening variable in various organizational behavior relationships, which in this study is expanded to the context of employee loyalty.

Thus, this study successfully fills the research gap by proving that job satisfaction can be a mediator between career development and employee loyalty in the context of PT Telkom Regional Kalimantan.

7) Work Environment Has an Indirect Influence on Employee Loyalty through Job Satisfaction

Based on the results of the indirect effect test, a coefficient value of 0.161 was obtained, with a t-statistic of 2.176 and a p-value of 0.030. The t-statistic value is greater than 1.96 and the p-value is less than 0.05, so it can be concluded that the work environment has a significant positive indirect effect on employee loyalty through job satisfaction. Thus, H7 is accepted.

These results indicate that job satisfaction also acts as a mediator in the relationship between the work environment and employee loyalty. A comfortable and conducive work environment will initially increase job satisfaction, which then impacts employee loyalty to the organization.

Theoretically, a positive work environment creates a sense of security, comfort, and appreciation. These conditions foster high job satisfaction, which ultimately strengthens commitment and loyalty to the company. Thus, the work environment's influence on loyalty occurs not only directly (direct coefficient 0.203) but also through the mechanism of job satisfaction.

These findings extend the research of Bilady et al. (2024), which found that job satisfaction positively influences employee loyalty. Although the study did not explicitly test a mediation model, the results support the role of job satisfaction as a key factor in building loyalty.

On the other hand, the results of this study differ from those of Sania & Putra (2024), who found a negative relationship between the work environment and employee loyalty. This difference again demonstrates the influence of organizational context, respondent characteristics, and work culture on the direction of the relationship between variables.

Thus, this study provides an empirical contribution that in the context of a state-owned company such as PT Telkom Regional Kalimantan, job satisfaction is proven to be a significant mediating variable in explaining the relationship between the work environment and employee loyalty.

4. Conclusion

Based on the results of research on the influence of career development and work environment on employee loyalty with job satisfaction as an intervening variable at PT Telkom Regional Kalimantan, several conclusions can be drawn as follows: Career development has a significant positive effect on job satisfaction. This shows that the better the career development system implemented by the company, such as promotion opportunities, training, and clear career planning, the higher the level of employee job satisfaction. The work environment has a significant positive effect on job satisfaction. This shows that a comfortable, safe work environment supported by good interpersonal relationships can significantly increase employee job satisfaction. Career development has a significant positive effect on employee loyalty. This means that the better career development provided by the company, the higher employee loyalty to the organization. The work environment has a significant positive effect on employee loyalty. Although its effect is smaller than career development, the work environment remains an important factor in building employee loyalty. Job satisfaction has a significant positive effect on employee loyalty. This shows that job satisfaction is a psychological factor that plays a role in forming employee commitment and loyalty to the company. Career development has an indirect effect on employee loyalty through job satisfaction. Job satisfaction has been shown to mediate the relationship between career development and employee loyalty, thus improving the quality of career development indirectly increases employee loyalty. The work environment indirectly influences employee loyalty through job satisfaction. Job satisfaction has also been shown to mediate the relationship between the work environment and employee loyalty, thus improving the work environment indirectly contributes to increased employee loyalty.

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