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# The Influence of Career Development, Job Promotion, Employee Loyalty and Work Environment on Employee Performance at PT. Brigh PLN Batam

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**Abstract**

*In testing the hypothesis whether the Career Development variable has an effect on Employee Performance at PT. Brigh PLN Batam, Riau Islands Province, then because the calculated t (7,850) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Career Development variable has an effect on Employee Performance. In testing the hypothesis whether the Job Promotion variable has an effect on Employee Performance, then Because t count (10.850) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Job Promotion variable has an effect on Employee Performance. In testing the hypothesis whether the Work Loyalty variable has an effect on Employee Performance, then Because t count (14.290) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Loyalty variable has an effect on Employee Performance. In testing the hypothesis whether the Work Environment variable has an effect on Employee Performance, then Because t count (16.373) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Environment variable has an effect on Employee Performance. In testing the hypothesis whether the variables of Career Development, Job Promotion, Employee Loyalty and Work Environment simultaneously influence Employee Performance. The ANOVA test produces a calculated F number of 120.798 > F table 2.56 with a significance level (probability number) of 0.05. F count > F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Career Development (X1), Job Promotion (X2), Employee Loyalty (X3) and Work Environment (X4) together have a significant effect on the Employee Performance variable (Y).*

**Keywords: Career Development, Job Promotion, Employee Loyalty, Work Environment, Employee performance**



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## INTRODUCTION

Human resources (HR) are the most crucial asset for any organization in achieving strategic goals and maintaining business continuity. In an era of globalization and increasingly fierce industrial competition, organizations are required to continuously improve operational effectiveness and efficiency. A company's success depends heavily on the performance of its employees. Optimal employee performance does not occur spontaneously but is influenced by various internal and external factors in the work environment, strategically managed by company management.

PT. bright PLN Batam, as the primary provider of electricity services in the strategic Batam region, plays a vital role in supporting economic growth, industry, and public welfare. Given Batam's status as a densely industrialized free trade and free port zone (KPBPB), demands for PT. bright PLN Batam's operational reliability and services are extremely high. Therefore, the company requires superior and consistent employee performance standards across all lines of operation to minimize energy distribution disruptions and maximize customer satisfaction.

Although PT. bright PLN Batam has implemented various HR management policies, performance fluctuations and operational dynamics in the field remain a real challenge. Changes in the company's status, demands for digitalized services, and the high expectations of the Batam community for a stable electricity supply require continuous adaptation of employee performance. The suboptimal synergy between clear career paths, promotion objectives, loyalty levels of different employee generations, and a comfortable work environment in several operational divisions are suspected to be obstacles to achieving the company's performance targets optimally.

Currently in the digital era, several companies have utilized technology in providing services, one of which is a state-owned company in the electricity sector, namely PT. Brigh PLN Batam. In this case, they deploy their personnel to address complaints and problems experienced by customers who must be maximized efficiently and as much as possible by implementing online-based service innovations in the form of an application called PLN Mobile to make it easier for customers to meet their information needs and interact with employees at PT. Brigh PLN Batam, Riau Islands.

Work loyalty, or work fidelity, is one element used in employee assessments, encompassing loyalty to one's job, position, and organization. Loyalty is an employee's willingness to remain loyal to the company where they work.The work environment is a crucial component of employees' work activities. By ensuring a positive work environment or creating motivating working conditions, employees will be more enthusiastic and enthusiastic about their work. A conducive work environment provides a sense of security and enables PT Brigh PLN Batam employees to perform optimally.


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Based on the urgency of the above phenomenon, research into the factors influencing HR performance in this vital infrastructure provider company is crucial. Therefore, the researcher is interested in conducting an in-depth study entitled: "The Influence of Career Development, Job Promotion, Employee Loyalty, and Work Environment on Employee Performance at PT. bright PLN Batam."

## THEORETICAL BASIS

### Employee Performance

According to Afandi (2018:83) Performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics. According to Mangkunegara (2018:67), the definition of performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Wibowo (2018:4), performance is the implementation of a predetermined plan. Performance implementation is carried out by human resources who possess the capabilities, competencies, motivation, and interests. How an organization values and treats its human resources will influence their attitudes and behaviors in carrying out performance. From the theories above, we can see that performance is the result of an employee's work in achieving the activities carried out by the employee to realize the goals, vision and mission of an organization. Therefore, the researcher concludes that the definition of performance is the result of an employee's work in a process or implementation of tasks according to their responsibilities in a certain period which can influence the achievement of a particular organization.

### Career Development

According to Putri (2019), career development is a decision made now about what to do in the future. This means that someone who has already established a career plan needs to take certain steps to realize that plan. These steps can be taken on the employee's own initiative, but can also be in the form of activities sponsored by the organization, or a combination of the two.

According to Arismunandar (2020), a career is the personal development undertaken by an individual to achieve a career plan and the development undertaken by the personnel department to achieve a work plan in accordance with the organizational path or level. Therefore, no matter how well-developed a career plan is, accompanied by reasonable and realistic career goals, the plan will not become a reality without systematic and programmatic career development.


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According to the experts above, it can be concluded that career development is the process of preparing individuals for higher responsibilities through formal organizational methods in a series of work activities with ongoing relationships. Development is often associated with increasing the intellectual and emotional abilities needed to perform a job well. Typically, within an organization, an individual experiences a certain level of success, and employees have the opportunity to pursue their desired career.

**Job Promotion**

According to Hasibuan in (Wardhani et al., 2023) job promotion is a transfer that increases authority and responsibility to a higher position in an organization which is accompanied by greater obligations, rights, status and income than before. According to Siagan in (Khaeruman, et al., 2021), promotion is when someone is moved from one job to another job with greater responsibilities, a higher hierarchical level, and a higher income.

According to Sedarmayanti in (Wati et al., 2020) position promotion is the activity of moving employees from one position to another position that has higher status and responsibility. From the definition above, it can be concluded that job promotion is a transfer or change in job position to a higher one accompanied by greater obligations, responsibilities, rights, status and income than before in an organization.

**Employee Loyalty**

Riyanti (2017:6) states that employee work loyalty is the determination and ability to follow through with full awareness, responsibility, determination, and ability that must be demonstrated in daily attitudes and behavior, and in carrying out tasks. This opinion is interpreted as meaning that employee loyalty to work arises internally, and loyalty to the company where they work is due to their responsibility and ability.

Hasibuan (2021:210), states that employee work loyalty is the diversity of roles and members in using their thoughts and time to achieve organizational goals. Meanwhile, Suhendi (2017:260) said that employee work loyalty is shown by employee commitment to the company, organizational commitment can be formed by several factors both from the organization and the individual.

Kadarwati (2017:108), said that employee work loyalty towards work is a physical, psychological, and social activity that causes individuals to choose an attitude to follow the rules of determination to do and practice something that is understood as something meaningful, full of knowledge and responsibility as well as personal perceptions towards efforts to achieve the goals of government organizations based on their expertise to


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increase the effectiveness of government organizations and accompanied by consistent and strong dedication.

FromThe definition above can be interpreted to mean that employee work loyalty is a condition and activity involving physical, psychological and social aspects which causes individuals to have a strong sense of belonging, responsibility and willingness to contribute to efforts to achieve organizational goals.

**Work Environment**

According to Budiasa (2021;39), the work environment is everything that is around employees while working, whether physical or non-physical, directly or indirectly, which can affect the employee's self and work while working. According to Afandi (2021:66), the work environment is something that exists in the workers' environment that can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment.

According to Widiana (2015;26), the work environment is everything around employees that can influence them in carrying out the tasks assigned to them, either directly or indirectly. According to Kamaroellah (2014;22), the work environment is the condition of an employee's workplace, which includes both the physical and non-physical work environments. The physical work environment is a physical condition surrounding the workplace that can affect employees both directly and indirectly. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships between colleagues.

From the opinions of several experts above, it can be concluded that the work environment is the condition or atmosphere in the place where employees work, which includes the facilities provided to create a conducive work environment and support the company's operations to run well and optimally.

**Framework**

The variables used in this study are Career Development (X1), Job Promotion (X2), Employee Loyalty (X3) and Work Environment (X4) as independent variables, while the dependent variable is the Employee Performance (Y) variable at PT. Brigh PLN Batam, Riau Islands Province.


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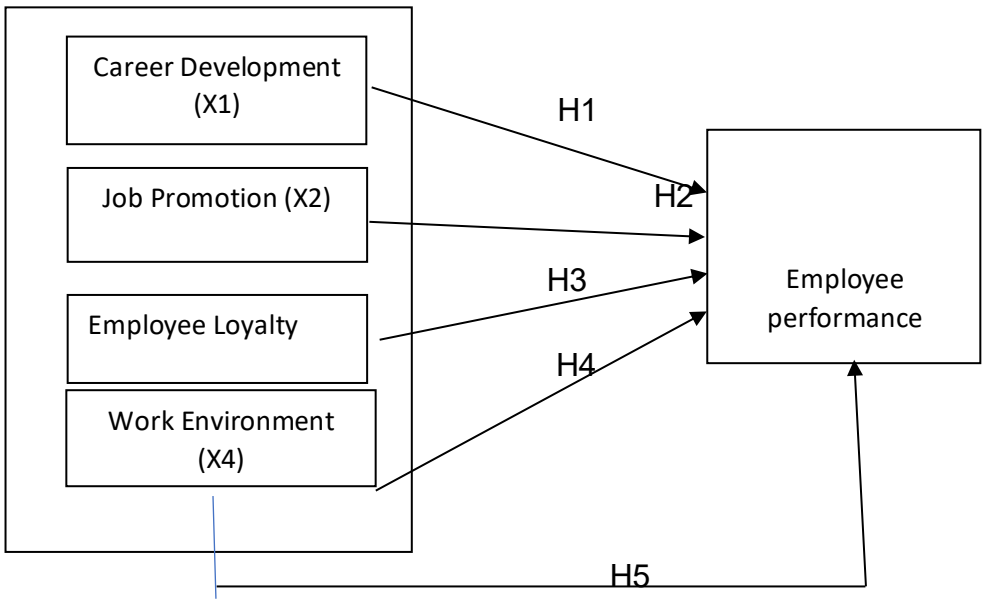



**Figure 1. Research Framework**

**Hypothesis**

A hypothesis is a tentative assumption whose truth remains to be tested. This hypothesis is intended to provide direction for research analysis.

1. There is an Influence on Career DevelopmentOn Employee Performance at PT. Brigh PLN Batam.
2. There is an Influence of Position PromotionOn Employee Performance at PT. Brigh PLN Batam.
3. There is an Influence on Employee LoyaltyOn Employee Performance at PT. Brigh PLN Batam.
4. There is an Influence of the Work Environment on Employee Performance at PT. Brigh PLN Batam.
5. There is a joint influence between career development, job promotion, employee loyalty and the work environment.On Employee Performance at PT. Brigh PLN Batam.

## RESEARCH METHODOLOGY

### METHOD OF COLLECTING DATA

Data collection techniques are the methods used by researchers to uncover or gather quantitative information from respondents within the scope of the research. Sujarweni (2016:74) stated that to obtain information and data in this study, the author used several data collection techniques, including:



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1. Interview
   An interview is one instrument used to gather data verbally. This must be conducted in-depth to obtain valid and detailed data. Interviews are conducted using a questionnaire and are a direct method of data collection.
2. Questionnaire
   A questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements to answer. The questions should be clear and unambiguous.
3. Literature review
   Literature study is a method of collecting data and information by carrying out library activities through books, journals, previous research and so on that are related to the research being carried out.

***1) Population and Sample***

**Population**

According to Slamet Rianto (2020, p. 11), a population is the entirety of the subjects or objects that will be the target of research. According to Sugiyono (2019, p. 126), a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn.The population in this study isEmployees at PT. Brigh PLN Batamby 2026 as many as 650 employees.

**Sample**

Meanwhile, based on calculations using the Slovin formula to determine the sample size that will be used as respondents by the author in making this thesis is 86.66 so it can be rounded up to 87 employee respondents at PT. Brigh PLN Batam.

***2) Data Analysis Tools***

**Multiple Regression Analysis**

According to Simamora (2015:42), multiple regression is used to predict a dependent variable using various independent variables called predictors. In this study, it is used to determine how much influence the independent variables, namely Career Development, Job Promotion, Work Loyalty and Work Environment have on the dependent variable, Employee Performance at PT. Brigh PLN Batam, Riau Islands Province. The form of the multiple linear regression equation used in this study is as follows:

$$Y = a + b1X1 + b2X2 + b3X3 + b3X4 + e$$

**Discussion of Research Results**



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**Validity and Reliability Test**

A validity test is an instrument used to measure the validity of a questionnaire. A questionnaire is considered valid if its questions accurately reveal what it is intended to measure. Validity testing can be performed by calculating the correlation between the scores of each question item and the total score (Ghozali, 2018:133).

Validity testing criteria:

Valid = Sig (Probability) < 0.05

Invalid = Sig (Probability) > 0.05

Table 1

Career Development Validity Test (X1)

| *Question* | *Correlation Value* | *Probability* | *Information* |
|---|---|---|---|
| **1** | 0.679 | 0.000 < 0.05 | Valid |
| **2** | 0.674 | 0.000 < 0.05 | Valid |
| **3** | 0.624 | 0.000 < 0.05 | Valid |
| **4** | 0.691 | 0.000 < 0.05 | Valid |
| **5** | 0.552 | 0.000 < 0.05 | Valid |

*Source: Spss 19.0*

Table 2

Job Promotion Validity Test (X2)

| *Question* | *Correlation Value* | *Probability* | *Information* |
|---|---|---|---|
| **1** | 0.629 | 0.000 < 0.05 | Valid |
| **2** | 0.620 | 0.000 < 0.05 | Valid |
| **3** | 0.635 | 0.000 < 0.05 | Valid |
| **4** | 0.544 | 0.000 < 0.05 | Valid |
| **5** | 0.585 | 0.000 < 0.05 | Valid |

*Source: Spss 19.0*

Table 3

Employee Loyalty Validity Test (X3)

| *Question* | *Correlation Value* | *Probability* | *Information* |
|---|---|---|---|
| **1** | 0.726 | 0.000 < 0.05 | Valid |
| **2** | 0.634 | 0.000 < 0.05 | Valid |
| **3** | 0.633 | 0.000 < 0.05 | Valid |
| **4** | 0.684 | 0.000 < 0.05 | Valid |
| **5** | 0.741 | 0.000 < 0.05 | Valid |

*Source: Spss 19.0*



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Table 4 Work Environment Validity Test (X4)

| Question | Correlation Value | Probability | Information |
|---|---|---|---|
| 1 | 0.705 | 0.000 < 0.05 | Valid |
| 2 | 0.702 | 0.000 < 0.05 | Valid |
| 3 | 0.633 | 0.000 < 0.05 | Valid |
| 4 | 0.684 | 0.000 < 0.05 | Valid |
| 5 | 0.624 | 0.000 < 0.05 | Valid |

*Source: Spss 19.0*

Table 5
Employee Performance Validity Test (Y)

| Question | Correlation Value | Probability | Information |
|---|---|---|---|
| 1 | 0.665 | 0.000 < 0.05 | Valid |
| 2 | 0.644 | 0.000 < 0.05 | Valid |
| 3 | 0.629 | 0.000 < 0.05 | Valid |
| 4 | 0.610 | 0.000 < 0.05 | Valid |
| 5 | 0.679 | 0.000 < 0.05 | Valid |

*Source: Spss 19.0*

From all the questions asked by the researcher, which are 25 questions from 4 independent variables and 1 dependent variable, and each variable with 5 questions, the results obtained that all questionnaire questions were declared VALID. So that all questionnaire questions can be processed properly. Invalid questions have a Sig (Probability) value above 0.05 and valid questions have a Sig (Probability) value below 0.05 according to the standards above (the results of the SPSS viewer output of the validity calculation are attached).

Of all the questions asked by the researcher, namely 25 questions from 4 independent variables and 1 dependent variable, each with 5 questions, the results obtained were that all questionnaire questions were declared RELIABLE.

Table 6
Instrument Reliability Test

| No | Variables | Reliability Value (Cronbach's Alpha) | Table Parameters | Information |
|---|---|---|---|---|
| 1 | Career Development | 0.710 | 0.60 | Reliable |



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| | | | | |
|---|---|---|---|---|
| **2** | Job Promotion | 0.697 | 0.60 | Reliable |
| **3** | Employee Loyalty | 0.718 | 0.60 | Reliable |
| **4** | Work environment | 0.711 | 0.60 | Reliable |
| **5** | Employee performance | 0.744 | 0.60 | Reliable |

*Source: Spss 19.0*

**Analysis of the Influence of Career Development (X1) on Employee Performance (Y)**

**Table 7. Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .616a | .334 | .628 | 1,263 |

a. Predictors: (Constant), Career Development

The R Square figure, which is the squared correlation figure or 0.6162, is 0.334. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.334 or equal to 33.40%. This figure means that only 33.40% of Employee Performance at PT. Brigh PLN Batam Kepulauan Riau can be explained by using the Career Development variable. While the remaining 66.60% (100% - 33.40%) must be explained by other causal factors. To note, the magnitude of the R Square ranges from 0 to 1, which means that the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

**Coefficientsa**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5,288 | 1,666 | | 2,575 | .012 |
| | Career Development | .718 | .075 | .796 | 7,850 | .000 |

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :



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Y = Employee Performance
X1 = Career Development
a = the constant number in this study is 5.288.
b = regression coefficient figure of 0.718
From the data above, the equation is as follows:
Y = 5,288+ 0.718 X1

The t-test will be used to test the significance of the constant and the Career Development variable (X1) on the Employee Performance variable (Y) at PT. Brigh PLN Batam.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 10,810
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 87 – 2 = 85
  ttable = 2,007 results from the table

Because t count (7,850) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Career Development variable has an effect on Employee Performance at PT. Brigh PLN Batam.

**Analysis of the Influence of Job Promotion (X2) on Employee Performance (Y)**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .796a | .634 | .628 | 1,263 |

a. Predictors: (Constant), Job Promotion

R Square Number (The squared correlation number or 0.7962 is 0.634. The R Square number is also called the Determination Coefficient. The magnitude of the determination coefficient number is 0.634 or equal to 63.40%. This number means that only 63.40% of Employee Performance at PT. Brigh PLN Batam, Riau Islands Province


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that occurs can be explained by using the Job Promotion variable. While the remaining 25% (100% - 75%) must be explained by other causal factors. To note, the magnitude of the R Square ranges from 0 to 1, which means that the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

**Coefficientsa**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 4,288 | 1,666 | | 2,575 | .012 |
| | Job Promotion | .818 | .075 | .796 | 10,850 | .000 |

a. Dependent Variable: Employee Performance

PartThis describes the regression equation to determine the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance
X2 = Job Promotion
a = the constant number in this study is 4,288
b = regression coefficient figure of 0.818
From the data above, the equation is as follows:

Y = 4,288+ 0.818 X2

The t-test will be used to test the significance of the constant and variable of the Job Promotion factor (X2) on the Employee Performance variable (Y) at PT. Brigh PLN Batam.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.



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- If t count > t table, then Ho is rejected
- t count = 14.290
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 87 – 2 = 85
  t table = 2.007 results from the table

Because the calculated t (14.290) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Job Promotion variable has an effect on the Employee Performance variable at PT. Brigh PLN Batam.

**Analysis of the Influence of Employee Loyalty (X3) on Employee Performance (Y)**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .866a | .750 | .747 | 1,043 |

a. Predictors: (Constant), Employee Loyalty

R Square Numberis the squared correlation number or 0.8662, which is 0.750. The R Square number is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.750 or equal to 75.0%. This figure means that 75% of Employee Performance at PT. Brigh PLN Batam, Riau Islands Province that occurs can be explained by using the Employee Loyalty variable. While the remaining 25% (100% - 75%) must be explained by other causal factors. To note, the magnitude of R Square ranges from 0 to 1, which means the smaller the magnitude of R Square, the weaker the relationship between the two variables. Conversely, if R Square is closer to 1, the stronger the relationship between the two variables.

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2,512 | 1,389 | | 1,808 | .075 |
| | Employee Loyalty | .485 | .062 | .866 | 14,290 | .000 |

a. Dependent Variable: Employee Performance



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PartThis describes the regression equation to determine the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X3 = Employee Loyalty

a = the constant number in this study is 2.512

b = regression coefficient figure of 0.485

From the data above, the equation is as follows:

Y = 2.512 + 0.485 X3

The t-test will be used to test the significance of the constant and the Employee Loyalty Variable (X3) on Employee Performance (Y) at PT. Brigh PLN Batam.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 16.377
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 87 – 2 = 85
  t table = 2.007 results from the table

Because the calculated t (16.377) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Loyalty variable has an effect on the Employee Performance variable at PT. Brigh PLN Batam.



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**Analysis of the Influence of Work Environment (X4) on Employee Performance (Y)**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .893a | .798 | .795 | .939 |

a. Predictors: (Constant), Work Environment

R Square Numberis the squared correlation number or 0.8932, which is 0.798. The R Square number is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.798 or equal to 79.80%. This figure means that 79.80% of Employee Performance at PT. Brigh PLN Batam that occurs can be explained by using the Work Environment variable. While the remaining 20.20% (100% - 79.80%) must be explained by other causal factors. To note, the magnitude of R Square ranges from 0 to 1, which means the smaller the magnitude of R Square, the weaker the relationship between the two variables. Conversely, if R Square is closer to 1, the stronger the relationship between the two variables.

**Coefficientsa**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2,223 | 1,230 | | 1,807 | .075 |
| | Work environment | .303 | .055 | .893 | 16,377 | .000 |

a. Dependent Variable: Employee Performance

PartThis describes the regression equation to determine the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X4 = Work Environment

a = the constant number in this study is 2.223

b = regression coefficient figure of 0.303

From the data above, the equation is as follows:

Y = 2.223 + 0.303 X4



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The t-test will be used to test the significance of the constant and the Work Environment variable (X4) on the Employee Performance variable (Y) at PT. Brigh PLN Batam.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 16.377
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 87 – 2 = 85
  t table = 2.007 results from the table

Because the calculated t (16.377) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Environment variable has an effect on the Employee Performance variable at PT. Brigh PLN Batam.

**AnalysisCorrelation of Career Development (X1), Job Promotion (X2), Employee Loyalty (X3) and Work Environment (X4) Simultaneously with Employee Performance (Y)**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .920a | .846 | .839 | .832 |

a. Predictors: (Constant), Work Environment, Employee Loyalty, Job Promotion, Career Development

R Square Number (The squared correlation number (0.9202) is 0.846. The R Square number is also called the Determination Coefficient. The determination coefficient is 0.846 or equal to 84.60%. This number means that 84.60% of Employee Performance at PT. Brigh PLN Batam can be explained using the variables of Career Development, Job Promotion, Employee Loyalty and Work Environment at PT. Brigh PLN Batam. While the remaining 15.40% (100% - 84.60%) must be explained by other causal factors. To note, the magnitude of the R Square ranges from 0 to 1, which means that the smaller


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the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 250,639 | 4 | 83,546 | 120,798 | .000a |
| | Residual | 45,647 | 82 | .692 | | |
| | Total | 296,286 | 86 | | | |

a. Predictors: (Constant), Work Environment, Employee Loyalty, Job Promotion, Career Development

b. Dependent Variable: Employee Performance

ANOVA testproduces a calculated F figure of 120.798 > F table 2.56 with a significance level (probability figure) of 0.05. Calculated F > F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Career Development (X1), Job Promotion (X2), Employee Loyalty (X3) and Work Environment (X4) together have a significant effect on the Employee Performance variable (Y) at PT. Brigh PLN Batam.

**Coefficientsa**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .847 | 1,009 | | .731 | .408 |
| | Career Development | .115 | .140 | .112 | 2,045 | .200 |
| | Job Promotion | .225 | .202 | .221 | 3,146 | .000 |
| | Employee Loyalty | .442 | .019 | .432 | 4,483 | .000 |
| | Work environment | .234 | .170 | .627 | 5,783 | .000 |

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

$Y = a + b_1X1 + b2X2 + b3X3 + b4X4 + e$

$Y = 0.847 + 0.115X_1 + 0.225\ X2 + 0.442\ X3 + 0.234X4$



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1) The constant of 0.847 means that if there is no addition of Career Development (X1), Job Promotion (X2), Employee Loyalty (X3) and Work Environment (X4) then Employee Performance (Y) of PT. Brigh PLN Batam will increase by 0.847.
2) Career Development Coefficient (X1), of 0.115 means that for every 1 percent increase in Career Development, the Employee Performance of PT. Brigh PLN Batam will increase by 0.115.
3) The Job Promotion Coefficient (X2) of 0.225 means that for every 1 percent increase in Job Promotion, the Employee Performance of PT. Brigh PLN Batam will increase by 0.225.
4) The Employee Loyalty Coefficient (X3) of 0.442 means that for every 1 percent increase in Employee Loyalty, the Employee Performance of PT. Brigh PLN Batam will increase by 0.442.
5) The Work Environment Coefficient (X4) of 0.234 means that for every 1 percent increase in the work environment, the Employee Performance of PT. Brigh PLN Batam will increase by 0.234.

## CONCLUSION AND SUGGESTIONS

### Conclusion

Based on the description in the previous chapter, it can be generally concluded that as follows:

1. In testing the hypothesis whether the Career Development variable has an effect on Employee Performance at PT. Brigh PLN Batam, Riau Islands Province, then because the calculated t (7,850) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Career Development variable has an effect on Employee Performance at PT. Brigh PLN Batam.
2. In testing the hypothesis whether the Job Promotion variable has an effect on Employee Performance at PT. Brigh PLN Batam, then because t count (10.850) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Job Promotion variable has an effect on the Employee Performance variable at PT. Brigh PLN Batam.
3. In testing the hypothesis whether the Work Loyalty variable has an effect on Employee Performance at PT. Brigh PLN Batam, then because t count (14.290) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Loyalty variable has an effect on the Employee Performance variable at PT. Brigh PLN Batam.
4. In testing the hypothesis whether the Work Environment variable has an effect on Employee Performance at PT. Brigh PLN Batam, then because the


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calculated t (16.373) > t table (2.007), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Environment variable has an effect on the Employee Performance variable at PT. Brigh PLN Batam.

5. In testing the hypothesis whether the variables of Career Development, Job Promotion, Employee Loyalty and Work Environment simultaneously influence Employee Performance of PT. Brigh PLN Batam. The Anova test produces a calculated F number of 120.798 > F table 2.56 with a significance level (probability number) of 0.05. F count > F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Career Development (X1), Job Promotion (X2), Employee Loyalty (X3) and Work Environment (X4) together have a significant effect on the Employee Performance variable (Y) at PT. Brigh PLN Batam.

**Suggestions**

Suggestions thatThe author needs to convey to PT. Brigh PLN Batam as follows:

1. The management of PT PLN Batam is advised to maintain and improve objectivity in its Talent Mapping scheme. The company needs to clarify the timeline for transitioning from functional (technical) to structural (management) career paths through regular outreach. The competency assessment process for job promotions must be conducted with a high level of procedural fairness to minimize resistance and continue to stimulate employee achievement motivation.
2. The author suggests that job promotions be carried out professionally based on the competencies of PT PLN Batam employees.
3. Given that employee loyalty has proven to be a crucial bridge (mediator) in improving performance, PT PLN Batam should not focus solely on continuance commitment. The company must build emotional loyalty (affective commitment) through providing non-financial rewards, involving employees in strategic decision-making, and creating a harmonious work culture. This is crucial so that employees perform not only out of regulatory obligations, but also out of a strong sense of belonging to the corporation.
4. Companies need to create a more supportive non-physical work environment through stress management or employee well-being programs, considering the high psychological burden in dealing with electricity customer complaints in Batam.
5. It is hoped that future researchers will not rely solely on quantitative approaches using questionnaires. Using mixed methods, including in-depth interviews with HR management and union representatives, will allow for more comprehensive and in-depth confirmation of field phenomena.


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