

A Model for Increasing Human Resource Loyalty Through Promotion and Welfare Based on Job Satisfaction in PT PLN Uid Suluttenggo

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Abstract. *The purpose of this study is to 1) Analyze the effect of job promotion on HR job satisfaction, 2) Analyze the effect of welfare on HR job satisfaction, 3) Analyze the effect of job promotion on HR loyalty, 4) Analyze the effect of welfare on HR loyalty, 5) Analyze the effect of job satisfaction on HR loyalty. The type of research used in this study is quantitative research with a causal approach. The population in this study is all employees of PT PLN UID Suluttenggo, which totals 1,200 people. The sample of this study is 105 employees of PT PLN UID Suluttenggo which is calculated using the hair formula. The data collection technique uses a closed questionnaire. In this study, data analysis uses the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results: 1) Job promotion has a significant positive effect on employee job satisfaction, 2) Welfare has a significant positive effect on employee job satisfaction, 3) Job promotion has a significant positive effect on HR loyalty, 4) Welfare has a significant positive effect on HR loyalty, 5) Job satisfaction has a significant positive effect on HR loyalty, 6) Job satisfaction is able to mediate the influence of job promotion and welfare on HR loyalty.*

Keywords: Research; Study; Quantitative.

1. Introduction

In today's era of global competition, the success of an organization or company depends not only on business strategy but also on how the company manages its human resources (HR). One crucial element in HR management is efforts to increase employee loyalty. Employee loyalty is a key indicator of the success of company management in creating a productive and harmonious work environment. Loyal employees tend to have a high level of commitment to the company, such as a willingness to remain loyal to the organization where they work, reduce turnover, maintain the company's reputation, have high productivity, and make optimal contributions to supporting the achievement of the company's strategic goals (Iqbal & Syahrizal, 2021). Loyalty is a behavioral condition related to physical, psychological, and social aspects that encourage employees to follow business policies and do so with full understanding and responsibility (Sari & Karnadi, 2019).

PT PLN (Persero) as one of the state-owned companies or State-Owned Enterprises (BUMN) engaged in the electricity sector, has a working area spread throughout the archipelago that reaches even remote or isolated areas, certainly has a complex challenge in maintaining employee loyalty. This is no exception at PT PLN (Persero) Main Distribution Unit (UID) North, Central, and Gorontalo Sulawesi (Suluttenggo). Organizationally, PT PLN (Persero) UID Suluttenggo oversees 10 (ten) Units with different Implementing functions, including 7 (seven) Customer Service Implementing Units (UP3), 3 (three) Electricity Project Implementing Units (UP2K) and 1 (one) Distribution Regulatory Implementing Unit (UP2D).

Many factors can increase employee loyalty, including job promotions, compensation, facilities, benefits, welfare, and the environment (Hasani, Tewal & Walngitan, 2023). Job promotions are a significant factor in influencing employee loyalty. A job promotion occurs when a manager raises an employee to a higher position and grants them greater authority and responsibility, after the employee passes an evaluation or assessment process and is deemed worthy of promotion to a higher level (Yubu, Tamengkel & Mukuan, 2023). Job promotions are crucial for companies because they ensure company stability and employee morale. In addition to financial rewards and job promotions, job satisfaction is also a determinant of whether employee performance and loyalty improve or decline (Desnirita & Nataleon, 2021). Promotions provide employees with opportunities to advance their careers, gain greater responsibility, and receive recognition for their work achievements, which ultimately drives loyalty to the company (Chamariyah, Agus & Budiarto, 2024).

Besides job promotion, employee well-being is also a crucial variable influencing loyalty (Saputra & Putri, 2024). Well-being encompasses not only financial fulfillment such as salary and benefits, but also non-financial aspects such as a conducive work environment, work-life balance, and a sense of security in the workplace (Triany, Sutrisno & Darmaputra, 2023). Employee well-being is a crucial component of a healthy work environment and organization. Companies that promote well-being make it easier for employees to manage stress levels while also maintaining a positive and productive environment (Pratama, Intani & Larassaty, 2023). Well-being can refer to mental and physical health, as well as more complex aspects such as satisfaction and engagement (Ariska, 2017).

Existing literature on the influence of job promotions and welfare on loyalty shows a gap. Studies have shown that job promotions and welfare positively influence employee loyalty (Iqbal & Syahrizal, 2021; Gultom, Ustriyana & Agung, 2021; Pratama, Intani & Larasati, 2023; Sabrina et al., 2024; Saputra & Putri, 2024). However, other studies have found that job promotions and welfare have no effect on employee loyalty (Marpaung & Tanjung, 2023; Triany, Sutrisno & Darmaputra, 2023).

Due to this research gap, researchers propose a new variable, job satisfaction, as a solution to address this gap. The inclusion of job satisfaction as a mediator is based on previous research showing that job satisfaction influences employee loyalty (Rahwana & Lestari, 2019; Giovanni & Ie, 2022; Asnaeni, Maryadi & Rahim, 2022).

Job satisfaction is a crucial component of employee loyalty. Job satisfaction is a pleasurable emotional state driven by a personal assessment of the individual's working conditions and work experiences within the organization (Giovanni & Ie, 2022). Job satisfaction is the most important driver of employee loyalty. This is because if employees feel their work is valued by their leaders, are given flexibility in carrying out their duties, are motivated, and are consistently given direction and guidance, their job satisfaction will grow, thereby increasing employee loyalty to the company (Asnaeni, Maryadi & Rahim, 2022). Furthermore, job satisfaction, at a certain level, can prevent employees from seeking employment elsewhere. If employees are satisfied with the company, they tend to be loyal and will stay with the company. Employees who are satisfied with their company will have a greater sense of attachment or loyalty to the company than dissatisfied employees (Rahwana & Lestari, 2019).

2. Research Methods

The type of research used in this study is quantitative research with a causal approach. According to Sugiyono (2019), a causal quantitative approach is an approach in research that seeks a relationship between one variable and another variable that has a cause and effect. This research tests the established hypothesis and to find the influence between the independent variable and the dependent variable. According to Sekaran (2016), quantitative causal research is research that aims to determine the extent to which independent variables influence the dependent variable. This causal research aims to examine the causal relationship between independent variables (job promotion and welfare) and the dependent variable (employee loyalty) with job satisfaction as an intervening variable. The data collection technique in this study used a questionnaire instrument. The definition of a research instrument is the tools that will be used to collect data. This research instrument can be a questionnaire, observation form, other forms related to data recording, and so on (Notoatmodjo, 2020). The instrument is compiled based on the operationalization of the variables that have been created and arranged according to the appropriate scale (Indrawan & Yaniawati, 2016). Because the research instrument will be used to conduct measurements with the aim of producing accurate quantitative data, each instrument must have a scale (Sugiyono, 2019:92). The researcher has a role as a data collection instrument. In this data collection, an assistive device in the form of a questionnaire is also used. A questionnaire is a collection of written questions given to respondents to obtain information (Arikunto, 2019:194).

3. Results and Discussion

The subjects of this study were employees of PT PLN UID Suluttenggo. Data collection using a questionnaire via Google Form distributed online via WhatsApp from August 5-25, 2025, obtained 106 respondents. The data was then verified and obtained one answer was not used in the study because it did not meet the respondent criteria, namely employees with a minimum of 5 years of service. Furthermore, the remaining 105 answers after verification met the requirements as respondents. Therefore, the data used in this study came from the answers of 105 respondents with the characteristics that can be described as follows:

Table Respondent Characteristics

Characteristics	Information	Frequency	Percentage
Gender	Man	95	90.5
	Woman	10	9.5
Total		105	100
Age Range	18 – 25 years old	2	1.9
	26 – 35 years old	74	70.5
	36 – 45 years old	29	27.6
Total		105	100
Education	High school or equivalent	2	1.9
	Diploma	23	21.9
	Bachelor	65	61.9
	Master	15	14.3
Total		105	100
Years of service	6 – 10 years	46	43.8
	11 – 15 years	48	45.7
	16 – 20 years	11	10.5
Total		105	100%

Based on the characteristics of 105 employees of PT PLN UID Suluttenggo, it is known that 90.5% are men, this explains that a man's duty as head of the family to provide for the family's needs so that he chooses to work in sectors that require long working hours or work locations that are difficult to reach, as often happens in work at PLN.

Age range characteristics show as much as 70.5% employees of PT PLN UID Suluttenggo 26-35 years old, this age group is considered mature and productive. Employees at this age group have broader and deeper work experience and emotional maturity, enabling them to better understand the dynamics of the workplace and handle challenges more effectively.

Educational characteristics show as much as 61.9% employees of PT PLN UID Suluttenggo. Having a bachelor's degree indicates a high level of education. Employees with a high level of education have greater self-confidence, problem-solving skills, and analytical abilities, all of which contribute to better workplace performance.

Characteristics of work period The data shows that 45.7% of employees have worked for PT PLN UID Suluttenggo for 11-15 years. Employees with 11-15 years of service have deeper experience in PLN's operations and challenges. They are more familiar with existing procedures, systems, and networks, allowing them to contribute more effectively in their work.

Descriptive analysis aims to determine respondents' responses to each question asked. In this case, descriptive analysis explains customers' responses to the questions asked for each variable. job promotion, welfare, job satisfaction and loyalty. To determine the respondents' responses to each variable, in this study they were grouped into one score category using a scale range with the following formula (Umar, 2017):

$$TT - TR$$

$$\text{Hospital} : \frac{\quad}{\quad}$$

$$\text{Scale}$$

Information

Hospital : Scale Range

TR : Score Lowest (1)

TT : Score Highest (5)

Based on the formula above, the scale range can be calculated:

$$5 - 1$$

$$\text{Hospital} : \frac{\quad}{\quad}$$

$$3$$

$$\text{Hospital} : 1.3$$

Thus the interval value can be explained as follows:

Low : 1 – 2.33

Currently : 2.34 – 3.67

Tall: 3.68 – 5.0

Responses from 105 employees of PT PLN UID Suluttenggo regarding job promotion, welfare, job satisfaction and loyalty can be explained as follows:

Table Variable Description Job Promotion

Code	Indicator	STS	TS	KS	S	SS	Mean	Criteria
PJ1	Career opportunities	3	15	31	35	21	3.53	Currently
PJ2	Work performance	2	15	37	31	20	3.50	Currently
PJ3	Transparency	4	16	45	24	16	3.30	Currently
PJ4	Justice	2	13	40	33	17	3.48	Currently
PJ5	Work motivation	2	13	36	38	16	3.50	Currently
Average							3.46	Currently

Based on table show that respondents' responses regarding job promotions has an average value of 3.46 (moderate) which indicates that the average respondent gave a fairly good response to the statements in the questionnaire, this shows that PT PLN UID Suluttenggo implements a system job promotion quite good. Respondents' responses regarding career

opportunities were the highest indicator with a mean value of 3.53 (moderate). This indicates that PT PLN UID Suluttenggo provides employees with equal opportunities for promotion. Furthermore, responses regarding transparency received an average value of 3.30 (moderate), making it the lowest indicator in this variable. This indicates that the promotion mechanism at PT PLN UID Suluttenggo is quite clear and transparent.

Path The path coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the direct effect is considered statistically significant.

Table Direct Influence (Path Coefficient)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information
Job Promotion -> Job Satisfaction	0.212	0.217	0.082	2,579	0.005	H ₁ accepted
Wellbeing -> Job Satisfaction	0.698	0.695	0.075	9,293	0.000	H ₂ accepted
Job Promotion -> Loyalty	0.164	0.164	0.083	1,990	0.023	H ₃ accepted
Well-being -> Loyalty	0.295	0.303	0.124	2,375	0.009	H ₄ accepted
Job Satisfaction -> Loyalty	0.405	0.398	0.134	3,009	0.001	H ₅ accepted

1) Based on the data presented in table above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Effect of Position Promotion on Job Satisfaction

Based on the path coefficient results, it is known that the P-Values that form the influence of job promotion on job satisfaction are $0.005 < 0.05$ and the T-Statistics value ($2.579 > 1.96$). Meanwhile, the original sample has a value of 0.212 (positive). This indicates that job promotion has a positive and significant effect on job satisfaction. These results support the first hypothesis, meaning H₁ is accepted.

b. The Influence of Employee Welfare on Job Satisfaction

Based on the path coefficient results, it is known that the P-values that determine the influence of employee welfare on job satisfaction are $0.000 < 0.05$ and the T-Statistics value ($9.293 > 1.96$). Meanwhile, the original sample has a value of 0.698 (positive). This indicates that employee welfare has a positive and significant effect on job satisfaction. These results support the second hypothesis, meaning H₂ is accepted.

c. The Influence of Job Promotion on Loyalty

Based on the path coefficient results, it is known that the P-values that determine the influence of job promotion on loyalty are $0.023 < 0.05$ and the T-Statistics value $(1.990) > 1.96$. Meanwhile, the original sample has a value of 0.164 (positive). This indicates that job promotion has a positive and significant effect on loyalty. These results support the third hypothesis, meaning H3 is accepted.

d. The Influence of Employee Welfare on Loyalty

Based on the path coefficient results, it is known that the P-values that determine the influence of employee welfare on loyalty are $0.009 < 0.05$ and the T-Statistics value $(2.375) > 1.96$. Meanwhile, the original sample has a value of 0.295 (positive). This indicates that employee welfare has a positive and significant effect on loyalty. These results support the fourth hypothesis, meaning H4 is accepted.

e. The Influence of Job Satisfaction on Loyalty

Based on the path coefficient results, it is known that the P-values that determine the influence of job satisfaction on loyalty are $0.001 < 0.05$ and the T-Statistics value $(3.009) > 1.96$. Meanwhile, the original sample has a value of 0.405 (positive). This indicates that job satisfaction has a positive and significant effect on loyalty. These results support the fifth hypothesis, meaning H5 is accepted.

a. Indirect Influence

Indirect effect In PLS-SEM, it is used to test the relationship between independent and dependent variables mediated by other variables. In other words, the indirect effect measures the extent to which the independent variable influences the dependent variable through the mediator variable. The indirect effect is evaluated based on the p-value and T-statistic generated from bootstrapping. According to Rahadi (2023), in PLS-SEM, the critical value with an alpha of 0.05 for a one-sided test is 1.66. Therefore, if the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.66, the indirect effect is considered statistically significant.

Table Indirect Effect (Specific Indirect Effect)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information	
Job Promotion -> Job Satisfaction -> Loyalty	0.086	0.089	0.048	1,776	0.036	Able	to mediate
Well-being -> Job Satisfaction -> Loyalty	0.282	0.275	0.096	2,937	0.002	Able	to mediate

Based on the data presented in the table above, it can be explained as follows:

a. The Role of Job Satisfaction in Mediating the Effect of Job Promotion on Loyalty

Based on the data presented in table 4.11, it can be seen that the P-Values specific indirect effect is $0.036 < 0.05$ and the T-Statistics value $(1.776) > 1.66$ with the original sample value of 0.086 (positive), this means job satisfaction canstreng then the positive influence of job promotion on HR loyalty. These results indicate that job satisfaction plays a role in mediating the relationship between job promotions and HR loyalty.

b. The Role of Job Satisfaction in Mediating the Effect of Well-Being on Loyalty

Based on the data presented in table 4.11, it can be seen that the P-Values specific indirect effect value is $0.001 < 0.05$ and the T-Statistics value $(2.937) > 1.66$ with the original sample value of 0.282 (positive), this means job satisfaction canstreng then the positive influence of welfare on HR loyalty. These results indicate that job satisfaction plays a role in mediating the relationship between welfare and HR loyalty.

Discussion:

1) Direct Influence

a. The Effect of Position Promotion on Job Satisfaction

The research results show that job promotions have a positive and significant effect on job satisfaction. This means that the better and more frequent job promotions given to employees, the higher their job satisfaction levels will be. Job promotions provide recognition for achievement, increased social status and responsibility, increased income and benefits, and opportunities for personal development—all of which are key factors in job satisfaction.

Study This is in line with (Yubu, Tamengkel & Mukuan, 2023) who stated that appropriate job promotions can increase employee satisfaction. Research (Satriawati, Rismawan & Andika, 2023) states that job promotions are also seen as recognition of the employee's ability and potential to occupy a higher position. With this job promotion program, employees who feel they have potential will feel satisfied in working at the company.

Job promotion has a positive and significant effect on employee job satisfaction. PT PLN UID Suluttenggo This is because when employees receive a promotion, they feel appreciated for their hard work, which ultimately improves their morale, motivation, and engagement, leading to greater job satisfaction. Promotions are a form of company recognition of an employee's abilities and performance. This makes employees feel valued and trusted to take on greater responsibilities. Furthermore, promotions are often accompanied by increases in income, social status, and other benefits, which increase employee pride and happiness. Promotions also serve as incentives that encourage employees to work better and with greater enthusiasm. This ultimately increases their overall job satisfaction.

b. The Influence of Employee Welfare on Job Satisfaction

The research results show that employee welfare has a positive and significant impact on job satisfaction. This means that the better and more adequate the welfare provided to PLN

employees (salary, benefits, facilities, health insurance and pensions, and non-financial welfare programs), the higher the employee's satisfaction and enjoyment with their work. Conversely, if welfare declines, job satisfaction will also decline.

The results of this study are in line with research conducted by (Amin & Yusra, 2021) found that employees who receive higher welfare scores tend to experience greater job satisfaction, while employees who receive lower welfare scores experience decreased job satisfaction. This is relevant to research by Hermanto & Darmanah (2019), which states that employee welfare is very meaningful and beneficial in meeting the physical and mental needs of employees and their families, thus impacting job satisfaction.

Employee welfare is seen as a manifestation of PT PLN UID Suluttenggo's concern for employees and aims to increase job satisfaction. Salaries, benefits, and incentives commensurate with employee contributions create a sense of appreciation, which positively impacts motivation and job satisfaction. Comfortable and physically and mentally healthy work facilities create a positive work environment, making employees feel at home and more enthusiastic. Consequently, employees who feel their well-being is met will have higher work motivation, which in turn leads to increased job satisfaction.

c. The Influence of Job Promotion on Loyalty

The research results show that job promotions have a positive and significant effect on loyalty. This means that the more opportunities for promotion at PLN, the more likely they are to demonstrate high levels of loyalty to the company by demonstrating

The results of this study are relevant to research (Gultom, Ustriyana & Agung, 2021) which states that if a job promotion is achieved, it can trigger an employee to be loyal to the company. This is a form of loyalty from employees to the company with a high sense of responsibility, so that employees will remain to build the company. Research (Desnirita & Nataleon, 2021) states that job promotion is a necessary strategy in an organization because it is a very important aspect in the organization, especially in offering tangible rewards, employee status and increased work loyalty.

Job promotions have a positive and significant influence on employee loyalty. PT PLN UID Suluttenggo can be caused because promotions provide recognition for performance, increase motivation, and create a clear career path, all of which contribute to a sense of loyalty and commitment to the company. Promotion is a form of recognition for employee abilities and hard work, which makes employees feel valued and trusted to take on greater responsibilities. The existence of structured promotions shows that PT PLN UID Suluttenggo cares about the development of its employees and provides a clear career path, thereby increasing employee commitment and loyalty. In addition, when employees feel that PT PLN UID Suluttenggo is investing in them through job promotions, they tend to feel more emotionally attached and committed to remaining loyal to the company in the long term.

d. The Influence of Employee Welfare on Loyalty

The research results show that employee well-being has a positive and significant impact on loyalty. This means that the better the employee well-being provided by the company, the higher the level of employee loyalty. Increased well-being is directly proportional to increased employee loyalty, and conversely, decreased well-being decreases employee loyalty.

Research conducted by Sabrina et al., 2024, shows relevant results, whereby fulfilling employee welfare can create employee loyalty. Conversely, employees with low levels of well-being at work are more likely to leave the company. Research (Pratama, Intani & Larassaty, 2023) found that employee welfare (material and non-material) provided based on policy has an impact on increasing employee loyalty.

Employee welfare in this study includes various indicators that can make employees feel comfortable, safe and appreciated in the workplace, such as salary, benefits, facilities, social security and non-financial welfare programs. all contribute to increased employee loyalty. A good wellness program shows that PT PLN UID Suluttenggo Trusting and investing in employees fosters a sense of mutual trust and loyalty. Employees who feel their needs are met, both financially and non-financially, are less likely to seek employment elsewhere, thus reducing turnover.

e. The Influence of Job Satisfaction on Loyalty

The research results show that job satisfaction has a positive and significant effect on loyalty. This means that the higher an employee's job satisfaction, the higher their loyalty to the company. Conversely, the lower their job satisfaction, the lower their loyalty.

In line with research conducted by (Giovanni & Ie, 2022) the higher the job satisfaction, the more satisfaction employees feel, the more their loyalty increases. Research (Rahwana & Lestari, 2019) states that job satisfaction at a certain level can prevent employees from seeking employment at other companies. If employees are satisfied, they are more likely to stay with the company.

Job satisfaction has a positive and significant impact on employee loyalty PT PLN UID Suluttenggo Satisfied employees find their work enjoyable, are motivated to deliver maximum results, and tend to demonstrate greater dedication and a sense of responsibility toward the company, ultimately increasing their loyalty. Furthermore, satisfied employees foster positive emotional feelings toward their work. These feelings foster psychological commitment and a desire to remain with the company, rather than seeking other employment. This is due to the fulfillment of employee expectations for a positive job and work environment, which generates a sense of appreciation and motivation to contribute their best to the company.

2) Indirect Influence

a. The Role of Job Satisfaction in Mediating the Effect of Job Promotion on Loyalty

The results of the study show that job satisfaction can strengthen the positive influence of job promotion on HR loyalty. These results indicate that job satisfaction plays a role in mediating the relationship between job promotions and HR loyalty. Job promotions carried out by the management of PT PLN UID Suluttenggo play an important role for each employee, in fact, each employee makes job promotions a goal that is always hoped for by employees.

The results of this study are in line with research conducted by (Magdalena & Rulyati, 2019) that the right job promotion can increase employee satisfaction, through satisfaction with the job promotion given, employee loyalty increases. Research (Hasani, Tewal & Walangitan, 2023) states that employees who are promoted to the right position can further increase job satisfaction, if job satisfaction with job promotion is achieved based on the principle of fairness, it will encourage employee loyalty by working harder, enthusiastically, disciplined, and achieving work performance so that company goals can be optimally achieved.

Job promotions show that employees are valued for their abilities and skills by PT PLN UID Suluttenggo. This increases job satisfaction, and satisfied employees feel more confident and motivated to remain loyal to the company that provides such recognition. If they receive a promotion while already satisfied, it feels like deserved and genuine recognition, not just a formality, reinforcing their sense of appreciation and reducing the likelihood of seeking opportunities elsewhere. Furthermore, job satisfaction is often linked to work-life balance. When satisfied employees achieve this balance, they view it as part of a career they want to develop long-term, rather than as an additional burden that will disrupt their balance.

b. The Role of Job Satisfaction in Mediating the Effect of Well-Being on Loyalty

The research results show that job satisfaction can strengthen the positive influence of well-being on employee loyalty. These results indicate that job satisfaction plays a mediating role in the relationship between well-being and employee loyalty. This means that increased well-being can increase job satisfaction, which in turn can increase employee loyalty to the company. Employees' perceived well-being influences their feelings of satisfaction, and this satisfaction serves as a bridge to building long-term loyalty.

In their research, Saputra and Putri (2024) found that perceptions of well-being are a key determinant of job satisfaction. Research conducted by Ilmiyah et al. (2025) found that when employees feel valued through adequate well-being, they tend to demonstrate greater loyalty to the organization. Conversely, dissatisfaction with well-being can decrease loyalty and trigger turnover intentions.

Job satisfaction acts as a bridge between employee well-being and HR loyalty. PT PLN UID Suluttenggo. Because adequate welfare (through good salary, benefits, facilities, social security and non-financial welfare programs) increases satisfaction, and a sense of enjoyment of the job and the company is what then encourages employees to remain loyal, perform better, and demonstrate high loyalty to the company. Conversely, without the feeling of satisfaction that arises from perceived well-being, well-being alone may not be

enough to directly create loyalty.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: Job promotion has a significant positive effect on employee job satisfaction, this shows that employees will feel more satisfied working at PT PLN UID Suluttenggo when they are given the opportunity to be promoted, which reflects recognition of their hard work and contribution. Welfare has a significant positive effect on employee job satisfaction, this means that good welfare such as salary, benefits, work facilities, social security and appropriate non-financial welfare programs will make employees feel more appreciated which will have an impact on increasing feelings of satisfaction with their work. Job promotion has a significant positive effect on HR loyalty, indicating that job promotion is not only about increasing status and responsibility, but also recognition of employee performance which encourages them to continue working at PT PLN UID Suluttenggo. Welfare has a significant positive effect on HR loyalty this means that employees who feel their welfare is fulfilled will be more likely to continue working at PT PLN UID Suluttenggo in the long term. Job satisfaction has a significant positive effect on HR loyalty this means that job satisfaction will make employees prefer to stay at PT PLN UID Suluttenggo and not intend to move to another company. Job satisfaction is able to mediate the influence of job promotion and welfare on HR loyalty, this means that employees who are rewarded with job promotions and welfare will feel satisfied, thus increasing the employee's desire to stay at the company. PT PLN UID Suluttenggo and contribute better.

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